



UN HABITAT

Regional and Technical Cooperation Division



ZAMBIA: LUSAKA URBAN PROFILE



PARTICIPATORY SLUM UPGRADING PROGRAMME IN AFRICAN, CARIBBEAN AND PACIFIC COUNTRIES

ZAMBIA: LUSAKA URBAN SECTOR PROFILE

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UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME
REGIONAL AND TECHNICAL COOPERATION DIVISION

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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 European Commission (EC) 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 2004, UN-HABITAT's Regional Office for Africa and the Arab States took the initiative to develop the approach 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**. The implementation of the Urban Profiling was launched thanks to contributions from the Governments of Italy, Belgium and the Netherlands. Today, UN-HABITAT is conducting city profiles in 18 new countries as part of the Participatory Slum Upgrading Programme financed by EuropeAid and its Intra-ACP fund. Also, Ethiopia, as well as 12 other African countries, are going to develop action plans for selected priority proposals presented in this document, the second phase of the new programme. The idea behind the 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.

The approach 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 as well as nationally. The Lusaka Urban Profile focuses on the findings of a desk-study, interviews with key actors, and country-wide consultations 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 urban profiling concept of, Alain Grimard who is the Programme Manager 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, David Kithakye, Clarissa Augustinus, Mohamed Halfani, Lucia Kiwala, Eduardo Moreno, Raf Tuts, Gulelat Kebede, Gora Mboup, Raakel Syrjanen and Felix Zeiske.

I would like to wish the Lusaka City Councillors, Kangwa Chama, Rueben Lifuka, Monica Masonga, Daniel Phiri elaborating on information collected by the Lusaka City Council and through interviews with key urban actors in Lusaka. Further, the team was assisted by the following individuals: Levy Mkandawie, Louis Chipepo, Mwiche Kabwe, Manze Wachila, Michael Kabungo, Mizael Banda, Michael Mutale, Muntungwa Mugala, Peter Nsombo, Malambo Moonga, Flolics Kasumbalesa, Kelvin Mumbi, Maggie Ngoma, Bornwell Matawe 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 Lusaka.



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

EXECUTIVE SUMMARY

INTRODUCTION

The 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. The Urban Profiling uses a structured approach where priority interventions are agreed upon through a consultative process. The Urban Profiling methodology consists of three phases: (1) a rapid participatory urban profiling at national and local levels focusing on governance, slums, gender, and environment, as well as proposed interventions; (2) detailed priority proposals; and (3) project implementation. The Urban Profiling in Zambia encompasses profiles of Lusaka, Kitwe, and Livingstone, each published as a separate report. This is the Lusaka report and it constitutes a general background, a synthesis of the four themes – governance, slums, gender and HIV/AIDS, and environment – and priority project proposals.

BACKGROUND

Lusaka is the capital city of Zambia. It dominates the country's urban system and accounts for 32 percent of the total urban population in the country. Planning for Lusaka has been inadequate due to insufficient resources at the Lusaka City Council (LCC). Major problems in the city include the lack of serviced land, speculation on land, complex procedures and poor record keeping regarding land ownership and land use, inadequate human resources, the slow pace in issuing security of land tenure, the failure of master planning, an increase in illegal settlements, and political interference in land allocation.

The city of Lusaka is 1280 meters above sea level. The city covers an area of 375 km² of mostly flat relief. Lusaka's central location, in addition to its capital city status, gives it strategic importance, as it is easily accessible from all parts of the country. Lusaka is experiencing typical urban problems associated with developments such as population growth, high levels of urbanisation and unemployment, a lack of services, and inadequate waste management.

GOVERNANCE

The main governance issues in the city result from a weak local government system unable to deliver services to the people as per its mandate. Inadequate delivery of services is mainly a result of poor resource mobilisation and utilisation. The poor resource base of the council is also a result of the government's policy of centralising the control and management of national resources. The inability of the Lusaka City Council (LCC) deliver services to the residents has undermined its credibility and esteem. Highly qualified or trained people are reluctant to work for the LCC and other local authorities. Most residents have also lost interest in the affairs of the city. They are often loath to pay levies, user charges, and even rates, because they cannot see any benefits arise from these payments.

