

Cities of Integrity: Urban Planning and Corruption in Africa

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Research Programme



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Cities of Integrity: A Central Corruption Problem in Development

Urbanisation & the Role of Professional Integrity in Urban Planning

QUALITATIVE ACTION 2 EXPERIMENT

Workshop Report

March 2021



Facilitated by

In partnership with





Qualitative Action Experiment **2** Workshop Report

Facilitated by

Centre for Urban Research & Planning
University of Zambia

Partners

African Centre for Cities
University of Cape Town
Zambia Institute of Planners

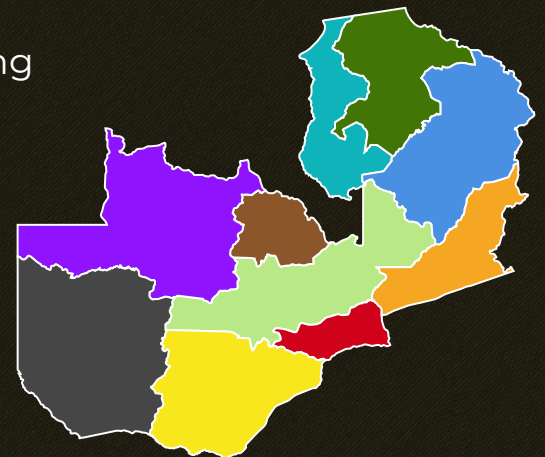
**Urbanisation & the Role of Professional Integrity in
Urban Planning**

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List of Acronyms

CURP	Centre for Urban Research & Planning
DPO	District Planning Officer
MLG	Ministry of Local Government
MND	Ministry of National Development
NUA	New Urban Agenda
QAE	Qualitative Action Experiment
SDGs	Sustainable Development Goals
ZIP	Zambia Institute of Planners



Introduction



"Municipal officials, political decision makers, civil society advocates and built environment practitioners have very few practical tools that help them to better understand and effectively address urban planning corruption"

The Urban planning landscape world over has experienced considerable dynamics and planners have experienced various aspects of planning. Whereas there has been emphasis on the need to uphold integrity, it is a contested matter. Planners from diverse backgrounds have shared their experiences on the various aspects of how they experience integrity and corruption in urban planning.

The qualitative action experiments are thus a platform to (get data from working paper) which have yielded much results with regards to offering insights into the plight of planners. With the first QAE held in October 2019 in Lusaka, which meant to equip planners with tools, that will foster integrity in the urban workspace. The second workshop was held as a follow up to build on discovered data and asking of instruments such as the urban and regional planner's Act and brought together over 25 planners that joined in physically and virtually from various planning institutions across the country.

The objectives were to explore the various dimensions of corruption in urban development and land use management in Zambia, support planning professionals with the necessary knowledge, tools and networks to tackle corruption and get deeper evidence-based understanding of the nature, scale and scope of corruption and how it relates to your their experience in their contexts.

Anti-Corruption Evidence

This report provides a synopsis of the undertakings of the QAE second workshop held in Lusaka on March 30th 2021.

Project Approach

This project speaks to an important corruption nexus in development—urbanisation and corruption—and urban planners play a pivotal role in fostering integrity in urban development, as their professional realm straddles the worlds of both public administration and private development. The insights generated through this research is relevant for policy and practice across Africa and will inform broader integrity strategies that focus on professional communities and their professional bodies.

Instead of testing standard anti-corruption measures, the Cities of Integrity project examines a rather under-explored, yet promising route—the activation and promotion of professional integrity and the professional structures that enable it. The project takes a three-pronged approach, using a qualitative action experiment built around a targeted training intervention for planners in Zambia and South Africa, including a feedback mechanism that surfaces and harnesses different and potentially conflicting expectations around the role, responsibilities, and everyday practices of planners:

- Examine the current integrity landscape in urban development and planning;
- Build on a mapping of existing mechanisms and practices to develop, promote and enforce integrity as a professional norm; and
- Identify public roles and responsibilities practicing planners in South Africa and Zambia see for themselves, as well as the pressures they face at the intersection of the public and private sector.

THE PROJECT

The project focuses on how professional communities of planners in South Africa and Zambia live up to their roles as drivers of integrity. The project takes a three-pronged approach illustrated here:

Cities of Integrity: Urban Planning and Corruption in Africa

Examine current integrity landscape in urban development and planning

Build on a mapping of existing mechanisms and practices to develop, promote and enforce integrity as a professional norm

Identify public roles and responsibilities practicing planners in South Africa and Zambia see for themselves, as well as the pressures they face at the intersection of the public and private sector

A qualitative action experiment built around a targeted training intervention for planners in Zambia, including a feedback mechanism that surfaces and harnesses different and potentially conflicting expectations around the role, responsibilities and everyday practices of planners

Anti-Corruption Evidence



Remarks from Research Team Members



Stephen Berrisford
Associate Director Pegasys

The Cities of integrity project is about building integrity in the profession and this could be done through the knowledge base of platforms such as workshops and also the structures and processes of professional bodies. What is clear is that building integrity in the profession is a necessary precondition for rolling integrity in the process of urban planning and growth of the organization. It is necessary to build it within our organizations and within our daily practice. Corruption in urban planning is part and parcel of the urban planning process regardless of the location and the process of changing the value of land at full scale is one that leads to corruption.

