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INSTITUTE FOR HOUSING AND URBAN DEVELOPMENT STUDIES  
ROTTERDAM / THE NETHERLANDS

## Kitwe City Council

*SINPA - Zambia final seminar*

By Mpala Nkonkomalimba

# Kitwe City Council/SINPA- Zambia Final Seminar

Ibis Gardens 18-19 April  
2002

**Mpala Nkonkomalimba**

Moderator





# SINPA

Support to the implementation of the National Plan of Action (Zambia)

## Kitwe City Council/SINPA-Zambia Terminal Seminar

Ibis Gardens  
8-9<sup>th</sup> April 2002-05-03

April 2002

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## **Introduction**

The following report gives the proceedings of the final workshop for the SINPA-Zambia Project held at The Ibis Gardens on the 8-9<sup>th</sup> April 2002.

## **Background**

SINPA stands for **Support for the Implementation of the Habitat National Plans of Action**. It is a capacity building project funded by the Royal Netherlands Government and has been working with the Kitwe City Council and the Copperbelt University for the last three years. This SINPA project was born out of the Istanbul habitat conference in 1996 and its overall goal is:

*“To help implement National Plans of Action and the Habitat Agenda by building sustainable local capacity for effective planning and management of urban development with particular interest being developing capacity to improve access to services and better environment for the urban poor.”*

Four key objectives were expected to be met at the end of SINPA – Zambia Project. These are:

- Improved capacity of the Kitwe City Council staff in strategic areas;
- Capacity building institutions (CBIs) specifically, CBU start running activities relevant to local government and its partners;
- Improvement of linkages between demand and supply of capacity building services for urban development;
- Documentation of relevant experiences and making the documents accessible to other Local Authorities and CBIs.

Over the three years the SINPA-Zambia Project has run capacity building activities for the Kitwe City Council in the following priority areas:

- Improvement of the revenue base of the KCC;
- Improving the responsiveness of the KCC to needs of the stakeholders;
- Refuse collection in the City

## **Workshop objectives**

As the project was coming to an end in mid April 2002 it was deemed necessary that an end of project workshop be held. The main objectives of the workshops were:

- To look at the work that the SINPA-Zambia project has done and;
- Identify the way forward for the capacity building activities in the local governance sector in Zambia

## **Workshop methodology**

The approach used during the workshop was interactive, flexible and practical with room for sharing of experience and exchange of ideas. Various techniques were used to achieve the objectives and enhance the approach, among them plenary and group discussions that allowed for intensive in-depth and detailed discussions with broad participation from all delegates.

### ***Workshop rules***

As part of keeping the process transparent and interactive, the group was asked to set rules that were to be observed during the proceedings. The following rules were agreed:

1. All delegates were to raise their hands when contributing
2. All delegates were to avoid repetition
3. Time keeping was to be observed
4. No interjections were permissible when another was speaking
5. All delegates were to be brief in their contributions

### ***Delegates expectations***

The expectations expressed by the delegates fell into the following categories:

- a. Learn about SINPA's achievements, successes and failures, lessons learnt and the way forward
- b. Receive materials from past workshops
- c. Receive a certificate
- d. Learn about ways of combating the financial woes of the council
- e. Exchange ideas and share experiences
- f. Learn how to better serve the residents/electorate
- g. Learn how best to work with civil society without being undermined

### **Workshop delegates**

These were drawn from various identified Stakeholders that have been associated with the project and those who work in the local governance sector in general. (*See full list of participants in Appendix II*)

### **Workshop facilitator**

Ms Mpala Nkonkomalimba an independent consultant moderated the workshop.

### **Workshop proceedings**

The full programme is given as Appendix I.

## Introductory remarks and Speeches

### ***Opening remarks by the Chairman of the Steering Committee - Dr. G.A.C. Khonje (MLGH)***

Dr Khonje, Director at the Ministry of Local Government and Housing (MLGH) gave the introductory remarks during which he welcomed everyone present and asked that everyone introduce themselves. He then went on to give a brief background of the project explaining its start and who its main actors were.

