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Regional and Technical Cooperation Division



ZAMBIA: KITWE URBAN PROFILE



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ZAMBIA: KITWE URBAN PROFILE

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME
REGIONAL AND TECHNICAL COOPERATION DIVISION

TABLE OF CONTENTS

FOREWORD	4
EXECUTIVE SUMMARY	6
BACKGROUND	8
GOVERNANCE	14
INFORMAL SETTLEMENTS	16
GENDER AND HIV/AIDS	18
ENVIRONMENT	20
PROJECT PROPOSALS	
GOVERNANCE	23
INFORMAL SETTLEMENTS	26
GENDER AND HIV/AIDS	30
URBAN ENVIRONMENT	33

FOREWORD



The annual urban growth rate in Sub-Saharan Africa is almost 5 percent twice as high as in Latin America and Asia. It also has the world's largest proportion of urban residents living in slums, which today are home to 72 percent of urban Africa's citizens representing a total of some 187 million people. As more and more people seek a better life in towns

and cities, the urban slum population in Africa is projected to double every 15 years in a process known as the urbanisation of poverty. African cities are thus confronted in the new Millennium with the problem of accommodating the rapidly growing urban populations in inclusive cities, providing them with adequate shelter and basic urban services, while ensuring environmental sustainability, as well as enhancing economic growth and development.

UN-HABITAT is the lead agency for implementation of *Millennium Development Goal (MDG) 7, Target 10 (reducing by half the number of people without sustainable access to safe drinking water)*, and *Target 11 (achieving significant improvement in the lives of at least 100 million slum dwellers by 2020)*.

As part of our drive to address this crisis, UN-HABITAT is working with the executive Commission of the European Union (EU) to support sustainable urban development in African, Caribbean and Pacific (ACP) countries. Given the urgent and diverse needs, the agency found it necessary to develop a tool for rapid assessment to guide immediate, mid- and long-term interventions. In 2002, based on the European Commission's *Consultative Guidelines for Sustainable Urban Development Co-Operation*, UN-HABITAT successfully implemented an *Urban Sector Profile Study* in Somalia for the first time. The Study resulted in the identification and implementation of three major programmes with funding from a variety of donors.

In 2004, UN-HABITAT's Regional Office for Africa and the Arab States took the initiative to develop the approach further for application in over 20 countries. This was achieved in collaboration with other departments within the agency – the Urban Development Branch with the Urban Environment Section, the Global Urban Observatory, the Shelter Branch, the Urban Governance Unit, the Gender Policy Unit, the Environment Unit and the Training and Capacity Building Branch. This new corporate approach is known as *Rapid Urban Sector Profiling for Sustainability (Urban profiling)*. The implementation of Urban profiling was launched thanks to contributions from the Governments of Italy, Spain, Finland, Belgium and the Netherlands.

The idea behind Urban profiling is to help formulate urban poverty reduction policies at the local, national and regional levels through a rapid, participatory, crosscutting, holistic and action-orientated assessment of needs. It is also aimed at enhancing dialogue, awareness of opportunities and challenges aiming at identifying response mechanisms as a contribution to the implementation of the MDGs.

Urban profiling addresses four main themes: governance, slums, gender and HIV/AIDS and environment. It seeks to build a national profile, and three settlements representing the capital or a large city, a medium-sized city, and a small town. The profiles offer an overview of the urban situation in each participating city through a series of interviews with key urban actors. This is followed by a city consultation where priorities are agreed. City-level findings provide input for the national profiling that is combined with a national assessment of institutional, legislative, financial and overall enabling frameworks and response mechanisms. The profiles at all levels result in supporting the formation of city and national strategies and policy development. Additionally, the profiling facilitates sub-regional analyses, strategies and common policies through identification of common needs and priorities at the sub-regional level. This provides guidance to international external support agencies in the development of their responses in the form of capacity building tools.

In Zambia, the profiling was undertaken under the leadership of national and local authorities. This initiative has been carried out locally in Lusaka, Lilongwe and Kitwe as well as nationally. The Kitwe Urban Profile focuses on the findings of a desk-study, interviews with key actors and a citywide consultation with key urban actors and institutions. Consultation participants agreed to address the salient urban issues including poverty, insecurity, corruption, pollution and crime all problems that negatively affect investments and economic development. A consensus was reached on priority interventions in the form of programme and project proposals to be implemented.

I wish to acknowledge the contributions of Mr. Mohamed El Sioufi, who developed the concept of Urban Profiling, Alain Grimard the programme manager, DAVID Kithakye the country focal point and Kerstin Sommer who is coordinating activities. I also wish to cite those members of staff for their role in helping produce this report. They include Alioune Badiane, Farouk Tebbal, Clarissa Augustinus, Mohamed Halfani, Lucia Kiwala, Eduardo Moreno, Ole Lyse, Raf Tuts, Gulelat Kebede, Gora Mboup, David Kithakye, Kibe Muigai and Raakel Syrjanen.

I would like to wish the Kitwe City Councillors and all those who have participated in and supported this initiative every success in its implementation. I also look forward to supporting further their efforts in the development of Kitwe.



Anna Kajumulo Tibaijuka
Under-Secretary-General of the United Nations,
and Executive Director,
UN-HABITAT

EXECUTIVE SUMMARY



INTRODUCTION

Rapid Urban Profiling is a rapid and action-oriented urban assessment of needs and capacity-building gaps at national and local levels. It is currently being implemented in over 20 countries in Africa and the Arab states. Urban profiling uses a structured approach where priority interventions are agreed upon through consultative processes. The Urban profiling methodology consists of three phases: (1) a rapid participatory urban profiling at national and local levels, focusing on governance, informal settlements, gender and HIV/AIDS, environment, and proposed interventions; (2) detailed priority proposals; and (3) project implementation. Urban profiling in Zambia encompasses profiles of Lusaka, Kitwe, and Livingstone, each published as a separate report. This report constitutes a general background, a synthesis of the four themes – governance, informal settlements, gender and HIV/AIDS, and environment – and priority project proposals.

BACKGROUND

Kitwe, Zambia's third largest city, is located in the central part of the copper belt and is endowed with vast natural resources, including forests. It is currently the most populated district in Copperbelt Province and the second most populated district in Zambia. In 2000, Kitwe district had a total population of 376,124, accounting for about 24 percent of the population in the province, and had an annual population growth rate of about 0.8 percent. Kitwe's inhabitants are young, with slightly over 66 percent of the population below the age of 25 years. Kitwe is the second largest industrial centre in Copperbelt Province, with the core economic activity being mining and mining-oriented activities. Most of the retrenched residents are self-employed in the informal sector. In the 1990s, unemployment rates grew with the decline of the mining sector. It is hoped that more jobs will come with the privatisation of the mining industry in the district.

GOVERNANCE

Urban governance in Kitwe, as in other districts in the country, is dualistic. On one hand is the municipality, which is represented by the mayor, councillors, and city management staff; on the other hand is the district commissioner's office, which is responsible for all central government functions in the district. This dual system of governance, introduced in 2000, can be an impediment to development if different parties are in conflict. There is need to harmonise the system of governance to achieve coordinated development. Governance at the lower community levels is through Ward Development Committees (WDCs) and Resident Development Committees (RDCs).

INFORMAL SETTLEMENTS

There are more than 20 informal settlements in Kitwe with few or no basic services. The local authority has the mandate to provide conventional housing or serviced plots for housing development, but has no capacity to do so. This has led to the mushrooming of informal settlements on the outskirts of the city as people have taken it upon themselves to provide their own shelter. Kitwe City Council (KCC) has put in place a policy of regularising and upgrading (subject to availability of funds) the informal settlements located in designated residential areas. The concepts of community participation and partnership in development are being promoted in the upgrading programme. Non-governmental organisations (NGOs) and community-based organizations (CBOs) play a major role in settlement upgrading, but their efforts and resources are usually inadequate for the challenges at hand. The council also provides sites for home ownership schemes within low-cost housing programmes meant to cater for the relocation of settlements in areas zoned for other land use and those that are deemed unsuitable for human settlement. Kitwe needs a large-scale, integrated urban upgrading and environmental improvement programme that will uplift the lives of more than half its population.

GENDER AND HIV/AIDS

An inclusive city is one that incorporates all aspects of gender issues and cross-cutting issues such as HIV/AIDS in its development programmes. In Kitwe, there are isolated efforts among development agencies to mainstream gender and HIV/AIDS, including the Community Response to HIV/AIDS Programme and the Copperbelt Health Educational Programme. There is need for a concerted citywide effort aimed at education, awareness raising, and sensitisation on gender roles in urban development and in the fight against HIV/AIDS.

ENVIRONMENT

The city of Kitwe faces serious urban environmental challenges and problems that include inadequate basic urban services such as water, sanitation, solid waste management, road networks, and drainage systems. Furthermore, the city experiences water and air pollution, mainly from the copper mines, illegal sand mining, and environmental disasters like flooding and deforestation on the urban fringe. The city management and other stakeholders have responded by implementing a number of urban environmental management initiatives such as the Sustainable Kitwe Programme and the Copperbelt Environment Project. These efforts, however, are not adequate for solving the

many and complex environmental issues facing a fast growing city with an increasing population.