He further highlighted the fact that the project does not single out Zambia and South Africa as bad examples but rather as two countries that show opportunities for demonstrating improved integrity because of the existence of ZIP, SACPLAN and planning schools such as The University of Zambia and the University of Capetown. There is a growing profession in both the private and public sector and the project is important not just in southern Africa but globally.

The project does not put South Africa and Zambia at the helm of corruption but highlights the synergies that the University Of Cape Town, Zambia Institute of Planners, SACPLAN and UNZA have in tackling corruption and inclusive urban development. It also shows the world our ability to face the problem head on as the initiative has given birth to other institutions, for instance Ghana which has picked up some of the ideas that have been discussed and is testing what can work for them. The project is therefore timely and the hope was that it would impact the African continent and beyond, making this an opportunity to do something different.



Prof. Vanessa Watson
University of Cape town

In her brief remarks, Professor Watson thanked participants who were both online and in physical attendance and ZIP who had done an amazing job being part of the process. She made reference to the unusual yet interesting way of tackling corruption and planning. She then indicated the importance of strictly looking at the issue of corruption in the planning profession.



Dr Gilbert Siame
Director - CURP

In his presentation, Gilbert took the participants back in time and reflected on the first QAE that was held between the 8th -10th October, 2019. He stated that the workshop focused on the course rationale, objectives and the expected outcomes of the project. The journey which began with the QAE training in Lusaka took three days and it was set to support planners and expose them to the tools and transparency international president was present at this time. Planners were taught how to make use of the available tools and systems to build integrity in the profession and aim for zero corruption in land and urban processes. The training also aimed to deeply understand the subject itself which is complex, dynamic and risky. There was need to consequently understand what is involved, what planners go through, what they experience and whether they are being transferred, promoted, demoted or ignored because the end result is that planners are frustrated and unable to perform in the interest of the public. It is therefore imperative to get to that understanding and begin building a team of professionals that champion integrity and appreciate what people go through. Courses offered included the basics of corruption, major issues and dynamics of corruption and urban planning and module on the role of moral reason with application to planning and the role of professional ethics in urban planning and finally a presentation by transparency international that provided tactics and strategies on how to tackle these instances of corruption, drawing on a number of themes and approaches that could be used.

"Corruption has become the norm. it has gradually positioned itself as a factor of production globally"

He indicated that after the workshop, follow-ups were made with various planners across the country in various districts and many planners engaged in dialogue with the team that was on a journey to understand the integrity dynamics that planners experience in Zambia. This he added was a very enriching experience. The QAE 2 is a reflection of those modules by taking a route and understanding what journeys individuals have walked, what they faced after the training, what the challenges and risks are, which tools are working better and which ones may not work and which require modification so that the tools are not just offloaded and assumptions made but rather try to go through and see how people have engaged with the subject of integrity and corruption after being exposed to these modules that were shared during the first QAE. He further indicated that the rationale was and still remains to explore the various dimensions of corruption in urban development and land use management, to equip planners with the necessary tools and knowledge to tackle the subject of corruption and champion integrity in our work.

The objectives were to raise awareness on the complex causes and effects of corruption in urban cities such as the Kenyan land issues (<https://drive.google.com/file/d/1wvtv>), learn how corruption manifests and its consequences and its implications on human development and other urban development related issues or interests. The second objective was to strengthen integrity and advance public responsibility in the planning profession with specific attention to how to champion and uphold the public interest issues in planning and resist the temptation to follow sectoral interest that may have far reaching consequences in as far as building inclusive sustainable prosperous cities and towns is concerned. In particular drawing on the international documents that our government continues to talk about and champion that is, the SDGs, NUA and several other international documents that speak of sustainable, inclusive, prosperous cities, towns and nations. However, the presence of corruption makes it difficult to achieve any of those goals.