Decentralisation, he emphasised is a two edged sword which on the one hand has to see devolution of power to local authorities so they can act autonomously and on the other hand demands that the councils use their devolved powers in a responsible manner.

Dr Khonje noted that it would be folly for the Ministry of Local Government and Housing to give power where there is no capacity and emphasised that decentralisation becomes academic if you do not have the resources to implement it and make it practical with visible improvements made to the lives of people through clean cities, good roads, solid waste management, portable water, etc.

He concluded by stating the purpose of the workshop and encouraged everyone to feel free to participate, as their contribution was important in improving the lives of the people.

### **Speech by the Mayor of the City of Kitwe – Councillor P Tembo**

In his speech the Mayor pointed out that there are really only three certainties in life: death, taxes and change and that in a fast moving world where change is the order of the day, the challenge is to have collective ability to sustain the change in modern government.

Local Government, he explained, has a role to play in promoting democracy as it acts as a bridge between the community and the government.

The Mayor also pointed out to the delegates the need to recognise the importance of partnerships which include Non Governmental Organisations (NGOs) and the private sector.

In conclusion he urged the delegates to make the most of the two-day workshop and also urged the representatives from the Ministry of Local Government and Housing to recognise the fact that like children, the Council had now learnt to swim through the efforts of the SINPA project but still had not been sent out to the river to practice what they had learnt.

### ***Speech by the SINPA Zambia Project Manager – Mr. M. Jansen (IHS)***

Mr Jansen first thanked Dr Khonje for the very encouraging and wise words made during his remarks and then welcomed everyone present.

In his speech, Mr Jansen first narrated a brief background to the project and explained how the project had moved from five priority areas to three, namely:

1. Refuse collection



2. KCC's responsiveness to citizens needs
3. Development of the resource base of the council

He, like the previous speaker, also stressed the inevitability of change giving the changes in the mining sector of Zambia as a good example and pointed to diversification possibly to other sectors as the potential answer. In this he quoted the example of the Netherlands where coal mining had been abandoned, but which has been replaced by a thriving high tech chemical industry as well as flurry of knowledge based activities such as a university and consultancy.

He then explained that the answer to whether or not SINPA had been too ambitious was both yes and no, YES because the project could only substantially deliver on a few main topics, but No because it was good to honour at least to some extent the broad variety of genuine requests which came from the council.

In concluding, Mr Jansen explained that a lot of groundwork had been done but that 2 ½ years was too short a time within which to expect full institutional change. Also, given that there was possibility of extension of the project it was now necessary to have the SINPA initiatives included in other programmes.

### **Presentation - The long road, SINPA: Lessons from International experience, relevance to Kitwe and Zambia – Forbes Davidson**

Mr Davidson , the representative from IHS made this presentation which covered the following: A view of Kitwe more than 30 years ago; SINPA programme, an international perspective, concepts and process and the experience in other cities worldwide.

Mr Davidson then explained the basic characteristics of a good council by making an analogy between a good council and a perfect husband: a good council should: be able to work, i.e. earn an income, be healthy, so he can work and lastly be presentable and clean.

He then urged the delegates to look at the city holistically and focus on things that work well together. In focusing he urged the delegates to:

- Choose key action
- Build the necessary capacity
- Get some success
- Gain credibility
- Move on to the next priority.

In all this he reminded the delegates to be ambitious enough to capture people's imagination but to also remain realistic. Guidance he stressed is needed from the councillors with the support of the officials, and that both these need capacity building.

Mr Davidson then pointed out a number of issues for the delegates to consider:

1. Words need to lead to action
2. Discussion and planning are necessary
3. What is needed for impact and sustainability are: motivation \* resources \* efficiency = effectiveness.
4. Maintenance is better than rebuilding

In ending his presentation he pointed to the conclusions drawn from the international experience viz:

1. There is no magic solution that solves all problems in a short time
2. Good performance requires strong well-informed councillors supported by good staff.