BACKGROUND

THE URBAN PROFILING

The urban profiling is a rapid, action-oriented assessment of urban conditions, focusing on priorities, capacity gaps, and existing institutional responses at the local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals. The study is based on an analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. This consultation typically results in a collective agreement on priorities and their integration into proposed capacity-building and other projects, all aimed at urban poverty reduction. Urban profiling is being implemented in over 20 African and Arab countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a blueprint for central and local authorities and urban actors, as well as donors and external support agencies.

METHODOLOGY

The Participatory Slum Upgrading Programme consists of three phases:

Phase one involves rapid profiling of urban conditions at national and local levels. The capital city, a medium-sized city, and a small town are selected and studied to provide a representative sample in each country. The analysis focuses on four themes: governance, slums, gender and HIV/AIDS, and the environment. Information is collected through standard interviews and discussions with institutions and key informants, to assess the strengths, weaknesses, opportunities, and threats (SWOT) of the national and local urban situation. The findings are presented and refined during city and national consultation workshops and consensus is reached regarding priority interventions. National and city reports synthesise the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase two builds on the priorities identified through pre-feasibility studies and develops detailed capacity-building and capital investment projects.

Phase three implements the projects developed

during the two earlier phases, with an emphasis on skills development, institutional strengthening, and replication.

This report presents the outcomes of Urban profiling Phase One at the local level in Kitwe.

URBAN PROFILING IN ZAMBIA

Urban profiling in Zambia encompasses the cities of Lusaka, the capital city; Kitwe, a middle-sized town in the Zambian copper belt; and Livingstone, a small town on Victoria Falls. Each urban profile is published as a separate report.

The national consultation was conceived as a partnership platform, co-developed with the Ministry of Local Government and Housing, the Lusaka City Council, the Ministry of Finance, CARE International, Lusaka Water and Sewerage Company Ltd, parastatal organizations such as the National Housing Authority, and the NGO Zambia Low-Cost Housing Programme. The aim is to promote inter-agency collaboration that integrates a wide range of urban actors in response mechanisms.

REPORT STRUCTURE

This report consists of:

a general background of the urban sector in Kitwe, based on the findings of a desk study, interviews, and a city consultation held on 23 December 2004 (see back cover for a list of participants in the national consultation and a bibliography). The background includes data on administration, urban planning, municipal finance, urban services, public transport, health, education, the economic situation, water and sanitation, and waste management;

a synthetic assessment of four main areas – governance, unplanned settlements, gender and HIV/AIDS, and environment – in terms of the institutional set-up, regulatory framework, resource mobilisation, and performance (this second section also highlights agreed priorities and includes a list of identified projects); and

a SWOT analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities, and outputs

BACKGROUND

Kitwe was established in 1928 as a mining township to exploit the area's rich copper ore deposits. In 1967, Kitwe was conferred city status. The city covers an area of 777 km² and has an estimated population of 468,682. Kitwe is called the "hub of the copper belt" due to its centrality and major economic activities, which include mining, agriculture, trade, commerce, industry, forestry, and fisheries. Kitwe has a well developed service industry and is a centre of education and culture. The city is expanding rapidly; unofficial estimates have pegged Kitwe's residential population at 700,000, while a transient population from the surrounding towns and agricultural hinterland push the daytime population past 1.2 million. It is envisaged that the population of Kitwe will double within the next decade, due to natural growth and the city's growing importance as a centre of trade and mining activities.

ADMINISTRATION

Kitwe City Council (KCC) is responsible for urban management and service delivery in the city. The full council is the highest policy and decision making body and consists of 30 councillors, each representing a ward. The mayor and deputy mayor are elected from the councillors. The full council, together with management and support staff of the city council, form six standing committees, each dealing with specific areas of development of the city. The mayor and deputy mayor are ex officio members of these committees. A major weakness of most of the councillors is lack of training in good governance skills, norms, and values. The educational threshold for qualification is also fairly low and that impacts on the contributions of the councillors to the development of the city. The council management staff consists of the town clerk and six directors for development planning, finance, legal services, community and environmental health services, administration, and engineering services. A department of public relations has also been created to improve the

city council's image and service to the public. Council management requires capacity building and training in organizational and change management, human resources, technical skills, and financial administration.

URBAN PLANNING

The Department of Development Planning has the mandate of planning and controlling development in the city in line with the *Zambian Town and Country Planning Act CAP 283* and other statutory provisions such as development plans. At the time of the study, the department had only nine members of staff. It had only a few old paper maps, which are outdated and inadequate for effective development planning and monitoring in the city. Unlike other cities in the country, Kitwe does not have an integrated development plan to guide development in the city. The Department of Development Planning provides the secretariat for the District Development Coordination Committee (DDCC) – which was established under Cabinet Circular 1 of 1995 – to coordinate district development activities and provide a framework to manage and report on development programmes in the city.

MUNICIPAL FINANCE

The KCC has not been able to adequately deliver services to its residents due to the liquidity problems it has experienced for a long time. The government has not consistently provided grants in lieu of rates, thus depriving the municipality of revenues needed for service delivery. Government departments owe the municipality colossal sums of money. The Rating Act no. 12 of 1997 dealt a severe blow to council revenue by exempting institutions such as farms, schools, churches, and playing fields from paying rates – the only major source of revenue remaining for councils. There is need to review the existing system of local government finance to enable municipalities to effectively provide services to the citizenry.

SUMMARY OF COUNCIL BUDGETARY PERFORMANCE

Year	Budgeted Revenue (ZMK) 1 USD=4,000 ZMK	Actual Revenue Collected	Collection as Percent of Budgeted Revenue
2003	15.02billion	10.05 billion	66.9
2004	16.5 billion	9.97 billion	60.5
2005	34.31 billion	13.84 billion	40.3
2006	30.68 billion	7.97 billion (as of 31 July)	

The council states that although its revenue collection efficiency has always been above 50 percent (except in 2005, when the institution experienced escalating costs in funding projects after preparing an “overambitious budget”), the financial resources have not been adequate for service provision and undertaking capital projects, for which the council relies on rare support from the government and donors.

URBAN SERVICES

Throughout its history, urban service provision in Kitwe has been dualistic, with the KCC focusing on non-mining residential, commercial, and industrial areas and mining companies focusing on mining townships. This created disparities within service provision in the city. With the privatisation of the mines, the KCC has virtually taken over the responsibility of urban service provision for the whole city. However, the council’s weak financial base compromises its ability to provide adequate services.

PUBLIC TRANSPORT

Minibuses and taxis dominate public transport in Kitwe. Minibus operators in particular are notorious for accidents, reckless driving, noise generation, and discourtesy. Non-motorised modes of transport such as cycling and walking are common. Though pedestrian and cyclist facilities are generally nonexistent, woefully inadequate, or completely damaged, the majority of city residents walk. There has been a remarkable increase in the number of vehicles in the district in the last five years, mainly as a result of expanded private investment in the public transport sector and the availability of affordable reconditioned motor vehicles from Japan, Europe, and South Africa. Increased traffic has resulted in increased traffic congestion, road traffic accidents, and air and noise pollution. The rise in vehicular traffic has not corresponded with investment in the district’s road infrastructure.

HEALTH

Kitwe District delivers health care services through its 3 hospitals and 39 health centres. The KCC offers preventive health services through the Public Health Faculty (under the Department of Community and Environmental Health Services), which is responsible for the inspection of residential, industrial, and commercial premises, refuse collection, and malaria control, as provided for under the Public Health Act CAP 295. Although these facilities cover the whole city, they are generally not considered adequate for the health needs of the district, mainly due to inadequate staffing levels and lack of drugs. Utilisation of health services in the district is high, but user fees pose a major constraint for many poor residents. Diarrhoea is the main cause of fatality in the district, followed by respiratory infections. Both are opportunistic diseases associated with HIV/AIDS. Given the high levels of HIV infection – estimated at 25 percent for the district – the pandemic can be considered a major source of fatalities. Malaria accounts for approximately 10 percent of district fatalities and can be attributed to conditions associated with the low-lying, peri-urban, and unplanned settlements of Ipusukilo, Kakolo, Luangwa, and Zamtan. Generally, malaria, tuberculosis, HIV/AIDS, malnutrition, and silicosis account for many deaths among the population.

EDUCATION

Kitwe District has 70 primary schools, 19 secondary schools, 14 colleges, and the Copperbelt University. The education system is divided into privately and publicly run institutions. The former have better facilities and teaching personnel than the latter, which are government operated, lack teaching and learning materials, and face shortages of teaching staff. Kitwe is experiencing a shortage of public learning institutions, particularly in the primary and secondary sectors; there has been no school construction in the last 30 years, though the population has steadily increased.



Responses to shortages and run-down facilities in the education sector have been through a government programme for social recovery called the Zambia Social Investment Fund. The fund and the government's Micro-Projects Unit have assisted in rehabilitating schools. NGOs such as Oxfam and World Vision International have also been working to improve conditions in the educational sector. Despite all these interventions, the education sector needs to be given priority and more new facilities ought to be constructed.