For the Zambian case, Dr Siame made reference to the National urbanization policy, the implementation of the urban and regional planning act which in itself is far reaching but whose implementation is presently being hindered due to corruption. He also referred to specific cases like the Lusaka master plan and why the city is growing in the opposite of what has been planned and stated that part of the reason may be that sometimes certain documents or things in the work spaces are being ignored because certain pressures are pushing in a particular direction. That is therefore the level of understanding that the project sought to recognize. If planners can know their responsibility and what shapes what they need to deliver, then they will stand and do the right thing as a network, as a profession, as a group of planners and can therefore change the dynamics. He further indicated that there was need to provide an open platform for the reflection of personal and moral development of the collective professional ethics hence the formation of the whatsapp group where members connected through the personal conversations at a very deep personal level. This abetted the team to understand what the planners really go through and be aware of the level of frustrations and anger as well as the pressures that border on corruption and planning in urban development. Lastly, he stated that everyone had learnt so much and this information will be used to help one another to do things slightly different. The expected outcomes are largely a better and deeper understanding of the nature , scale and scope of corruption, an increased awareness amongst ourselves of this subject because it tends to be widespread in many cases such that it begins to look as if its part of life , its part of the profession.

There has been normalisation of the issue and a the myths that if everyone is doing it, then one can also do it. This however can be challenged and although it may be tough, there is a way out of this especially if there is a network in the profession as a whole. He further stated that there is need for a stronger sense of professional responsibility and moral agents against the issue of corruption and of challenges caused by rapid urbanisation, constrained land supply, increased polarised spatial development and political experience as all these factors shape us. At the same time there is need to have the voice of wisdom, somebody to say this is a little bit too much and despite it going on for sometime there is need to do something different. The institutes can then become agents to push for that type of change slowly and in the medium to long term we can begin to see the subject of integrity as something that is verbalised and one can talk about and actualise understand what it means, making it a norm. Hopefully the subject of integrity can inform the work of planners such as drawings ,opening of new developments, approvals and a good knowledge base about the practical tools and strategies that can be used to champion integrity and avoid corruption. Above all the strengthening of integrity in the planning profession. Whereas much has been said about corruption, the subject of integrity needs to be in the forefront and the hope is that the subject is beginning to sink in slowly and there will be an appreciation of what it means to be a champion of integrity in our professional work and in the profession as a whole .



Commitments to Upholding Integrity in Planning

A short survey was done after the presentation of the modules to ascertain whether or not people were up to the task or whether they would commit to taking up part of the responsibilities and responses to the subject of integrity and the subject of corruption in their daily work. Model commitments were made such as sharing of knowledge or the message that those modules delivered, sharing the tools that were shared as possible mechanisms to confront the issues and exploring measures with regards to what one can do as an individual at the workplace and what to do generally at the organisation and to strengthen the integrity in the professional community as ZIP and as members of ZIP.

The commitments made by the participants hence formed the basis of the QAE 2 discussions

SN	Commitment	Participants
1	Meet with colleagues/mentees/subordinates to share the results of the workshop	24
2	Draft/develop service charter (some local authorities like Solwezi had developed one)	9
3	Make service charter and procedures more publicly accessible/visible	9
4	Draft/develop checklists	7
5	Improve personal efforts and practices to be a person of integrity	7
6	Strengthen integrity of colleagues/workplace	6
7	Put sign up with integrity-focused message in office or visible public place of work/vehicle	4
8	Take steps to educate clients regarding processes/procedures - can be a source of corruption.	
9	Be a resource or champion for integrity and anti-corruption	4
10	Call out the corruption of others	2
11	Praise/reward demonstrations of integrity by others	2
12	Introduce regular work meetings to reflect on integrity	2

Workshop Reflections

Personal Integrity Journeys

The fight against corruption requires a multi sectoral approach to be able to achieve meaningful results. When one works for the local government, it is imperative to engage political leaders into the whole process and one of the recommendations is the engagement of the local government association which has different representatives coming from the political realm who can also help in the fight against corruption.

"The Challenge is that planners cannot make a decision because they are not the overall decision maker but are rather just a conduit for decision making processes. There have been instances where people wanted to settle on land without proper procedure and the local authorities sometimes face a frustrating situation. Sometimes acting in a certain way can earn you a bad name. Specific examples of challenges are when leaders and council officers get land at no cost despite being aware of a directive that all should have equal opportunities and therefore respond like everyone else. Directives or circular would indicate that such people have a payment plan and therefore it gets frustrating when other higher authorities that are given these reports do not take up the necessary steps to correct some of these occurrences"

Council Secretary Western Province .

"It is difficult when you are looking at integrity issues because you realise that decision making and integrity lie in line. The intensity of the risks taken at different levels of planning differ. Town planners take much lower risks in their decision making than those at managerial level such as DPOs so it means for one to make those decisions, they need to ensure that they have integrity as these decisions affect a lot of people, especially those made at a managerial level in a higher institution especially at head of department level .Citing one specific example, it was stated that giving technical advise to political leaders according to what regulations say may sometimes bring a lot of heat to the district so its becomes difficult to change people's perspectives. The QAE helped in that it imparted knowledge and there was no longer ignorance on the subject of integrity. It also made it difficult to simply agree to anything that people would say because now there was the knowledge on integrity. Previously, decision making was easier because it didn't put much into consideration but after the training, there was a realisation that there that there was a very fine line between appreciation and corruption and therefore the subject of integrity had to be present in every decision that was made and there was now consultations with the other HODs".