### ***Plenary discussion***

During the plenary discussion that followed these presentations and speeches, the following was discussed and agreed:

1. The council needs a corporate vision which should be sold to everyone and all resources harnessed to realise this vision;
2. The Terms of Office for the councillors is too short which means that there is a gap in trying to build experience as new councillors come on board during the lifetime of a project and capacity building activities have to be started all over again;
3. Copperbelt University should continue to be used as a supplier of capacity building services;
4. Information dissemination from the top to the bottom within the council should be improved;
5. There is need to develop techniques to be used in reaching residents in a participatory manner so all their views and needs are heard and met;
6. There is need for the council to find ways of working with civil society without being undermined.

### **Presentation: SINPA Zambia – Dr. A. Malama (SINPA – Zambia)**

In making the presentation on SINPA, Dr Malama, the SINPA - Zambia National Project Coordinator, first gave some background to the project, the activities that had been undertaken and its achievements.

A key part of his presentation was on some of the lessons learnt on the project which included that:

1. Task forces did not work well
2. Capacity building should have started with management
3. The operating environment is very crucial as issues such as strikes, demoralised staff can delay a programme and are costly
4. It is important that one bites only that one can chew, SINPA tried to do too many things and was therefore unable to complete all planned activities.

He then went on to describe the way forward as follows:

1. Setting up of the Centre for Housing and Urban Management Studies (CHUM) at the Copperbelt University;
2. The proposed Sustainable Kitwe Project (SKP) which is still being worked on with the UN habitat;
3. Coordination of capacity building into capacity building institutions and projects by the creation of an association of capacity building institutions in local government in Zambia.

For Kitwe City Council he, presented the following as the way forward:

1. Completion of Information centre;
2. Development of Investment focus;
3. Completion of the establishment of an independent revenue collection unit;
4. Consolidation of the policy of inclusiveness;
5. Consolidation of capacity building activities by setting aside funds for sustained activities, and;
6. Utilisation of the SINPA development fund

### ***Plenary discussion***

In the plenary discussion, the following points were raised

1. Solid waste management is still a priority issue for Kitwe City Council and
  - a. There is need to reduce the solid waste that is being produced and find ways of reusing that which is produced;
  - b. Private contractors are dumping indiscriminately as a way of avoiding the fee charged at the legal dumpsite;
  - c. In response to this the council should have police officers to man possible dump sites to catch the culprits;
  - d. There is need to review the awarding of contracts to these private contractors and specifically look at their capacity to deliver the service;
  - e. The task force looking at SWM should come up with By-Laws to bar people from using plastics when disposing of waste;
  - f. In addition, the By-Laws should have enforcement mechanisms, and;
  - g. Education is the key to solving the SWM problem, as people have to be made responsible.
2. The delay in having the decentralisation policy is affecting key development activities.
  - a. The delay in releasing the decentralisation policy has made the discussions on decentralisation academic;
  - b. Councils are unable to pay salaries as their sources of income have been taken away. Government needs to act on the recommendations contained in the Action Plan for Financing Local Government;
  - c. The bringing in of District Administrators has brought about some confusion regarding their role in local government which needs to be clarified.
  - d. There is need to find ways of involving the ministers in dialogue, in consultations and in advocating for government to move forward in getting the decentralisation policy approved;

- e. It was therefore agreed that a Declaration be drafted by the workshop which will be read by the Mayor concerning the governments' need to finalise the decentralisation policy as well as take action on the recommendations on financing Local Authorities. (*See appendix III for full declaration*).
3. There is need to strengthen the Local Government Association of Zambia so that it can play its role as mouthpiece for the Local Authorities;
4. On the lessons learnt, the delegates felt that the following should also be added:
  - a. The funding agency for the SINPA project should not have limited the it to just capacity building activities as it inhibited the exploration of other initiatives;
  - b. The spirit of team work between the officer and the councillors has greatly been enhanced and is working well;
  - c. For projects and other activities being run by the local authorities to succeed, central government needs to be committed to supporting the local authorities that are currently working in a vacuum, a situation that has resulted in Central government remaining oblivious of the implications of the pronouncements that they make.
5. The use of task forces: Delegates agreed that there were several reasons why these not work and it was resolved that in order for them to work:
  - a. They should comprise stakeholders
  - b. All task force members should receive the same treatment
  - c. The use of consultants should be avoided as they have to be paid and this creates discrepancies in how members are being treated.
6. Delegates were reminded of the fact that although the focus of the Netherlands funding had shifted to just three areas; rural development, health and education, they were still funding other programmes and projects in the city and they were further urged to tap into these available resources. CBU were then asked to make a request for assistance in the development of the centre
7. As a result of the capacity building activities of the SINPA project, the management of the Kitwe city Council has greatly improved its performance which has been reflected in its being able to successfully work in collaboration with a lot of stakeholders in the city like the private sector and the civil society. It has also started some initiatives of raising revenue that has seen the council clear 8 months of salary arrears.