THE ECONOMIC SITUATION

From the city's inception, mining has greatly influenced Kitwe's economic set-up and growth. It is the central economic activity in the district and the source of employment for the majority of city residents. Minerals mined include copper and cobalt, which are exported as raw materials to industrialised countries. A number of organizations in the mining sector that were run by the mining parastatal Zambia Consolidated Copper Mines (ZCCM) have been closed following the privatisation of the mining sector. The new mining investors have opted to outsource services previously provided by ZCCM. The scenario has led to the loss of formal employment in the city. The liberalisation of the national economy and subsequent closure of state-run commercial outlets created opportunities for small-

scale entrepreneurs in the district to fill in the gap. The mining sector has improved following privatisation and an injection of fresh capital. Quarrying for industrial minerals like laterite, gravel, and sand for building is another form of mining being practiced in some parts of the city. Other than the large-scale operations associated with road construction projects, such quarrying is small-scale and informal, carried out by residents in locations rich in these resources. The council needs to designate a site(s) for quarrying in order to arrest the indiscriminate quarrying and the subsequent environmental degradation.

Small-scale trading, since the liberalisation of the economy, has become a significant provider of employment in the district. The rise of informal and small-scale trading has created employment opportunities for people who were either retrenched or could not find employment due to the closure or restructuring of some companies. There is need for the city to develop other sectors of the economy, such as agriculture and tourism, in order to broaden the city's economy.



WATER AND SANITATION

Nkana Water and Sewerage Company Limited, Asset Holdings Company, and Mining Municipal Services provide water and sewerage services to areas under the jurisdiction of the KCC and to former ZCCM mine townships. The water utility provides services to about 65 percent of the total population of the district. The rest of the residents, mainly in the informal settlements, use wells and pit latrines. Pit latrines, poor sanitation, and open defecation and urination are sources of water, air, and soil pollution, besides negatively affecting the city's appearance. Water supply and sanitation services are inadequate, particularly in low-income and peri-urban settlements where more than 50 percent of the city's population live. Water pollution from industries is a major risk. A World Bank-funded project, the Urban Restructuring and Water Supply Project, has greatly improved the water supply situation, though sanitation remains inadequate for the thousands who depend on pit latrines in the city.

WASTE MANAGEMENT

Waste generated in Kitwe comprises domestic, industrial, and mine-related waste. Waste collection services are provided by the KCC, Asset Holdings Company, Mining Municipal Services, and private waste operators contracted by the local authority. Indiscriminate dumping of waste is rampant. All the refuse collected is dumped at a crude dumpsite, since Kitwe has no engineered landfill. The rotting garbage at the dumpsite and in uncollected refuse heaps is a principal source of water, air, and soil pollution and ruins the city's appearance. The dumpsite is open to a lot of scavenging and some of the scattered waste finds its way back into the city. The local authority has introduced the concept of private sector involvement and community participation into solid waste management. In informal settlements and other low-cost housing areas, residents take the initiative to either burn or bury rubbish. Mining-related waste is disposed of at designated sites controlled under mining environment regulations and environmental protection laws. Industrial activities generate solid waste, whose disposal remains a major environmental challenge. The Environmental Council of Zambia licenses some industries to transport waste, but there is widespread illegal dumping of industrial waste along roads and in open spaces. City water sources, such as the Kitwe and Mindolo streams, receive industrial effluent containing various pollutants.

GOVERNANCE

Good urban governance – characterised by transparency, equity, civic engagement, subsidiary support, inclusiveness, and accountability in local institutions – is essential for the sustainable development of Kitwe. The absence of established mechanisms, guidelines, and procedures for local governance and participatory development has led to local institutions not sufficiently involved in planning and implementing development projects in their constituencies. There is need for a major capacity-building programme in urban governance to create awareness of civic responsibilities, transparency, accountability, and inclusion of the marginalised urban majority in Kitwe. Capacity building could focus on education and the training of councillors, RDCs, and CBOs.

THE INSTITUTIONAL SET-UP

- Urban governance in Kitwe is dualistic in nature; the office of the district administrator is responsible for monitoring and coordinating the work of all line government departments while the Kitwe City Council is responsible for all aspects of city planning,

development, and service delivery. This leads to power struggles between the district administration and the municipality, a situation that negatively affects city development.

- The DDCC – a multi-sectoral development coordination committee – helps to harmonise development efforts in the district.
- At municipal level, a full council comprising of the mayor, deputy mayor, councillors, and council officers is regularly convened to discuss matters of city development. At lower levels, local governance is well-defined and articulated in 5 political constituencies, each represented by a member of parliament and 25 democratically elected councillors.
- Below the ward level are the RDCs, “neighbourhood watch” and health groups, and Zone Development Committees.



REGULATORY FRAMEWORK

- The regulatory framework is enshrined in the Local Government Act 1991 (with amendments in 1992 and 1995). The relevant laws and statutes that regulate development in the city are inter alia: the Town and Country Planning Act; the Rating Act; the Public Health Act; the Environmental Impact Assessment Regulations of 1996; and the Air Pollution Control (Licensing and Permitting of Emissions from Statutory Sources) Regulations of 1996.
- The council has enacted by-laws to help the implementation of development programmes.
- It is generally believed that the regulatory framework is adequate, though the review and updating of certain laws is necessary in order to make them more responsive to the development needs of a dynamic society. A major problem is the lack of capacity of city institutions to enforce the laws.

PERFORMANCE AND ACCOUNTABILITY

- Lack of appreciation and understanding of local knowledge and local economic resources and lack of equity, civic engagement, transparency, and accountability in public institutions affect good governance in Kitwe. Furthermore, lack of security and an inefficient and unsustainable modus operandi in most institutions affect good urban governance in general.
- The municipality conducts training and sensitisation programmes for its councillors in order to ensure that the benefits of democracy are passed on to the electorate.

RESOURCE MOBILISATION

- A major threat to good governance is poor resource mobilisation. The impact of lack of resources is felt most at the local level where the majority of the people, including councillors, are economically impoverished.
- The council has no capacity to mobilise human and financial resources to promote good governance practices in the city.
- The majority of the urban poor are excluded from

mainstream social life. Furthermore, economic circumstances render them powerless to effectively participate in urban life. There are several efforts by the KCC and NGOs aimed at social empowerment, particularly that of youth and women's groups.

BEST PRACTICE

The Oxfam Copperbelt Livelihoods Improvement Programme has a component that supports governance structures in the district – such as the DDCC, sub-DDCCs, and RDCs – by building their capacity to govern at district and local levels. Oxfam also provides training in various aspects of governance, including transparency, conflict resolution, and management.

AGREED PRIORITIES

- Capacity building and skills training for local government officials.
- Empowerment of community governance structures (RDCs) with skills in transparency and accountable governance.
- Improving efficiency in resource mobilisation and utilisation by the local authority.
- Decentralisation of national resources to local government structures.
- Developing a retention strategy for qualified local government staff.
- Conducting community sensitisation and advocacy on the role of citizenry in the implementation of regulatory frameworks and by-laws.

GOVERNANCE N°1	Project proposal	Page 24
	Training programme in local Governance and Leadership skills in Kitwe	

GOVERNANCE N°2	Project proposal	Page 25
	Participatory Urban Decision Making and Improved Service Delivery in Kitwe	



INFORMAL SETTLEMENTS

Kitwe has a total number of 21 informal settlements with few or no basic services. Out of the 21, only 7 (with a total population of more than 90,000) have been recognised by the municipality. The rest are regarded as illegal settlements that can be demolished at any time. The council has a policy of regularising and upgrading (subject to availability of funds) the informal settlements that are located in designated residential areas. Many workers who lost employment through retrenchment have moved to informal settlements, a situation that has worsened the problem of unplanned settlements in Kitwe. There are also 22 Sites and Services Scheme settlements in the city that are at various stages of development. There is no security of tenure in unrecognised unplanned settlements, while certificates of occupancy are granted to residents of recognised or declared unplanned settlements. Other than the 7 unplanned settlements earmarked for upgrading, the remaining 14 settlements are deemed illegal, with no security of tenure or basic infrastructure.

The issue of shelter and slum conditions should be given first priority in Kitwe since for a long time there has been no large-scale urban upgrading programme. Such a project would have to be an integrated environmental and housing improvement programme covering large parts of unplanned areas in Kitwe.

THE INSTITUTIONAL SET-UP

- Shelter and slums at city level are the responsibility of the municipality, though since 1994 the government has liberalised the housing market and left much of conventional housing provision to the private sector. The KCC, through its Department of Community and Environmental Services and its Sites and Services and Squatter Control Unit, controls the growth of unplanned settlements and the mushrooming of illegal structures. The Sites and Services and Squatter Control Unit also regulates building construction in Sites and Services Schemes.

- Government departments such as the Lands Department, the Department of Physical Planning and Housing, and the Environmental Council of Zambia are involved in regulating housing development.
- NGOs such as Programme Urban Self-Help (PUSH), CARE International, and World Vision International have programmes running in some of the unplanned informal settlements. A major constraint is the lack of institutional coordination and networking among those involved in urban upgrading programmes.