Distict Planning Officer Western Province

" I asked myself, what part have I played as a planner? what type of integrity planner do I want to be and because of that I was able to make better decisions"

District Planning Officer Western Province



"Decisions come from different forces for personal or political gains. Physical planners are often given instructions that contravene the law such as creation of plots on a water reserve. Working against such a directive or quoting the law may cause one to be deemed insubordinate leading to serious repercussions. Practicing integrity itself is a challenge at every level and there is need to create that platform that allows planners to be able to correctly practice their physical and spatial planning".

Town Eastern Province .

"Whereas much of the challenges in the past bordered on intimidation where superiors threatened subordinates with transfers or dismissal if they did not do a particular thing, there is another hybrid which is often not seen that is being incooperated. For instance hybrid is that they try to integrate you by telling you to create say 30 plots in a place which is not really correct and you will benefit. This has been a new trend because of the economic status as most of the local authorities or a number of planners are going through harsh money issues so they have not probably been paid for a month or two and they are being invited/confronted to that degree so the fight is getting worse everytime and the way we approach the issue is supposed to be sharpened or fashioned to deal with that".

Distict Planning Officer Western Province

"Once a call out was issued on a high ranking government official who was building a soak away on a road reserve. He however reported the concerned planners to the higher offices and the planners were called in by the Town Clerk on the very day and asked to rescind the decision and be diplomatic. How then can town planners and mayors be protected from these higher offices especially in an election year like this one which allows for so many illegalities"?

Town Planner Lusaka Province

"In another recent case, an application for creation of a plot was assigned by the Director planning. However, this proposed plot creation was in an already planned area and an investigation of the site plan, layout plan and the use of GIS reviewed that the said area was sited on the road reserve. A physical inspection proved this to be true and the road was clearly tarred yet someone proposed that it be closed and have a plot created. When this information was given to the client, he stated that there was a minister and other big people involved in the application. He was however told that recommendations would be given and response given in writing but not before client suggested a bribe. His vehicle was used to do a physical inspection and there was fear of being left out in the field if the response was given immediately .A report was written immediately and after a few days I received a call from the same client who questioned why such a report was written and stated that I would make them loose elections. In addition, despite sharing the tools learnt in the first QAE, planners have challenges especially when salaries are delayed by 2months and one is approached with a bribe. Even though planners do not get paid for that long period they are still expected to report for work daily and missing work due to logistical challenges like lack of transport is cause for dismissal. Planners are therefore in a situation where they are expected to go for work and at the same time provide the basic needs for their families so it gets tricky hence planners end up compromising."