**Presentation: Establishment of the Kitwe District Planning Unit (DPU)  
– Mr. D. Phiri (CBU)**

This presentation was made by Mr Daniel Phiri who first gave a brief introduction explaining how the concept of Kitwe DPU started as one of the recommendations made in one of the capacity building activities undertaken by the SINPA Project. It was meant to act as a missing link in the process of coordinating and creating synergies in the development efforts of local stakeholders in Kitwe.

He also explained the DPU project concept and formulation process and how the Cabinet Circular No. 1 of 1995 that created District Development Coordinating Committee also identified a role for the DPU as being that of secretariat to the DDCCs. He further mentioned other factors that contributed to the creation of the DPU and the DDCC such as the increase in local development interventions supported by multi and bilateral agencies and NGOs, all these required strong local structures of governance and institutional frameworks to implement projects. He also explained that the setting up of a DPU has been set as a precondition for districts to access aid by some institutions like the Zambia Social Investment Fund (ZAMSIF).

He elaborated both the development and specific objectives of the DPU as well as the anticipated outputs and benefits of the unit, its organisation and management as well as how it was to be sustained.

In conclusion he pointed out that the way forward was to ensure good project design and implementation process that is inclusive of all stakeholders in the districts. DPUs he stressed should be the focal point of all developmental activities in the district and thus should be strengthened to meet such challenges.

### ***Plenary discussion***

The following was discussed and agreed:

1. Structures such as the DDCC, s and RDCs are a very welcome idea but;
2. There is need to have a policy document that harmonises all the structures that have been created through the various circulars;
3. Currently there is a tug of war that exists between the DAs and the local authorities that still needs to be resolved as it was affecting the operations of the DDCC.

## **Presentation: Current Trends in Local Government (Mr. M. Mbolela – Executive Secretary: LGAZ)**

In his opening statements, Mr Mbolela pointed out the dilemma that the Local Government has found itself in, namely that of trying to cope with a hostile environment to produce the basic services demanded by the communities they serve.

He then went on to describe the regulatory framework covering issues on democratisation and decentralisation stating that democratisation without decentralisation would be superficial and may fail to have a lasting impact on the political and economic situation.

He then described the impact of some of the economic changes in the country on Local Government noting that with a decline in national economic performance, there has been a corresponding decline in the level of local government operations. The core problem he noted relates to finance and a misplaced human resource development policy. He then narrated the development of the Action Plan on Financing Local government and how this has not been implemented by government who initiated it.

He argued for the need for local governments to have the following:

1. A well co-ordinated training policy;
2. A change from the traditional thinking of being the monolithic provider of services to one of broker, enabler and a facilitator;
3. Form coalitions or partnerships with other actors such as the private sector in order to fill the gaps in the service provision;
4. Use strategic planning approach to service delivery, and
5. Be committee to provision of efficient, effective and fair service based on the principles of transparency, accountability and the absence of corruption.

In conclusion he stressed that it was necessary to appreciate and understand the fact that local governments core functions are part of the functioning of central government.

### ***Plenary discussion:***

Delegates discussed and agreed on the following:

1. Currently there is outdated legislation that is being used to advise policy makers, this is contributing to the problem in local government;
2. There is a problem with the attitude of politicians which makes the situation worse;
3. Political structures are stronger than administrative structures;
4. At the next LGAZ meeting, compensation of councillors was going to be put high on the agenda for discussion, and
5. Councillors need to become more proactive.