REGULATORY FRAMEWORK

- The National Housing Policy of 1996 provides the framework for guiding housing development and financing in Zambia. Inability to implement the policy is a major constraint to sustainable housing development in Kitwe.
- The housing policy is supported by legislation such as the National Housing Authority Act CAP 426, which created the National Housing Authority; however, the latter has not played its part in housing provision at city level.
- Housing development in nonconventional areas is regulated by the Housing (Statutory and Improvement Areas) Act CAP 441 and the Land (Conversion of Titles) Act CAP 289. Other acts include the Town and Country Planning Act, which makes settlement on land under an approved development plan illegal without planning permission.
- The Public Health Act and the Local Government Act provide for environmental health and building control in all settlements. The major weakness of the regulatory framework is poor enforcement of these acts, which has led to the proliferation of illegal settlements and structures in the city.

RESOURCE MOBILISATION

- The KCC lacks the technical and financial capacity to adequately meet the growing demand for shelter, urban land, and basic services, particularly in informal settlements.
- There is need to leverage both internal and external support for an integrated urban upgrading programme. There is need to mobilise local resources for housing improvement (such as the pooling of artisans in self-help projects) and external support for large-scale urban upgrading programmes.
- Training programmes are required for community-based and -managed urban services and infrastructure development, and for labour-based methods of improving the environment in unplanned settlements.
- Small-scale loans are required to support income-generating activities to help residents overcome poverty.

ONGOING PROJECTS

The municipality, in partnership with NGOs such as Oxfam, CARE International, World Vision International, and PUSH, is facilitating the provision of basic services and the creation of social infrastructure in seven declared unplanned settlements currently earmarked for upgrading. Roads have been constructed by local communities in Ipusukilo, Race Course, and Kamatipa. Oxfam is implementing programmes for community education, construction of improved markets, and livelihoods improvement in Mulenga settlement, while World Vision International is financing the construction of a clinic, nurses' houses, and boreholes in Zamtan. The Zambia Social Investment Fund is financing several ongoing social infrastructure projects (schools, clinics, water supply, and sanitation) in both planned and unplanned settlements.



BEST PRACTICE

The PUSH programme Food-for-Work, which is partly supported by CARE International and the World Food Programme, has involved the construction of access roads and drainage systems in several unplanned settlements in Kitwe and serves as a good example of a best practice in urban upgrading programmes in Kitwe. PUSH programmes not only serve to improve basic infrastructure, but also to alleviate poverty through the provision of food rations to the poor in the community. The programmes are labour intensive, with community residents providing much of the labour to open up access roads and improve drainage in their settlements. In Kitwe, PUSH programmes have been carried out in Itimpi, Zamtan, and Malembeka unplanned settlements.

AGREED PRIORITIES

- Review the Housing (Statutory and Improvement Areas) Act CAP 441, in order to make it more responsive to sustainable housing and human settlement development.
- Implement the National Decentralisation Policy, which aims to decentralise national resources to community structures.
- Improve basic water and sanitation services in unplanned settlements.
- Improve housing and the overall environmental living conditions in unplanned settlements.
- Develop affordable housing finance for residents of unplanned settlements.

SLUMS N°1	Project proposal	Page 28
	Kitwe Urban Upgrading	

SLUMS N°2	Project proposal	Page 29
	Economic Empowerment: Skills Training for Income-Generating Activities	



GENDER AND HIV/AIDS

There are efforts in Kitwe to mainstream cross-cutting issues such as gender and HIV/AIDS in urban development programmes. However, the gender stereotypes and attitudes that still pervade Zambian society today and the lack of financial and human capacity to adequately address such issues often thwart these efforts. HIV/AIDS has become a major health and urban development concern in Kitwe. It is the single greatest threat to the development of Kitwe and has serious negative effects on the sustainability of the city. HIV/AIDS is having a devastating effect on the local economy, communities, and households, leaving in its wake havoc, deprivation, orphanhood, and misery. Globalisation and rapid urbanisation have exacerbated and accelerated the impact and spread of HIV/AIDS in Kitwe. The issues of gender, HIV/AIDS, and development need to be given as much attention as other pressing problems. Economic empowerment of women and other vulnerable groups through micro-finance facilities, skills training, and capacity building for small enterprises would go a long way in mitigating gender- and HIV/AIDS-related problems. Recent studies have shown that there is a correlation between gender and HIV/AIDS and hence there is a need for the municipality and city institutions to focus their attention on the impacts of HIV/AIDS, particularly on women and youth.

INSTITUTIONAL SET-UP

- The Kitwe City Council and various stakeholders have realised the need to promote an active and visible policy of mainstreaming gender in all policies and programmes so that before decisions are taken, an analysis is made on the effects on men and women.
- The 1989 Population Policy, the 1985 National Gender Policy, and a National HIV/AIDS policy provide guidance for mainstreaming gender and HIV/AIDS in city development programmes.
- A Gender in Development Division at the cabinet office is active in monitoring the incorporation of gender issues in development. NGOs such as Oxfam, CARE International, and World Vision International are addressing gender and HIV/AIDS issues at grassroots levels.

CAPACITY BUILDING AND TRAINING

- The Kitwe City Council's Department of Community has formed several women's groups in low-income peri-urban and unplanned settlements. A total of 400 women, men, youth, widows, orphans, and retirees are involved in income-generating activities and have benefited from gender equity in education.

- There are a few centrally run programmes, such as the Community Response to HIV/AIDS Programme, that provide some form of capacity building and training on gender and HIV/AIDS. However, these interventions are benefiting only a few sections of the Kitwe community. There is need therefore for more focused citywide capacity building on gender and HIV/AIDS interventions.
- Training is needed in gender mainstreaming, home-based care, and Voluntary Counselling and Testing (VCT) centres for HIV/AIDS.

REGULATORY FRAMEWORK

- Other than the regulatory framework at the national level, the KCC does not have by-laws focused on gender and HIV/AIDS, nor does it have a policy for the same.
- At the national level, the National Aids Council Act was passed by parliament in 2002.
- The National Gender Policy, adopted by the government in 2000, serves as the blueprint for gender and development activities. On paper, the policy has put in place measures to address the critical areas of concern outlined in the Dakar and Beijing Platforms for Action. It attempts to redress gender imbalances by promoting, inter alia, equality in access to all levels of education and training (formal and informal) and women’s participation in decision-making bodies. In reality, however, the challenges remain immense, largely due to entrenched institutional gender bias and traditional beliefs that work against gender equality.

RESOURCE MOBILISATION

- The municipality faces a problem providing adequate financial and material support to women’s and youth groups.
- Resources for mainstreaming gender and HIV/AIDS are derived from both external and internal sources. Given the magnitude of the issues and their impact, resources are inadequate to cater for a growing population that is increasingly faced with a growing gender gap and a HIV/AIDS epidemic.



AGREED PRIORITIES

- Improve funding for the implementation of gender and HIV/AIDS programmes at the community level.
- Undertake community sensitisation and awareness building to counter HIV/AIDS stigma.
- Undertake community empowerment activities with self-employment skills through training and micro-financing.
- Undertake community-based training in small-scale business management.
- Provide affordable treatment for HIV/AIDS patients.
- Provide support for home-based care initiatives for HIV/AIDS patients.



ENVIRONMENT

In Kitwe, a wide range of environmental problems is associated with rapid urbanisation and population growth. Land degradation, pollution, and overuse of natural resources are common. Even the hinterland's natural ecosystems and biodiversity are affected by the excessive burden the city puts on the natural resource base it uses for its sustenance.

Within the urban areas, the most common types of environmental problems include inadequate waste management, an inadequate and unsafe water supply, poor sanitation, a congested Central Business District and central marketplace, and poor and insufficient housing. Other ubiquitous problems include a faulty city drainage network that causes flash floods, poor traffic and transportation management, and poverty-driven quarrying in urban areas. Poor people have settled on high-risk land that is prone to flooding and other hazards and encroaches on agricultural land and forest reserves.

The major drivers of environmental degradation in Kitwe include an inappropriate spatial form, inadequate and inappropriate service delivery, poor physical infrastructure (e.g. roads), unaffordable energy supply, poor waste management, inadequate water and sanitation services, and poor housing design. Another common cause of environmental problems is insufficient control of industrial pollution and hazards.

To preserve the urban environment, there is a need for a citywide educational campaign on citizen responsibility and awareness. Solid waste management, air and water pollution, and land degradation emerged as priority issues needing immediate attention for the sustainable development of Kitwe. Public-private partnerships for the urban environment would benefit the city.

INSTITUTIONAL SET-UP

- At the national level, the Ministry of Tourism, Environment, and Natural Resources is responsible for the overall implementation of national environmental policy and regulations. The Environmental Council of Zambia assists the ministry and also works with the Kitwe City Council and local NGOs to regulate activities that might pollute or degrade the environment.

REGULATORY FRAMEWORK

- The policy and institutional framework governing environmental management in Zambia is enshrined in the National Environmental Action Plan and the Environmental Protection and Pollution Control Act of 1990. Other regulatory measures are contained in the Water and Sanitation Act, Town and Country Planning Act, Factories Act, Fisheries Act, Public Health Act, and other related legislation.
- At the local level, the municipality has enacted by-laws that prevent people from polluting or degrading the environment in the city.
- The policy and regulatory framework is adequate, but a concern is the inability of the responsible institutions to enforce the laws and regulations. This has resulted in environmental degradation.