Town Planner Lusaka Province

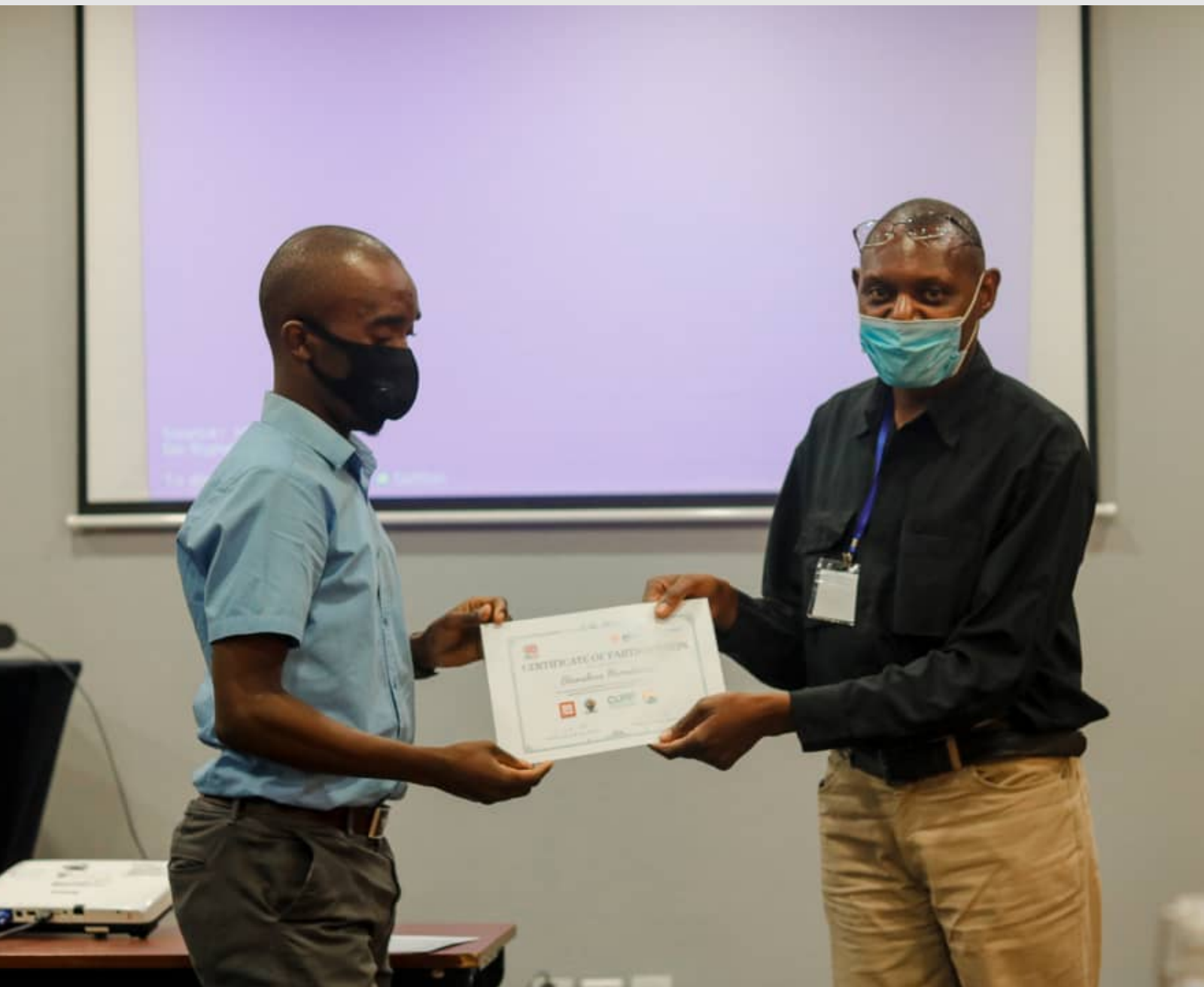
"A lot of officers find it difficult to do their work because they are intimidated and if work is not done according to what supervisors say, they are subjected to punitive measures such as transfer to a remote area or losing employment .ZIP has been in talks with the LGSC to look at the plight of planners in cases where they become victims by virtue of doing their work. ZIP is additionally in the process of formulating a document which will be used as a way of protecting planners in case they become victims of the system as long as such an officer did the work according to the law.ZIP is also working on having a disciplinary committee which will be looking at cases against planners and this will be done as soon as the reviewing of the planner's Act is done. The constitution will also be reviewed".

Zambia Institute of Planners



"The QAE training provided an opportunity to remind people every monday of the importance of having integrity especially with regards to plot allocation as this can be a big issue if not handled well. Subordinates also need to be imparted with knowledge on integrity in such a way that it can reflect in whatever they do and so that it can be in accordance with the regulations that should be followed in conducting our jobs that we can't handle very well. Subordinates also look to superiors and acting in a way that does not reflect integrity may give them a bad impression hence the need to create an atmosphere to communicate. In that way when someone is about to do something against the law that they have been directed to do, they will know they have my support and I am able to advise. So efforts must be made at departmental level".

Distict Planning Officer Western Province





Efficacy of Tools

It was stated that of the tools that were imparted, the whistle blowing is much more difficult to use because mostly instructions tend to come from the supervisor and trickle down to a planner. Even when this instruction is analysed and is categorically not straight forward and that corruption will be present, one is forced to work on it because it is an instruction and not doing it is a sign of insubordination.

In response, ZIP stated that in cases where a supervisor instructs one to do something which is illegal under the law, the concerned person can politely request the supervisor to put it in writing so that it is on record because if not, he may refuse that he actually didn't give such an instruction. Further when a report is written, it must be based on observations so that if the decision is contrary to the report one will not be implicated. However this may not be easy to do especially when the supervisor is someone that one looks up to or when they are feared. Important to politely ask the instructor to put it in writing and put all observations in writing and if one thinks there is a conflict of interest, they must make sure you make a copy of such an instruction because it can be removed from the file.

A planner argued that the course of action was tricky and rhetorically asked how one could possibly ask the director or town clerk who is the boss to put an instruction in writing? In addition another planner added that instructions come from the mayor and trickle down to the Town Clerk then Director of planning so when one acts on something, it is very difficult to refuse or ask the director to put in writing especially when it is not a formal request and portrays a conflict of interest and an illegality. It was then suggested that solutions to this be collectively found as a way forward despite the challenges being faced. As an expert on the matter, Dieter then offered some insights. He was called upon as an expert on this subject to offer insights. He indicated that it is difficult to pass a general judgement on such an issue because it depends on the context. However, strategies that come up again and again are to seek support from peers and the planning association to discuss if there is a way to make a compelling and polite but determined way of explaining to the official that a person is conflicted about that and going forward can spoil the relationship. While it may sound unsatisfactory, there is no silver bullet solution but a combination of solutions. It is important to be aware there is a broad array of players involved that can assist in keeping a clean track record of who are the people that be involved in helping with coming up with a better outcome. While it sounds very general, a take away from the training is that we are at a loss for good advice in these difficult situations on how to stand up to superiors in a situation like this. One of the important things that is being developed is the need to go out and learn from other communities for example personal safety training or negotiation situations. There is a lot of experience outside the planning and anti-corruption community and therefore it's worth having a conversation with those people on how one can navigate a situation like this and therefore learn how to tackle it as an individual.