## **Presentation: Computerisation of the Kitwe City Council information systems (Mr. A. Chitembo – Bowanda Consultants)**

In his presentation, Mr Chitembo stressed the necessity of an information system, the councils information needs, the existing and evolving information systems. He stressed that the evolving system will keep developing as information needs change and that this particular characteristic was important for the system.

After the presentation, delegates were treated to a demonstration of some parts of the reports.

### ***Plenary discussion***

Delegates discussed the following points:

1. .
2. In addition, it was proposed that Councillors should also be able to use the database.
3. It will be important to have information both computerised and manually stored.

## **Presentation: Sustainable Kitwe Programme (Mr. A. Simwinga – Town Clerk: KCC)**

In his presentation of Sustainable Kitwe Programme (SKP), the Town Clerk first narrated some of the challenges being faced by cities world over. He described to the delegates the outcome of a survey conducted in 1997 covering the challenges 151 mayors world wide faced.

Mr Simwinga then explained the birth of Sustainable Kitwe Programme explaining its mission, main goal and purpose as well as its potential beneficiaries. He stressed that like any other project its success was dependent on several factors including:

1. The existence of good governance principles and a political environment that promotes citizen participation and enhances political will of key stakeholders;
2. Availability of financial, technical and organisational resources to initiate the programme and sustain programme activities
3. Implementation of the decentralisation policy that will provide the framework within which all stakeholder institutions can fully participate.

In conclusion he expressed a strong belief held by everyone that Municipal government has a special role in helping meet the challenges of globalisation. He also stressed the importance of creating partnerships noting that in the communities of operation there was a strong need to work with all sectors of society, NGOs, civil society, the private sector, government etc. This he explained would ensure that people remain at the centre of development.

### ***Plenary discussions***

#### **Priority action areas for the city**

Delegates were asked what they felt was a priority for the city to work on. It was agreed that the three areas identified earlier were still valid priorities, namely:

1. Solid waste management;
2. Responsiveness to the electorate, and
3. Expansion of the resource base for the city council

#### **The Role of Councillors in the Sustainable Kitwe Programme**

In this session the delegates discussed what they felt were their roles on the project. After small group discussions, it was agreed, in the plenary that the councillors' role would be to:

1. Sell the programme to the electorate;
2. Sensitise communities on the importance of capacity building and their contribution to the success of the project;
3. Participate and internalise the programme;
4. Play a leadership role in the whole project process;
5. Act as a medium to ensure two-way communication, and
6. Lobby government on issues of decentralisation.



It was also recommended that logistics and finances should be made available and must be built into the proposal being developed.

**The role of officers**

This would be to ensure that all information being generated by the project is passed onto the councillors.

**Presentation:** The Centre for Housing and Urban Management Studies (Dr. A. Malama and Mr. M. Jansen). Dr Malama began by explaining that two outputs borne out of SINPA were SKP and Centre for Housing and Urban Management Studies (CHUM). The SKP had already been discussed by the Town Clerk and was to respond to the needs of the KCC. The CHUM on the other hand was to be created at the Copperbelt University within the School of the Built Environment.

He then explained a brief background of the centre, its mission statement, areas of specialisation, and its relationship with other capacity building institutions, its market and the types of programmes it was going to run.

Mr Jansen in his part of the presentation described the past experiences of IHS with similar institutions describing some of the activities that these were involved in as well as their links to international networking and training.

### ***Plenary discussion***

1. There was an appeal from the councillors that the fees to be charged by the centre be competitive as most councils cannot afford the current training fees on the market;
2. The centre was also urged to look into developing short courses as opposed to concentrating on diploma and degree level courses;
3. There was a proposal that CHUM link up closely with the already existing Mindolo Ecumenical Foundation, and
4. Delegates were advised to seek sponsorship for any courses to be offered at the centre instead of relying on the council for funds.