RESOURCE MOBILISATION

- Due to other pressing needs such as staff emolument, the KCC and other local institutions lack adequate funding for environmental control and monitoring, resulting in widespread environmental degradation and pollution.
- Many of the ongoing programmes in urban environmental management are externally funded, a situation that is not sustainable.

- There is a need to mobilise local resources (such as available human capacity) to clean up the urban environment, but external assistance will still remain an important part of resource mobilisation.

PERFORMANCE AND ACCOUNTABILITY

- In Kitwe, the policy and regulatory framework for environmental management is not properly enforced, resulting in the current problem of citywide environmental degradation.
- The municipality cannot act in isolation from all city stakeholders and as such the responsibility falls on all institutions. Performance in this regard has not been good and institutions have not been held accountable for their shortcomings or disregard of the regulations. There is need to improve the enforcement of regulations and laws so that these act as an effective deterrent to would-be violators.
- The available capacity building and training in environmental issues is not adequate for the needs of the city. Training is included in broader environmental management programmes and therefore does not have a significant impact. There is need for more focused and comprehensive training programmes that would reach out to as many stakeholders in the city as possible. The municipality could also take advantage of the presence of capacity-building institutions like Copperbelt University to collaborate on training programmes in environmental management.

BEST PRACTICE

The Sustainable Kitwe Programme (2004–2006) provides a best practice example, since the programme aims to mobilise all stakeholders in the city to discuss and make decisions concerning environmental governance. The programme is being implemented in a participatory manner in which key institutions in the city are consulted and meetings arranged to discuss matters of importance in environmental management.

AGREED PRIORITIES

- Capacity building of KCC and the Environmental Council of Zambia in resource mobilisation and urban environmental planning and management.
- Establishing public-private partnerships in urban environmental management.
- Improving implementation of the environmental policy at the local authority and community levels.
- Improving enforcement of environmental laws and regulations at the local authority level.
- Outsourcing the local authority's environmental services (especially waste management) to community-based enterprises.

ENVIRONMENT N°2

Project proposal **Page 34**

Water Supply and Sanitation Project

ENVIRONMENT N°3

Project proposal **Page 35**

Development of a City Environmental Management Information System

ENVIRONMENT N°4

Project proposal **Page 36**

Establish Postgraduate Studies in Environmental Planning and Management (Epm) at Copperbelt University

ENVIRONMENT N°1

Project proposal **Page 34**

Public-Private Partnerships for the Urban Environment in Kitwe

ENVIRONMENT N°5

Project proposal **Page 37**

Chisokone Market Improvement Project



GOVERNANCE

SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
RESOURCE MOBILISATION – FINANCIAL CAPACITY				
Availability of manpower and a cadre of democratically elected officials at city and community levels.	The KCC does not have adequate human and financial resources to properly implement governance programmes.	Availability of training materials and donors willing to help with capacity-building programmes aimed at improving resource mobilisation at local level.	Lack of practical support for good governance programmes from central government.	Provide capacity building and skills training for local government officials in the area of good governance, focusing on transparency, accountability, and the establishment of democratic structures. Encourage decentralisation of national resources to local government structures.
Some KCC staff are well-trained in resource mobilisation and management.	The council does not have a resource mobilisation strategy.	Possible support from central government and donor agencies based on the development of bankable project proposals by the local authority.	Loss of productive human resources due to HIV/AIDS. Political interference by central government in the promotion of prudent resource utilisation strategies.	Improve efficiency in resource mobilisation and utilisation.
PERFORMANCE AND ACCOUNTABILITY – INFORMATION, COMMUNICATION, AND TRANSPARENCY				
Availability of well-articulated local governance structures such as the DDCC and RDCs, which provide effective channels of communication and information flow.	At community and city levels, inadequate local capacity to sustain the governance structures.	Availability of knowledgeable elected leaders and donors willing to support capacity-building programmes for the council.	Political interference by partisan councillors and central government in promoting free flow of information at local authority level.	Improve information dissemination to the residents by the local authority on all matters of development and city governance.
Existence of the office of the public relations manager at the city council.	Inability of the KCC to formulate communication strategies.	Existence of law enforcement arms of government, promoting free flow of information.	Corruption and bribery, which affects the flow of information from the KCC to the citizenry.	Promote transparency and ensure participation of a well-informed citizenry in governance.
Availability of professional manpower at the council.	Poor service conditions hinder the achievement of a sustainable manpower development programme.	Improved conditions of service for professional staff.	Loss of professional staff to greener pastures.	Develop a retention strategy for qualified local government staff.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
PERFORMANCE AND ACCOUNTABILITY – COUNCILLORS AND STAFF PERFORMANCE				
Availability of democratically elected councillors and qualified KCC staff.	Lack of skills to manage change. Lack of accountability to general population.	Communities have trust and confidence in elected leaders to deliver development.	Central government interference in local governance. Inadequate implementation of the National Decentralisation Policy.	Conduct capacity-building programmes and sensitisation workshops for KCC staff and councillors.
POLICY AND REGULATORY FRAMEWORK				
Availability of by-laws, the Local Government Act, and the National Decentralisation Policy.	Inadequate enforcement capacity in the KCC and government departments.	Improved coordination and pooling of resources by various government structures in the enforcement of regulations.	Inappropriate institutional frameworks, which hinder stakeholder coordination. Citizens' ignorance about the existence of by-laws.	Review institutional frameworks, with stakeholder participation, in order to promote coordination and cooperation.

GOVERNANCE N°1	Project proposal
	Training programme in local Governance and Leadership skills in Kitwe

LOCATION: Kitwe, Zambia

DURATION: 24 months

BENEFICIARIES: Mayor, councillors, ward and RDC chairmen, local leaders, traditional leaders, council staff, and other city stakeholders.

IMPLEMENTING PARTNERS: UN-HABITAT, Municipal Development Programme, Copperbelt University, and Local Government Association of Zambia.

ESTIMATED COST: US\$500,000

BACKGROUND: Poor governance has been identified as one of the key reasons behind the poor performance of the local authority system in the country. Many elected leaders at local government level lack basic training in governance and are usually elected on the basis of the popularity of their political parties and not on their ability to govern. The project will involve the implementation of training manuals developed by UN-HABITAT on elected leadership. The Ministry of Local Government and Housing will undertake the design of the training programme in partnership with two key institutions – the Municipal Development Programme and the Local Government

Association of Zambia. Copperbelt University will organize and facilitate the training programmes and update the training manuals as the context unfolds.

OBJECTIVES: Build capacity for local governance and accountable leadership in the city of Kitwe.

ACTIVITIES: (1) Conduct a training needs assessment of the councillors and the council staff. (2) Identify a focal point within the council staff to act as a training coordinator. (3) Identify an external training institution to carry out the training. (4) Design and develop or identify relevant training courses on the basis of the training needs assessment, and formulate training plans for each staff member and councillor utilising UN-HABITAT training materials. (5) Establish a continuing programme of comprehensive training in the identified subject areas. (6) Monitor and evaluate the programme.

OUTPUTS: A training needs assessment completed and an external training institution identified to carry out the training. A training focal point identified and briefed about his/her duties. Individual training plans prepared for council staff and councillors and a training programme formulated and carried out. Good governance skills among local government policy makers developed. Improved governance in local communities. Transparency in local governance improved. Improved service delivery in the city.

STAFF REQUIRED: Training coordinator and support staff.

**GOVERNANCE
N°2**

Project proposal

Participatory Urban Decision Making and Improved Service Delivery in Kitwe

LOCATION: Kitwe, Zambia

DURATION: 36 months

BENEFICIARIES: Kitwe City Council, local communities, and other city stakeholders.

IMPLEMENTING PARTNERS: Kitwe City Council, UN-HABITAT, NGOs, capacity-building institutions, and Copperbelt University.

ESTIMATED COST: US\$600,000

BACKGROUND: Inadequate capacity among stakeholder institutions and area-based organizations in the areas of participatory project planning and implementation, good governance, strategic and action planning, and improved methods of service delivery in the city negatively affects its development. The project will be for a duration of three years and will target stakeholder groups and institutions in the city, focusing on stakeholder capacity building with applications focused on ongoing development programmes.

OBJECTIVES: To strengthen urban decision making for better governance and to strengthen strategic and action planning for improved service delivery.

ACTIVITIES: (1) Identify key stakeholders from the public and private sectors involved in service delivery in the city. (2) Study UN-HABITAT tools on participatory urban decision making. (3) Conduct seminars and training workshops for the stakeholders. (4) Establish a stakeholder network and coordination strategies in the city. (5) Implement demonstration projects in identified communities as a follow-up to the training programmes. (6) Develop indicators for monitoring levels of participatory decision making among the stakeholder institutions. (7) Formulate a replication strategy for other cities.

OUTPUTS: Improved governance in local communities. Improved strategic and action planning among stakeholders. Improved service delivery in the city.