A planner from Lusaka province specified that one of the things that they had begun putting to practice is that whenever an instruction to remove or demolish something that has already been constructed especially in the central business district, a memo is done asking the town clerk or Director for explicit authorization to carry out the instruction given in case of any backlash or in case the relevant authority or the mayor says he wasn't aware of the situation despite them having given the instruction. So far this has been working and in case there is a backlash, the memo where permission was sought and authorized is produced.



Relevance of QAE Tools

Building a community of integrity champions:

Private sector perspectives: Developing systems

One of the best practices observed is the developing of systems. Integrity becomes critical when you base decisions mainly on what you have other than what the system suggests. It's easier to make a decision and you will not be singled out but you are able to explain something to your superior based on standards such as the act or council resolution.

Support system from planning institute- ZIP

Planners tend to be mistreated and ZIP is crucial in such matters and can provide support for the planners when they do the right thing and also ensure that their livelihoods will still be protected. It was suggested that ZIP provides legal support by using the law as well as the introduction of toll free numbers where planners can freely talk and report such unfair matters. This is so because some planners have in the past raised issues of corruption and irregularities but have had their names revealed as being the whistle blower hence the introduction of toll free lines that would protect the identity of the planner. ZIP needs to provide some sort of tool or aid where they create a platform for making close follow up, recognizing the welfare of the people that they stand for and how they can protect their profession.

Individual efforts

Also, an individual needs to know the things around that they can take advantage of? For instance what is in the law and in the case of a local authority, what resolutions have been made and what their role has been in those resolutions and the by-laws that the council has made because this is an aspect that can aid integrity and protect oneself. Plot or land allocations may arise from a particular activity or a project, it is up to a planner, how do you go and represent that activity with proper guidance to the committee as they depend on the planner's expertise. It is at this point that one should provide guidance to the committee that will aid in the decision making. It is also at this point that one needs to take advantage of different tools that ZIP may provide and are available to you such as tenets of the law to try to culture or structure that into that issue which is being presented. In this way when a resolution is made, it is supported by well through ideas that stand for integrity, and give no room to corruption. A planner then needs to think deep and understand the scenario where they have that tension. Most of the planners would agree that the issue of corruption has become more of a culture and something that is expected. It is therefore a very deep rooted situation and is not an issue that can be sorted out today or tomorrow. However, it is at the point that decisions and laws are being made that interventions say by ZIP can be made because then people are able to think through and be able to influence that action and through that, be able to have a certain understanding and knowledge on how the support system can be framed. This will then support planners that work in these spaces.

A planner needs to convince a political body to understand what they intend to do for them by framing it in such a way that shows them that everyone will be a beneficiary of a particular process. Doing this gains the planner critical support in whatever decisions they make and they are safeguarded from the bosses that try to cover up. Once there is a political system that can stand with the planner and agree that there is a good decision and it is well intended then there is room to practice with integrity.

"You have to play around with what is available, use it to your advantage to advance your goal and sort of be a better crook"- MC

Use of service Charters

Service charters may be a way of increasing transparency and integrity in the planning processes. In places like Solwezi, service charters are visibly stuck and readily available to the public. It is really something that works even when faced with a situation where one is being pushed from outside. Integrity is not just about the internal affairs but sometimes the “temptation” comes from clients and this usually happens because they feel there is some serious bureaucracy for certain procedures to just get certain things done but with a service charter, it becomes very easy for them to know what the procedure is. The public service charter in the case of Solwezi was such that when someone attempts to lure one into getting a bribe for their work, all that person has to do is quickly point them to a service charter and try to simplify the procedure involved in the office so that will show them that they don't need to pay for a service because it is something that is straight forward. The majority of the people who want to pay for a service are those who don't understand the process of getting the work done but when there is something outlined to show them the steps they need to take, this reduces the amount of pressure that a planner gets from the clients. Within the office, integrity may not come from the fact that people do not want to do the right thing but rather emanates from the fact that people do not know what needs to be done.