## The Way forward

Activity	Responsible Person	By When
Community sensitisation and mobilisation through meetings, revival of the Kitwe observer	Councillors	Ongoing
Conduct needs assessment and surveys of communities	DPO	Ongoing
Understudy Lusaka City Council revenue collection system and set timeframe for its completion	Computer manager	April 2002
Create data base that will be accessible to all users	Computer manager	
Set up an information desk	Computer manager	
Set up the KCC web page	Computer manager	
Acquire sufficient computers for management staff and have one allocated to the Mayor	Town Clerk	December 2002
Review the implementation of the Kitwe Strategic Plan	DPO	December 2002
Introduce/revive and strengthen task forces through regular meetings	DPO	October 2002
Create a budget for training of councillors, KCC officers and others	Director of Administration	June 2002
Hold workshops and seminars to improve relations with stakeholders and create networks with cooperating partners	Director of Administration	On going
Establish links between KCC and CHUM	DPO and Town Clerk	On going
Develop an effective communication system through establishment of substructures (RDCs) and holding meetings.	DCES	Ongoing
Identify people to complete activities not completed in SINPA	DPO	April 2002
Identify areas to be covered by By-laws	DLS	April 2002
Disseminate information to other councils	Town Clerk	Ongoing
Identify areas that do not require a decentralisation policy and work on these	Town Clerk	Ongoing
Start visits to other councils and institutions	Town Clerk	Ongoing
Hold periodic seminars to review performance	Town Clerk	Ongoing
Start policing of illegal dump sites	Director of Administration	Ongoing
Lobby for more resources from local and external sources	Town Clerk DPO	Ongoing
Hold regular consultative meetings	Town Clerk	Ongoing
Prepare integrated development plans – Structure Plan	DES and DPO	December 2003

## Closing remarks

### *Mr Davidson*

In his closing remarks, Mr Davidson on behalf of IHS expressed his gratitude and happiness at having been given the privilege to work with the Kitwe City Council. He also expressed happiness at the progress that had been made on the programme. He stressed that it was a long road and that everything was dependent on the people. He had, he noted, experienced both motivation and enthusiasm from both the councillors and the officials. The partnership between these two parties he stressed is very important and it was clear from his observation that it was not on party lines and that all had the City of Kitwe as the central point of focus.

*Any road is a good road if you do not know*

He urged the delegates to recognise SKP as a resource that they should tap into and stressed that planning was something that everyone had to be a part of not just the government officials.

In conclusion he urged the delegates to move away from fire fighting to lighting the fires (in a positive sense) and lastly reminded the delegates that there was still a commitment on the part of IHS to support the council as not everything had come to an end. He thanked everyone for having participated in the workshop and wished everyone a safe trip back home.

### *The Mayor*

In his opening statement the Mayor expressed sadness at the fact that SINPA had come to an end, as it had become a part of the identity of the City Council.

He then urged all Councillors to accept the challenges of SINPA that on the whole called for a change in attitude and a policy of inclusiveness as all stakeholders have a say in civic affairs.

In conclusion he thanked the Netherlands Government for their assistance and the Ministry of Local Government and Housing for executing the project with a lot of successes. Lastly he thanked the management of Ibis gardens for having hosted the workshop and wished everyone a safe trip back home.

## Appendix I: Workshop Timetable

<b>MONDAY 8<sup>TH</sup> APRIL 2002</b>	
08:30 – 09:30	<ul style="list-style-type: none"> <li>• Opening remarks by Dr A Malama SINPA (Z)</li> <li>• Remarks from the Chairperson of the SINPA Steering Committee – Dr Khonje</li> </ul> <p><b>Speeches</b></p> <ul style="list-style-type: none"> <li>• The Project Manager – Mr M Jansen (HIS)</li> <li>• His Worship the Mayor Councillor P.C Tembo</li> </ul>
09:30 – 10:30	The SINPA Project: An International Perspective – Mr F Davison – SINPA Core-Programme Coordinator
<b>10:30 – 11:00</b>	<b>TEA BREAK</b>
11:00 – 13:00	The SINPA Project – Dr A Malama SINPA National –Project Coordinator
13:00 – 14:00	Lunch
14:00 – 15:30	The District Planning officer – Mr D Phiri
<b>15:30 – 16:00</b>	<b>TEA BREAK</b>
16:00 – 17:30	The Local Government Environment in general – Mr Mbolela – Executive Secretary LGAZ
<b>TUESDAY 9<sup>TH</sup> APRIL 2002</b>	
08:30 – 10:30	<ul style="list-style-type: none"> <li>• Computerisation of the KCC information systems – Mr A Chitembo</li> <li>• The Sustainable Kitwe Project – Mr A Simwinga – Town Clerk – KCC</li> <li>• The Centre for Housing and Urban Management (CHUM) – Dr A Malama and J M Jansen</li> </ul>
<b>10:30 – 11:00</b>	<b>TEA BREAK</b>
11:00 – 13:00	<ul style="list-style-type: none"> <li>• Discussion and way forward</li> </ul>
13:00 – 13:30	<p>Closing speeches</p> <ul style="list-style-type: none"> <li>• The Coordinator of the SINPA Core project – Mr F Davison</li> <li>• His worship the Mayor of Kitwe – Councillor P.C Tembo</li> </ul>
<b>13:30</b>	<b>LUNCH AND DISPERSE</b>