STAFF REQUIRED: Project coordinator, project support staff, NGOs, local authority staff, and area-based organizations.



SLUMS

SWOT ANALYSIS – SHELTER AND INFORMAL SETTLEMENTS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
POLICY AND REGULATORY FRAMEWORK				
<p>The legal framework is in place – specifically, the Local Government Act and the Housing (Statutory and Improvement Areas) Act.</p> <p>Local government structures are available at district level through the RDCs.</p> <p>Existence of Sites and Services and Squatter Control Unit at the council.</p>	<p>Lack of effective enforcement of laws at the community level.</p> <p>Laws are outdated and not in tandem with sustainable human settlement development.</p> <p>Inadequate resources affect the performance of KCC site offices.</p> <p>Officers lack technical know-how to enforce council by-laws.</p>	<p>There is an enabling environment for the amendment of the outdated and inappropriate laws.</p> <p>Community governance structures such as RDCs and WDCs are able to complement council offices if well supported.</p>	<p>The laws vest too much power in the Minister of Local Government and Housing.</p> <p>The RDC constitution is not supported by legislation.</p>	<p>Review the Housing (Statutory and Improvement Areas) Act CAP 441 and the Local Government Act.</p> <p>Provide a development-oriented legal framework at the KCC and community levels.</p> <p>Implement the National Decentralisation Policy.</p> <p>Empower the local authority to respond to community needs effectively through an appropriate policy and regulatory framework.</p> <p>Mobilise communities to improve their living environment.</p>
RESOURCE MOBILISATION				
<p>Kitwe is endowed with resources such as minerals and other natural resources.</p> <p>The city has a large pool of cheap labour thanks to the privatisation of the mining industries, which led to massive job losses.</p>	<p>Poor coordination of developmental programmes among stakeholders.</p> <p>Lack of strategic planning by the KCC.</p> <p>High poverty levels in the city.</p>	<p>The resuscitated mining industry can contribute resources to other development sectors in the city.</p> <p>Copperbelt University can offer training programmes in resource mobilisation for the development of adequate shelter in unplanned settlements.</p>	<p>The outdated legal framework hinders use of local affordable building materials.</p> <p>The high cost of living and high inflation rates mean adequate shelter is unaffordable for the majority of people in unplanned settlements.</p> <p>Lack of security of tenure in unplanned settlements hinders people's access to micro-finance loans.</p>	<p>Provide affordable housing finance for people in unplanned settlements.</p> <p>Improve self-employment skills acquisition by people in unplanned settlements.</p> <p>Empower community members through small loans to support income-generating activities.</p>

SWOT ANALYSIS – SHELTER AND INFORMAL SETTLEMENTS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
PERFORMANCE AND ACCOUNTABILITY				
The KCC has departments staffed with both professional and technical staff and it also has a staff development programme.	Poor work culture among council staff. Poor conditions of service, which demoralise staff. Poor resource utilisation by council staff (e.g. misuse of motor vehicles).	Existence of organizations/institutions, such as Copperbelt University's School of Built Environment, for KCC capacity building in the city.	Political interference in council operations (such as management of urban land) by central government, which negatively affects the performance of council officers.	Improve performance of council staff in promoting sustainable human settlement development.
CAPACITY BUILDING				
Availability of trainable human resources at the council.	The KCC lacks funds for capacity-building programmes.	Availability of capacity-building institutions and organizations (e.g. Copperbelt University).	Loss of KCC's human resources to greener pastures.	Identify the gaps in skills and human resources in the KCC.
External support for capacity building is available through the Sustainable Kitwe Programme.	Lack of modern equipment like computers affects capacity-building programmes in the council.	Possibility of sourcing external funding for capacity-building programmes for council staff through the development of bankable project proposals.		Establish a sustainable capacity-building programme for the council.

SLUMS
N°1

Project proposal

Kitwe Urban Upgrading

LOCATION: Kitwe, Zambia

DURATION: 36 months

BENEFICIARIES: Kitwe City Council, Kitwe residents, communities in Mulenga and Chipata unplanned settlements, NGOs, and community-based organizations.

IMPLEMENTING PARTNERS: Ministry of Local Government and Housing, UN-HABITAT, Kitwe City Council, Cities Without Slums, the Environmental Council of Zambia, and Copperbelt University.

ESTIMATED COST: US\$3.6 million

BACKGROUND: More than 50 percent of Kitwe residents live in peri-urban unplanned settlements where living conditions are characterised by inadequate shelter and a poor living environment. The project will involve upgrading two large declared (or recognised) unplanned settlements. Upgrading will mainly be based on community participation and organization, using self-help and labour-based methods. Models of urban upgrading already used in communities by Programme Urban Self-Help, such as Food-for-Work, will be applied in some instances. Capacity building and training will form a significant component of the project, which will be integrated into the mainstream development programmes of the city.

OBJECTIVES: To implement an urban upgrading programme in two large unplanned settlements of Kitwe, focusing on housing improvement and basic infrastructure provision.

ACTIVITIES: (1) Identify two pilot settlements for upgrading. (2) Study best practices on urban upgrading from other cities in the region. (3) Promote self-help initiatives and community sensitisation on the importance of improved living conditions. (4) Undertake training and capacity building for the operation and maintenance of social services infrastructure, as well as cost recovery. (5) Design and undertake training programmes on the use of appropriate technology and affordable building materials in the development of housing and social infrastructure. (6) Facilitate the community-based development of housing and basic infrastructure. (7) Initiate urban greening programmes.

OUTPUTS: Urban upgrading and environmental improvement strategy formulated. Community participation in urban upgrading programmes enhanced. Affordable, adequate shelter developed in the participating communities. Living environments improved.

STAFF REQUIRED: Ministry of Local Government and Housing staff, local authority staff, area-based organizations, project coordinator, project support staff, and NGOs.





SLUMS Nº2	Project proposal
	Economic Empowerment: Skills Training for Income-Generating Activities

LOCATION: Kitwe, Zambia

DURATION: 24 months

BENEFICIARIES: Women's and men's groups, youth, the disabled, and the elderly.

IMPLEMENTING PARTNERS: Kitwe City Council, NGOs, community-based organizations, and capacity-building institutions.

ESTIMATED COST: US\$500,000

BACKGROUND: Poverty has been identified as a key hindrance to the effective participation of the majority of residents in the city in sustainable development programmes and in the promotion of accountable leadership. Poverty has also contributed to the illiteracy levels in the city, hindering effective delivery of capacity-building programmes in the city. The project will focus on imparting small business development and management skills to women's and men's groups, youth, and vulnerable people for them to start their own businesses. The project will also provide seed capital, in the form of a revolving fund, for the participants to start small income-generating activities such as weaving, knitting, baking, carpentry, and poultry keeping.

OBJECTIVES: To empower vulnerable groups with skills for income-generating activities in order for them to be self-employed.

ACTIVITIES: (1) Study UN-HABITAT's economic empowerment tools for vulnerable groups. (2) Work with RDCs and identify women's and youth groups in the city to participate in the project. (3) Design training programmes focused on teaching vulnerable groups skills for income-generating activities and business management in order for them to be self-employed. (4) Develop networks and exchange programmes for the participating groups. (5) Develop a revolving fund for providing loans for seed capital for the participating groups. (6) Develop loan recovery mechanisms. (7) Develop mechanisms for monitoring and evaluation of activities. (8) Develop a project replication strategy.

OUTPUTS: Economic empowerment through skills development achieved. Microfinance revolving fund established. Small-scale community businesses established. Levels of destitution among vulnerable groups reduced.

STAFF REQUIRED: Staff from the Ministry of Community Development and Social Services, NGOs, community-based organizations, and skilled community-based individuals.

GENDER AND HIV/AIDS

SWOT ANALYSIS – GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
POLITICAL AND INSTITUTIONAL SET-UP – GENDER AND HIV/AIDS POLICY FOR KITWE				
<p>Stated support for gender and HIV/AIDS programmes by the KCC, the district commissioner's office, and other institutions.</p>	<p>Lack of will in the KCC to implement gender policy in totality.</p> <p>Lack of adequate financial resources in institutions to carry out gender and HIV/AIDS programmes.</p>	<p>Availability of local and international financial and technical support at the national level, which can be tapped at the local level through the development of bankable project proposals.</p>	<p>Lack of central government support for gender and HIV/AIDS programmes at the community level.</p>	<p>Improve funding for the implementation of gender and HIV/AIDS programmes at the community level.</p> <p>Mobilise local and foreign financial resources for gender and HIV/AIDS programmes in the city.</p>
EMPOWERMENT – GENDER AND HIV/AIDS AWARENESS				
<p>Local communities have shown willingness to acquire knowledge on gender and HIV/AIDS issues.</p> <p>Existence of good community organizations and governance structures in most unplanned settlements.</p>	<p>Poor literacy levels in some communities affect community training programmes on gender and HIV/AIDS issues.</p> <p>Inadequate central government and KCC support for community-based organizations.</p>	<p>Donors and NGOs willing and ready to support gender and HIV/AIDS community programmes.</p> <p>Full implementation of the National Decentralisation Policy, which compels the central government to decentralise national resources up to the community level.</p>	<p>Stigmatisation of HIV/AIDS patients.</p> <p>Traditional beliefs hinder gender equality.</p> <p>Lack of political will by central government to decentralise national financial resources to the community level.</p>	<p>Conduct educational and sensitisation campaigns on gender and HIV/AIDS on a sustained basis.</p> <p>Promote community empowerment with self-employment skills through training and micro-financing.</p>
ACCOUNTABILITY				
<p>Existence of community governance structures such as Neighbourhood Health Committees and RDCs.</p>	<p>Inadequate information management and record keeping in the communities.</p>	<p>Donors and NGOs willing and ready to assist communities to develop their information systems, build capacity, and renew confidence in their governance structures.</p>	<p>Political interference from insecure councillors who feel threatened by capacitated, nonpartisan community structures.</p>	<p>Develop accountable, transparent community governance structures.</p> <p>Undertake sensitisation programmes.</p>