Another planner echoed these sentiments by stating that there is indeed a knowledge gap in the expected service that the public should get from the public office so some people come with the view of paying a planner before they can have their issue attended to. Rejecting such a payment surprises people and they indicate that they never ever thought such things could happen. There is need to find a platform where when people get to the institution, they understand what they are expecting, how it is supposed to be served to them and how the process ought to be done. That would be a good start in addressing this aspect of corruption since it has become more of a cultural thing where somebody gets to think it is expected that you have to take a certain course of action

Peer to Peer Support

There have been instances when the committee clerk has been to alter minutes so that it can be in line with what people want and the planner is asked to append their signature. That is however giving a lot of pressure when it is coming from a person that the secretary cannot say no to. Drawing from that experience, it is also a good idea to find a way to bring in other officers or other authorities in line with the duty so that if one is unable to deal with the issue and they feel their job is at risk or they might be side lined, they may get another officer or someone to approve or also sign. This would then remind the person that is giving the wrong instruction or luring one into corrupt practices that what they are requesting will be known by more than one person.

Cross department Support

Planners work with people in other departments as well and if that have no integrity they may spread the corrupt tendencies as they go to other sections and that's how the institution will be viewed going forward. Issues of integrity must therefore not be restricted to planning department but it can be extend to reach other departments, it must be a concerted effort. The charter therefor helps them to see that they need to move from one step to the other and people will know that its n institution that is giving correct information and hence that's a way to get a system that supports us.

It's very difficult to separate planners from planning authorities. most of the times planners work for the local authority so it's easy to equate planners with local authorities. of course there are some planners that don't work for the local authorities but also in the private sector as seen earlier. planners in the private sector also have challenges where they choose to be corrupt or not be corrupt depending on how quickly they want their planning products to be approved. However, it's the systems that actually determine how the perception of the public will be on planners. so if the systems are very predictable in terms of processes then it's very easy for the Public to know that if I take this particular application it will come out within such a time then there is no need for somebody to oil someone in order to get something out. as ZIP may not necessarily be in control of what those institutions individually do but members of ZIP can be sensitized to be very professional and integrity is part of professionalism and ZIP tries its level best to ensure that the members that are registered are as professional as possible and are qualified for the work they are going to do and give them the support they need in the process of doing their work. Of course there is the disciplinary committee which is being set up as ZIP understands that some planners may be found ailing in the process and ZIP should be able to deal with those as a way of sanitizing the profession.

Commitments & strides towards creating communities of integrity

Zambia Institute of Planners

Practice Manual for Ethical Practice

ZIP committed to getting a practice manual out as a guide for members on how to behave and carry themselves whilst planning or preparing planning products. Presently, the institution and Zambia urban and regional planners act which guides planners on how to carry themselves as members are in the process of producing a practicing manual. However there exists some challenges between Ministry of local government and min of national development that feels that that the institute should be under their umbrella. Discussions have been ongoing between ZIP and MND and in the process of engaging PS local government as most planners fall in between these two ministries making it difficult to harmonise issues. There are chances of a shift in the near future where the institute will be aligned to both ministries. Over 40 planners during the course of the project expressed their concern about the main reference for planners to behave in the ZIP prescribed manner besides the basic training and the Act. Operationalizing all this and making it clear that working against this ZIP requirement becomes very difficult and came across very strong to a point where people indicated there is no support that you get when you are dealing with a very complex issue like being a whistle blower and becoming a victim. The practice manual in this case is a crucial document that planners indicated was needed.

Repealing of the URP Act

This is in order to make provisions for the addition of few things. so other suggestions are on hold as they cannot be included at this point as they are before parliament but ZIP is committed to having a practice manual once this is dealt with.

Accreditation of Institutions

Accreditation of institutions and individuals who want to carry out planning activities in Zambia. strict code based on existing documentation to be improved upon once practice manual is completed..

Formation of Disciplinary Committee

This is in order to look at all ailing members that have done something wrong and ZIP will deliberate and bring the culprits to book as long as adequate information is given having gone against the act, the institution and the practice manual.

Rewarding members through Continuous Professional Development

Planners with CPD points. Planners to be given rewards based on points accrued after workshops that are attended, kind of training and how many cpd points are given as an incentive leading to exemption from certain things or opportunities to do certain things because of high CPD points accumulated. e.g application of a seal as not all have seals. CPD points give chance to get a seal. A seal being a stamp or seal that imprints and is an engraving on a product used on plans. This can therefore be used by those accredited by the Zambia institute of planners. If plan has been prepared by someone without a seal but qualified by the ZIP, the other person may still use it. The seal reduces poor work by planners as some of the work that should ideally be done by planners is done by drafts men and work does not meet minimum requirements or standards culminating into low quality work and this causes one to lose their seal. Opportunities have been given to people to study as part of rewards as scholarships come through ZIP offices and planners may get these based on the number of cpd points ,the council may sit down and decide who to reward. It was discussed that each member accrues cpd points for attending any continuous professional development event such as AGMS and workshops and it is from here that they are identified and recommended for something such as a training that has not been done by the awardee.