## Appendix II: List of Participants

	NAME	ORGANISATION	CONTACT ADDRESS
1	Alex. M. Simposya	CBU/Lecturer	Box 21692 Kitwe
2	Daniel A. Phiri	CBU SINPA	Box 21692 Kitwe
3	Dr. Albert Malama	CBU SINPA	Box 21692 Kitwe
4	Forbes Davidson	IHS	Rotterdam UK
5	Marc Jansen	IHS	Rotterdam UK
6	Kazenene Chisala	KCC/Councillor	Box 20070
7	Elvis Simwawa	KCC/Councillor	Box 20070
8	Portpher Moyo	KCC/Councillor	Box 20070
9	Chanda Kobili	KCC/Councillor	Box 20070
10	Boniface Siwale	KCC/Councillor	Box 20070
11	William Mulenga	KCC/Councillor	Box 20070
12	Elizabeth Kaginga	KCC/Councillor	Box 20070
13	Charles Mwanza	KCC/Councillor	Box 20070
14	Fidelis S Mwansa	KCC/Councillor	Box 20070
15	Chilufya Burton	KCC/Councillor	Box 20070
16	Bernard Ngulube	KCC/Councillor	Box 20070
17	Kafula Micheal	KCC/Councillor	Box 20070
18	Kasunga Felix	KCC/Councillor	Box 20070
19	Webby Chola	KCC/Councillor	Box 20070
20	George Mwanapabo	KCC/Councillor	Box 20070
21	Pastor Bernard Kapungwe	KCC/Councillor	Box 20070
22	John Kalininwa	KCC/Councillor	Box 20070
23	Timothy Chileshe	KCC/Councillor	Box 20070
24	Nornam Phiri	KCC/Councillor	Box 20070
25	Peter Kasapatu	KCC/Councillor	Box 20070
26	Celilia Kasonde	KCC/Councillor	Box 20070
27	Chanda Mulenga	KCC/Councillor	Box 20070
28	Lizzy Bwalya	KCC/Councillor	Box 20070
29	Fenwick Chafwa	KCC/District Planning Officer	Box 20070
30	Monica Mwanza	KCC	Box 20070
31	Irene Mundia	KCC/DLS	Box 20070
32	Ilyamupu Muuka	KCC DCEHS	Box 20070
33	Ali Simwinga	KCC/Town Clerk	Box 20070
34	Chilambwe Chongo Charity	KCC/Chief Communications Clerk	Box 20070
35	Dorothy M Sampa	KCC/PRO	Box 20070
36	David Patson Chisenga	KCC/Deputy Mayor	Box 20070
37	Patrick C Tembo	KCC/Mayor	Box 20070
38	Dr. GAC Khonje	MLGH	Box 50027 Lusaka
39	Fredrick Mukuzomba	MLGH/DPPH	Box 50027 Lusaka
40	John Mumba	Oxfam	Box 21323 Kitwe