SLUMS

In Lusaka, squatter settlements are partly a post-independence phenomenon caused by the exodus to urban areas of rural people who hitherto had been contained only by colonial restriction of movement and strict policing, although there were sizeable squatter settlements within and adjacent to the capital city many years before independence. Over 35 unplanned settlements have been regularised as "Improvement Areas", but the challenges remain enormous. Squatter settlements are expanding faster than the rest of the city. They are generally characterised by inadequate shelter, a lack of services, and inadequate waste management. Lack of essential infrastructure and inadequate access to clean water and safe sanitation facilities and services make the residents of unplanned urban settlements vulnerable to epidemics. Secure tenure must be provided for residents of regularised unplanned settlements, in order to facilitate redevelopment and investment programmes.

GENDER AND HIV/AIDS

Discrimination against women, children, the poor, and the disabled is still common due to social, cultural, and traditional beliefs and limited consequences for the offenders. Reports in the media on cases of violence against women and defilement of children have become commonplace. Cultural values and norms, predominantly interpreted by men, assign women and girls roles that limit them to reproductive tasks and general chores at the household level.

A high HIV/AIDS infection rate is contributing to the low productivity of the labour force. A decentralisation policy and the creation of district and hospital boards at the local level have shown positive results in some areas, as resource allocation to the health sector has become relatively more equitable and transparent. The latest HIV/AIDS infection rate for the age group 15–49 years is at 16 percent, down from 21 percent in 2001. The joint United Nations Programme on HIV/AIDS (UNAIDS) observes that the decline is due to a number of factors.

ENVIRONMENT

Uncontrolled quarrying taking place in many areas of the city is causing environmental degradation, such as wastage of valuable topsoil. Unemployment, easily accessible markets, poverty, and a lack of communication and coordination among the regulating authorities are some of the main reasons for the increase in illegal quarrying in Lusaka. Inadequate waste management, poor sanitation, and uncontrolled drilling of boreholes are increasingly leading to groundwater pollution and disease outbreaks, resulting in loss of human life, especially in low-cost housing areas. Stagnant water leads to the proliferation of mosquitoes and ultimately malaria, which is the number one killer disease in the city. Excessive use of fertilisers and dumping of agriculture chemicals in undesignated areas are affecting the natural fertility of agricultural land in the city and have a negative impact on the environment and human health.

BACKGROUND

INTRODUCTION

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. The 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 Urban Profiling 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.

URBAN PROFILING IN ZAMBIA

The 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 relatively 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 non-governmental organization 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:

- 1 a general background of the urban sector in Lusaka, based on the findings of a desk study, interviews, and a city consultation held on 17 December 2004 (see back cover for a list of participants in the city consultation and a bibliography). The background includes data on administration, urbanisation, population, health, education, the economic situation, municipal finance, water and sanitation, waste management, and public transport;
- 2 a synthetic assessment of four main areas – governance, slums, gender and HIV/AIDS, and environment – in terms of the institutional setup, regulatory framework, resource mobilisation, and performance; this second section also highlights agreed priorities and includes a list of identified projects; and
- 3 a SWOT analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities, and outputs.

LUSAKA IN DATA

The country's urban population is unevenly distributed, with two provinces – Lusaka and Copperbelt – accounting for 69 percent of the total urban population. Population density in Lusaka varies between 5 and 1,483 people per hectare, with an average density of 150 people per hectare.

The annual population growth rate in the city was 4 percent in the 1990–2000 period, compared to 2.9 percent for Zambia as a whole (Central Statistical Office, 1994 and 2001). The population of Lusaka is diverse and consists of people from all the ethnic groups found in Zambia, as well as a small proportion of people of European and Asian origin. In Lusaka, there is a direct link between income levels and population density: higher residential densities are located on the outskirts of the city and lower densities (where most of the urban facilities are situated) are located in the inner city.

Migration trends have led to high population growth in the urban areas, without accompanying improvement in infrastructure for service provision. The situation is worsened by high internal population growth, especially among low-income groups. The high population growth rate, coupled with increasing urbanisation, tends to outstrip the supply of land for development.



LUSAKA' S DEVELOPMENT

Zambia has been very hard hit by HIV/AIDS; the adult prevalence rate is over 16 percent.