SWOT ANALYSIS – GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
POLICY AND REGULATORY FRAMEWORK				
Existence of National Gender Policy.	The gender policy is not supported by legislation and it has no implementation strategy. Many traditional customs work against the policy.	Advocacy by NGOs and other stakeholders for laws on genderempowerment.	Continued lack of political will in central government to enact a law on gender empowerment.	Create a legal framework for gender empowerment.
RESOURCE MOBILISATION				
Donor and government funding for gender and HIV/AIDS programmes in the country.	The KCC lacks the institutional capacity to mobilise resources to implement gender and HIV/AIDS programmes.	The gender policy can be used by the KCC to develop resource mobilisation strategies.	Stringent conditions attached to the KCC regarding accessing donor funds for gender and HIV/AIDS programmes.	Conduct capacity building for the KCC for the implementation of gender- and HIV/AIDS-related programmes. Generate resources for funding gender- and HIV/AIDS-related programmes. Ensure affordable treatment for HIV/AIDS patients.

Project proposal

Gender and HIV/AIDS Awareness and Support Programme in Peri-Urban Settlements of Kitwe

LOCATION: Kitwe, Zambia

DURATION: 48 months

BENEFICIARIES: Community members, orphans, vulnerable groups, and HIV-positive individuals.

IMPLEMENTING PARTNERS: Kitwe City Council, Ministry of Health, District Health Management Team, and area-based NGOs.

ESTIMATED COST: US\$500,000

BACKGROUND: Kitwe has one of the highest HIV/AIDS levels in the country, estimated at over 20 percent. The pandemic is having a devastating impact at the household and community levels, as well as at the workplace. HIV/AIDS is destroying the family fabric by taking away breadwinners in families and leaving orphans, many of whom end up as street kids. Whereas HIV/AIDS affects both the rich and the poor, the situation is more hopeless among the poor and vulnerable members of communities who are unable to access HIV/AIDS-mitigating drugs and good nutrition. The project will be an integrated, multi-pronged project with components of education, sensitisation, and physical construction of facilities for HIV/AIDS interventions in the communities.

OBJECTIVES: To sensitise community members on gender roles, stereotypes, and other gender barriers in society. To sensitise communities on the impact of HIV/AIDS on development and to provide VCT services to those infected with HIV. To establish home-based care facilities to care for terminally sick people. To establish a skills-based training centre for orphans.

ACTIVITIES: (1) Identify pilot project communities. (2) Design and implement project activities, including training of VCT and home-based care counsellors. (3) Conduct seminars and workshops on gender, provision of VCT services, and home-based care. (4) Establish home-based care centres. (5) Design and implement HIV/AIDS community sensitisation programmes. (6) Establish HIV/AIDS networks among stakeholder institutions at home and abroad. (7) Provide a forum for lobbying the government on the need to formulate adequate policies and enact the legislation on gender mainstreaming. (8) Design a project replication strategy for other urban centres in the country.

OUTPUTS: HIV/AIDS awareness improved. Home-based care scaled up. HIV/AIDS stigmatisation reduced due to an improved understanding of the disease. More VCT counsellors trained. HIV-positive individuals trained in income-generating activities. Levels of destitution among HIV-positive individuals reduced. Gender and HIV/AIDS networks created locally and regionally.

STAFF REQUIRED: Project coordinator, VCT counsellors, home-based caregivers, and skills trainers.



URBAN ENVIRONMENT

SWOT ANALYSIS – ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
POLICY AND REGULATORY FRAMEWORK				
<p>Existence of several legislation and statutory institutions.</p> <p>Existence of Kitwe City Council by-laws and Environmental Council of Zambia regulations.</p>	<p>Poor implementation of environmental policies by the KCC. Poor enforcement of regulations by both the KCC and the central government.</p> <p>Lack of adequate technical capacity for environmental monitoring and management in the institutions.</p> <p>Lack of information and knowledge about environmental regulations within the general population.</p>	<p>Strong political will to enforce regulations. Goodwill from donor agencies and NGOs.</p> <p>Availability of technical skills among city stakeholders.</p>	<p>Lack of central government support to the KCC for environmental programmes.</p> <p>Inadequate external support in the form of capacity building and technical assistance.</p>	<p>Improve enforcement of environmental laws and regulations at the local authority and central government levels.</p> <p>Develop environmental management databases.</p> <p>Hold capacity-building workshops for environmental management and policy implementation.</p>
RESOURCE MOBILISATION – FINANCING				
<p>Organizational capacities exist to mobilise resources for improving the urban environment.</p> <p>Availability of donors, NGOs, and a pool of skilled manpower in the city.</p>	<p>Lack of resource mobilisation strategies in the local authority.</p> <p>Lack of skills and knowledge in the local authority to prepare bankable project proposals for resource mobilisation.</p>	<p>Potential for private sector participation in urban environmental management.</p> <p>Potential for donor assistance since environmental concerns have attracted donor attention.</p>	<p>Lack of quality information on environmental problems in the city. Inadequate funding for environmental programmes by central government.</p> <p>Dependency on donor aid by both the KCC and the central government.</p>	<p>Undertake capacity building of KCC and the Environmental Council of Zambia in resource mobilisation and urban environmental planning and management.</p> <p>Outsource environmental services by the local authority to community-based enterprises.</p> <p>Establish public-private partnerships in urban environmental management.</p>
PERFORMANCE AND ACCOUNTABILITY				
<p>Existence of good policies and a regulatory framework.</p>	<p>Lack of adequate resources at the KCC level to effectively implement policies. Poor management of environmental information.</p>	<p>Commitment from stakeholders in the city to participate in environmental management programmes.</p>	<p>Inadequate central government commitment and support at the community level.</p>	<p>Strengthen environmental planning and management capacities at the city and community levels.</p>

ENVIRONMENT N°1	Project proposal
	Public-Private Partnerships for the Urban Environment in Kitwe

LOCATION: Kitwe, Zambia

DURATION: 36 months

BENEFICIARIES: Kitwe City Council, Kitwe residents, and private companies.

IMPLEMENTING PARTNERS: UNDP, UN-HABITAT, ILO, Kitwe City Council, Copperbelt University, and the Environmental Council of Zambia.

ESTIMATED COST: US\$1 million

BACKGROUND: Public-private partnerships in the management of the urban environment in Kitwe have not been fully explored. Institutions have a tendency to work within their vertical structures and reporting lines, even when dealing with cross-cutting matters where pooling resources in partnership with other stakeholders would achieve a bigger impact in the management of the urban environment. The project aims to introduce new and better ways of managing the environment through public-private partnerships. The lack of adequate resources for capacity building will be resolved by introducing private capital and initiative into environmental management. The project will focus on building capacity for an integrated solid waste management system for the city.

OBJECTIVES: To introduce new and innovative methods of integrated environmental management based on private-public partnerships. To build capacity for integrated solid waste management in the city.

ACTIVITIES: (1) Identify key stakeholders in the public, private, and popular sectors within the environmental field in Kitwe. (2) Study best practices on urban environmental management. (3) Undertake a feasibility study of private sector involvement in environmental services in Kitwe. (4) Conduct a review of the legal and institutional framework for urban environmental management. (5) Design a public-private partnership model for the city of Kitwe. (6) Prepare training manuals and modules for city stakeholders. (7) Conduct training workshops for stakeholders on the need for improved urban environmental management. (8) Design an integrated solid waste management system for the city. (9) Design and implement urban environment improvement programmes in selected pilot areas.

OUTPUTS: Public-private partnerships established for improved urban environmental management in general and waste management in particular. Community participation in waste management enhanced. Coordination among city stakeholders enhanced. Citywide networks for improved urban environmental management developed.

STAFF REQUIRED: Project coordinator, technical advisers, and support staff.

ENVIRONMENT N°2	Project proposal
	Water Supply and Sanitation Project

LOCATION: Kitwe, Zambia

DURATION: 36 months

BENEFICIARIES: Kitwe residents.

IMPLEMENTING PARTNERS: Ministry of Local Government and Housing, UN-HABITAT, Kitwe City Council, Nkana Water and Sewerage Company Limited, Asset Holdings Company, Mining Municipal Services, and the World Bank.