41	Henry Longo	Care International	Box 71850 Ndola
42	Chalo Mwimba	GTZ/ddp	Private Bag RW 37X Lusaka
43	Irene S Kabuba	Sustainable Lusaka Project	Box 31966 Lusaka
44	Steven Siame Mpoha	National College for Management and Development Studies/Senior Lecturer	Box 80415 Kabwe
45	Maurice Mbolela	Local Government Association of Zambia	Box 20070 Kitwe
46	Bertha P Kapolobwe	CBU	Box 21692 Kitwe
47	Dr Kakoma Masehe	CBU	Box 21692 Kitwe
48	Best Musendela	NIPA/SC	Box 31990



## Appendix III: The Declaration

### DECLARATION

We, the Mayor, Deputy Mayor, Councillors, Officers, Cooperating Partners and Stakeholders representing the interests of the citizens of the city of Kitwe meeting at the Kitwe City Council/SINPA Zambia terminal seminar at the Ibis Gardens Lodge, over the period 8-9 April 2002:

**Appreciating** the key role of the SINPA Zambia Project to capacitate the Kitwe City Council thereby contributing to the UN Habitat overall goal of “ Building sustainable local capacity for effective planning and management of urban development with particular interest being developing capacity to improve access to services and environment for the urban poor”.

**Acknowledging** with thanks the decision of the government of the Republic of Zambia through the Ministry of Local Government and Housing to allow Kitwe City Council participate in the project as a pilot.

**Thanking** the Royal Netherlands Government for providing funding and expertise through the Institute of housing Studies;

**Concerned** about the ravages of poverty in the country that currently stand at 80%;

**Realising** the critical role that the local government plays in the socio-economic and physical development of the country;

**Worried** that all Councils in the country are experiencing excruciating operational problems mainly due to the absence of equitable fiscal policies and regular intergovernmental transfers

HEREBY declare as follows:

1. The government of the Republic of Zambia is strongly urged to quickly develop with all concerned parties and adopt a decentralisation policy that will provide a conducive operating environment for local government for the benefit of the communities
2. The Government of the Republic of Zambia is urged further to expedite the implementation of the recommendations contained in the governments own Action Plan on Financing local Government in Zambia
3. The New Deal Government takes positive steps to give practical expression to the interest they have shown in reforming Local Government and contributing to poverty alleviation.



## Appendix IV: Delegates Workshop Expectations

1. To have more materials from the workshop
2. To be issued with a certificate
3. To know and learn from the contributions of others
4. To develop a collaborative framework
5. Share experiences on issues of capacity building
6. To come up with an action plan with identified activities for post SINPA as it relates to capacity building (KCC and CBU)
7. Better cooperation and coordination between CBU and training
8. To review SINPA activities
9. To get a briefing on SINPA present and past activities
10. To map out sustainability of SINPA
11. To have a forum for discussion on SINPA impact
12. To interact freely in a relaxed atmosphere
13. Learn more on facing the challenges the city of Kitwe is faced with
14. Find ways of combating the financial woes of Kitwe Council
15. be more equipped with practical knowledge
16. Receive pamphlets for all SINPA seminars held so far
17. Local councils empowered
18. Learn techniques and innovations to use to reconnect Local Government with citizens from all walks of life
19. Learn how to work with civil society without having our essential character undermined
20. Enhance participatory approach
21. Learn to handle the challenges the future holds
22. Learn how to give incentives to the people through service
23. Gain knowledge on how best to develop the ward
24. Learn how to work as a councillor
25. Learn how best to deal with the expectations of the electorate
26. Have councillors to go back changed and learned specially as this is the final workshop
27. Acquire knowledge of project identification, implementation plans and management
28. Have enhance capacity building
29. There will be more cooperation and coordination between CBU and training institutions in the implementation of capacity building activities
30. Learn more about SINPA and its achievements
31. Learn the lessons learnt of good practice from the SINPA project
32. Learn the general overview of achievements of SINPA, failures, success and future challenges
33. Collectively determine the way forward in a participatory manner
34. Learn the way forward in implementing SINPA resolutions to achieve the action plan
35. To have SINPA run for another 5-10 years and therefore gain more knowledge
36. Know the future of the capacity building programme within the council since SINPA is phasing out
37. Outline the future of the activities that have not been completed by the SINPA project
38. Compare the objectives of SINPA against its objectives