Disciplinary Actions/Penalties

These will be carried out by ZIP which will include removal from register for problematic planners as this implies that employer cannot employ such a one. Removal from the list of practicing planners and recommendation for dismissal and if employer continues employing you then they are acting against the Act and may be taken to court. there may also be imprisonment depending on the gravity of the case as the act specifies different types of offenses.

Mechanisms to monitor the work prepared by planners include a close watch on the local authorities through which planners submit plans, ZIP is then able to check and planner activities are monitored via social media platforms such as facebook and so on when subdivisions are advertised and we find out who is doing that and whether they have planning permission or not. Planners that do not comply are taken to court if they do not cooperate and ZIP has engaged a lawyer that will represent the institution on all issues to do with legal issues in as far as planning concerned. With regards to cases where planners were being unfairly treated and ZIP intervened, the intervention of ZIP is in the form of an understanding on unfair treatment on the officer and trying to get truth out of the employers and attempting to intercede on behalf of the planner without necessarily asking them to change the decision. However if in a matter in which a planner was treated in a certain way because they did not heed to certain instructions that were illegal then ZIP can come in and take the matter to industrial relations courts or create an understanding with them.

It was further discussed that ZIP is able to monitor those in private practice or who are self employed via the institutions because they still have to submit their plans to the planning authority for approval. Private companies are monitored to ensure that employ members of ZIP and cannot exist as a firm if they do not employ registered members, a and their work is submitted to the planning authority for approval so ZIP retains over sight despite them being in the private sector. In this way, the aspect of Integrity and corruption can also be monitored.

In his concluding remarks ZIP representative stated that the project gave the institute a fresh perspective on matters of integrity through the packaging of the series of activities and this was refreshing as it served as a reminder of what needs to be done as opposed to what is always been done in the offices. He stated that this was something that needed to continue and will be continued via the use of the occasional themed zoom meetings which will provide platforms for such vital discussions and dissemination of this information to the broader family of planners as the profession remains highly dynamic. ZIP pledged to partner in future doors and opportunities and planners were encouraged to make their contributions in terms of what they thought they would better stronger more visible and more respected profession

Conclusion & Reflections



Corruption in urban development is clearly a vexing issue. Decisions around zoning, land management, infrastructure and service built-out offer personnel enrichment and political patronage. The consequences are both immediate and long term. Corrupted urban planning and development deprives rapidly growing cities of urgently needed resources to expand services and upgrade infrastructure. The QAE workshop and CoE project sought to provide a platform to understand the institutional issues and key motivating factors that facilitate corruption to exist and thrive in planning. Moreover, provide evidence through research on ways of promoting tools and local capacities for championing cities of integrity. It was clear that from the tools that were shared in the first training, the consciousness of integrity and the level of personal awareness had increased tremendously among all the planners. However, it remains a challenge to successfully use some of the tools such as whistle blowing owing to the potential risks that they may pose to the affected planners. It was also established that at times standing firm and doing the right thing may cause a brushing of shoulders with eminent people in the district. Service charters were identified as one of the most effective tools which are easier to employ as they protect a planner. Tremendous progress has also been made with regards to protecting the planner as ZIP and LGSC have been in dialogue after the realization that planners were being adversely affected.



Annex 1: Q&A session

How does ZIP deal with corruption in the planning profession?

ZIP's mandate is largely on accreditation but over the years has positioned itself to promote ethics and professionalism in the planning profession. The institute encourages people to act with integrity and maybe slightly outside the mandate but planners are expected to be professional and being corrupt is not being professional. Corruption is therefore not supported and all organisations trying to streamline the operations of planners and ensure they can be as smooth as possible and reduce any opportunities for corruption are highly supported. ZIP has a zero tolerance policy to corruption and anyone deemed corrupt is removed from the register.

Anyone with an experience of unfair transfer? What is an unfair transfer?

Whether or not it could be classified as unfair transfer was not known but it happened at a station in a department other than planning where a lady was transferred to a certain department and 3 months later while still trying to settle got another transfer. After investigation, it was discovered that the people responsible were only creating a position for someone who had lobbied to be at that institution. This can be a typical example of an unfair transfer. Similar to a case mentioned by ZIP where people were placed on suspension without reasonable cause and ZIP tried to intervene and were told it was a matter between employer and employee and the case remains active with HR involved.

Does ZIP have any active cases of unfair dismissal or transfers which has been petitioned and which is currently being attended to?

ZIP is not aware of any cases of unfair dismissal or transfers although there were some instances where some members of ZIP were put on disciplinary action without charge. But there have been discussions with the chairperson of the local government service commission who have equally seen the need for the institution to harmonise activities. The human resource component of the service commission is to be discussed in terms of the way forward but at that point transfers took place and ZIP is in the process of re-establishing communication with the Local Government Service Commission. Dismissal is easier to deal with because it's white and black but how can unfair transfer be classified?