ESTIMATED COST: US\$1.5 million

BACKGROUND: More than 50 percent of Kitwe residents live in peri-urban unplanned settlements where supplied water is of poor quality and sanitation is inadequate. Intake of contaminated water and poor sanitation are associated with high incidences of waterborne diseases such as cholera, dysentery, typhoid, and diarrhoea. Kitwe suffered one of the worst cholera outbreaks in recent times (1992), leading to a loss of approximately 500 lives. The state of sanitation in many parts of the city is still bad, particularly those with pit latrines and hand-dug shallow wells, where faecal contamination of water sources is more apparent.

OBJECTIVES: To mobilise communities to formulate action plans and guidelines for improving water supply and sanitation in the informal settlements and to sensitise communities on the need for clean water and proper sanitation at the household level. To increase the number of communal standpipes in order to serve more residents. To introduce innovative sanitation systems such as ventilated pit latrines.



ACTIVITIES: (1) Study best practices from successful cities in the region. (2) Create a database on water supply and sanitation in the peri-urban areas of Kitwe. (3) Undertake sensitisation campaigns in the city. (4) Undertake training of local authority staff. (5) Sensitise the council and other stakeholders on the new strategy. (6) Undertake participatory placement of water standpipes and construction of prototype sanitation facilities. (7) Develop appropriate indicators to monitor and assess progress.

OUTPUTS: Water and sanitation improvement strategy formulated. Community awareness on water and sanitation issues improved. Water and sanitation infrastructure in the selected pilot communities developed. Recommendations on implementation of the new water and sanitation strategy in other local authorities developed.

STAFF REQUIRED: Water and sanitation consultancy team, Ministry of Local Government and Housing staff, local authority staff, area-based organizations, and water utility company staff.

**ENVIRONMENT
N°3**

Project proposal

Development of a City Environmental Management Information System

LOCATION: Kitwe, Zambia

DURATION: 36 months

BENEFICIARIES: Kitwe City Council, stakeholder institutions, and groups and individuals in the city of Kitwe.

IMPLEMENTING PARTNERS: Kitwe City Council, Copperbelt University, UN-HABITAT, Kitwe Environmental Programme, and bilateral agencies such as Sida.

ESTIMATED COST: US\$2 million

BACKGROUND: Lack of readily available information about the city environment affects informed decision making in the city. Most of the spatial data on the city is outdated and confined to a few institutions. Lack of information affects development programmes in the city. The project will involve extensive and comprehensive data

collection and processing with computerised databases. Geographic Information Systems (GIS) will capture spatial data. The project will purchase satellite images for spatial analysis and will have a component of aerial mapping for the entire city of Kitwe. It will aim to scale up the Sustainable Kitwe Programme's environmental management information system.

OBJECTIVES: To establish a computerised environmental management information system that will be supported by a GIS and land information system database for the city of Kitwe.

ACTIVITIES: (1) Identify stakeholder institutions at the local and national levels. (2) Design and implement a training programme on environmental management information systems. (3) Collect field data. (4) Store data using computerised databases. (5) Acquire appropriate software and hardware. (6) Acquire aerial photography and satellite imagery. (7) Apply remote sensing techniques. (8) Design and harmonise data formats and standards. (9) Establish stakeholder networks at both the local and national levels.

OUTPUTS: Spatial information database for Kitwe developed. Land information system for Kitwe developed. Standardised spatial data format for Kitwe, in line with national regulations. Coordination among the city stakeholders enhanced. Citywide network for data sharing developed.

STAFF REQUIRED: Project coordinator,

ENVIRONMENT N°4	Project proposal
	Establish Postgraduate Studies in Environmental Planning and Management (Epm) at Copperbelt University

technical staff, support staff, and consultants.

LOCATION: Kitwe, Zambia

DURATION: 24 month

BENEFICIARIES: Local authorities, government institutions, planning fraternity, and individuals.

IMPLEMENTING PARTNERS: UN-HABITAT, UNEP, Ministry of Local Government, Copperbelt University, and the Local Government Association of Zambia.

ESTIMATED COST: US\$500,000

BACKGROUND: Inappropriate planning tools such as master plans have led to ineffective town planning in Zambia. Such tools can be too rigid and impractical. All too often, expert-driven planning has resulted in planning proposals that cannot be implemented due to their inappropriateness or the exorbitant cost of implementation. Participatory planning approaches are being introduced in local authorities through structure plans and integrated development plans. There is, however, a need to introduce participatory planning approaches at higher institutions of learning, such as Copperbelt University's School of Built Environment. Environmental planning and management (EPM), as implemented by the Sustainable Cities Programme in Zambia, has proved effective in promoting participatory planning. The project will aim at developing and teaching participatory planning tools at postgraduate level in the Urban and Regional Planning training programme of Copperbelt University.

OBJECTIVES: To develop and implement EPM curricula for postgraduate studies at Copperbelt University.

ACTIVITIES: (1) Study best practices on EPM curricula development. (2) Develop EPM curricula for postgraduate studies. (3) Adapt training materials from UN-HABITAT. (4) Train lecturers in EPM tools. (5) Develop student attachment programmes in planning departments of public and private sector institutions. (6) Develop student exchange programmes with other universities in the region. (7) Develop mutually beneficial linkages between the university and industries. (8) Develop a curricula development replication strategy for other institutions of learning in the country.

OUTPUTS: EPM curricula developed. EPM training materials developed. Postgraduate course in EPM established at Copperbelt University.

STAFF REQUIRED: EPM experts, Copperbelt University staff, and EPM curricula development expert.

**ENVIRONMENT
N°5**

Project proposal

Chisokone Market Improvement Project

LOCATION: Kitwe, Zambia

DURATION: 24 months

BENEFICIARIES: Kitwe City Council, Kitwe residents, and traders.

IMPLEMENTING PARTNERS: Kitwe City Council, UN-HABITAT, Ministry of Local Government and Housing, and DANIDA.

ESTIMATED COST: US\$1 million

BACKGROUND: Chisokone Market is the largest market in the copper belt, covering a total of 15 acres in the central business district (instead of 1.9 acres, which was the gazetted market area). The poor state of the market has been attributed to illegal construction and expansion in the market. The council authority has lost control over market development and the market's illegal status has made management difficult. The effects can be seen in the haphazard way structures are being built, with most development taking place on top of existing infrastructure such as water and sewer lines. There is also a colossal loss of revenue for the council, as the actual trading population is not known. Market management continues to deteriorate, with marketers refusing to pay levies on the grounds that there is no legal provision for the council to collect levies from an illegal market.

OBJECTIVES: The main project objectives are focused on developing Chisokone market into a modern, viable, and environmentally friendly commercial centre. The project will ensure an improved and sustainable solid waste management and drainage system, legalisation of the ungazetted area of the market, and harmonisation of the roles and responsibilities of market stakeholders.

ACTIVITIES: (1) KCC to submit an application to the central government to legalise Chisokone Market. (2) Sensitise marketers on the importance of trading in a clean environment. (3) Establish a sustainable waste management system for the market. (4) Establish a nonpartisan Market Advisory Committee, representative of all stakeholders. (5) Establish security posts. (6) Establish a transparent market levy structure with the involvement of all stakeholders. (7) Construct a modern market.

OUTPUTS: Chisokone Market cleaned. Management of market improved. Business at the market improved. Political structures removed from market. Market legalised. Modern market constructed.

STAFF REQUIRED: Kitwe City Council staff, Market Advisory Committee representatives, Copperbelt University researchers, private sector representatives, Nkana Water and Sewerage Company staff, and Copperbelt Environmental Programme staff.



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ACRONYMS:

AIDS	Acquired Immune Deficiency Syndrome
CAP	
DANIDA	Danish International Development Agency
DDCC	District Development Coordinating Committee
EPM	Environmental Planning and Management
GIS	Geographic Information Systems
HIV	Human Immunodeficiency Virus
ILO	International Labour Organization
KCC	Kitwe City Council
NGO	Non-governmental organisation
PUSH	Programme Urban Self-Help
RDC	Residents' Development Committee
SIDA	Swedish International Development Cooperation Agency
SWOT	Strengths, weaknesses, opportunities, and threats
UN-HABITAT	United Nations Human Settlements Programme
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
VCT	Voluntary Counselling and Testing
WDC	Ward Development Committee
ZCCM	Zambia Consolidated Copper Mines

KITWE CONSULTATION ATTENDANCE LIST

23 DECEMBER 2004

NAME OF PARTICIPANT	INSTITUTION	POSITION
W. T. Chola	Kitwe City Council	His Worship the Mayor of Kitwe
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George Mwanapabo	Kitwe City Council Mayor's Office	Councillor
Mwansa Bantubonse	Kitwe Chamber of Commerce	Research and Marketing Officer
Gabriel Shibana	Programme Urban Self Help – PUSH	Community Development Officer
Christopher Lukwesa	Kitwe City Council Department of Development Planning	Town Planner
Dimuna Mwanza	World Vision International	Programme Manager
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Francis Wasamunu	Kitwe City Council	Public Relations Manager
M. M. Kangwa	Nkana Water and Sewerage	Mechanical Engineer Company
Tom Lungu	Kitwe City Council Mayor's Office	Councillor
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