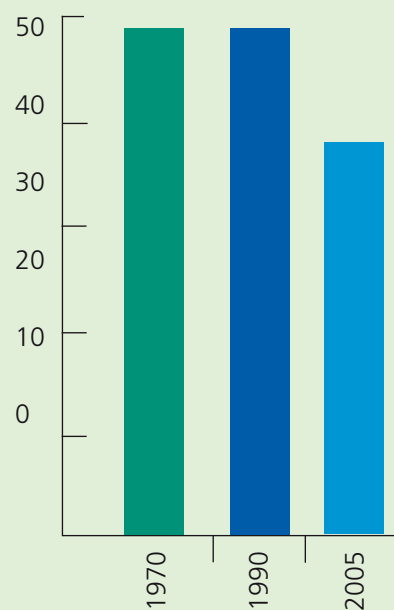
As a result of mother-to-child transmission rate of HIV/AIDS, more than 30,000 children are born HIV-positive each year.

AIDS has left a generation of orphans in its wake: more than 20 percent of Zambian children have lost one or both parents. Households with widows and orphans often lack resources to cultivate sufficient food. Some 75,000 children live on the street. Malaria is the leading killer of children. About 50 percent of children under age 5 are affected by undernutrition; anaemia and vitamin A deficiencies are widespread.

Zambia's health-care system faces shortages of drugs, equipment and qualified personnel, especially in rural areas.

Only 36 percent of the rural population has access to improved drinking water sources. Thanks to the elimination of tuition fees, primary-school enrolment rates have increased; the gender gap is less than one percent. However, there is a severe teacher shortage, and many students do not master fundamental skills in language and mathematics.

Life expectancy in years



Source: www.unicef.org, 2007

ADMINISTRATION

Lusaka is the capital of the Republic of Zambia and, emanating from its major administrative role, it is the economic, cultural, and transportation centre of the nation. Lusaka is the seat of government and home to all foreign missions in the country. At district level, the central government representative is the district commissioner, appointed by the Office of the President, who is the most senior civil servant.

The 1991 Local Government Act and the Local Government Elections Act, along with the relevant amendments, provide the institutional frameworks for the local authority's administration of Lusaka and for the holding of local elections.

Lusaka City Council (LCC) consists of 7 elected members of parliament, 1 from each constituency, and 33 councillors, 1 from each ward. Councillors are elected every five years to run the affairs of the city through the LCC, on behalf of the residents of the city. Like all councillors in Zambia, the Lusaka city councillors are part-time officials. Full-time employees of the council are headed by a town clerk who assists them with the daily management of the affairs of the city. The councillors approve all development projects in the city. The LCC also serves as the planning authority for the city. Although the council is a corporate body and is expected to manage the affairs of the city independently, it merely operates as an agent of the central government, which has delegated functions relating to provision of services to the residents of the city under the Local Government Act CAP 281.

The executive structure of the LCC consists of seven departments: City Planning, Public Health and Social Services, Legal Services, Administration, Finance, Engineering, and Valuation and Real Estate Management. The town clerk, who is the principal officer, heads the executive structure. "Engineering" is one department, Valuation and Real Estate Management is another department.

Local government means representative local authorities that perform functions and provide services that have been transferred from the central government by law. The functions of a council are contained in the second schedule of the Local Government Act. The executive is responsible for implementing council resolutions and for executing the day-to-day functions of the council.

As a matter of policy, the LCC has entered into partnerships with community-based organizations (CBOs) like Resident Development Committees (RDCs) to identify service needs (especially in the peri-urban areas of the city) and non-governmental organizations (NGOs) to implement community-based programmes. International NGOs also supplement the local authority's efforts in the development of the city. The Lusaka District Development Coordinating Committee is the forum where the council collaborates with local stakeholders on development issues and programmes. Its membership comprises representatives of the council, government departments that operate in the city, NGOs, CBOs, and other stakeholders in the development of the city.

URBANISATION

The country's urban system is dominated by Lusaka, which is a host to 32 percent of the total urban population in the country. The largest conglomerate of urban centres is in the copper belt, while a few settlements are found along the rail line to Livingstone and on the Tanzania-Zambia railway corridor. The lopsided pattern of development between rural and urban areas in the country has resulted in high rural-urban migration, without a corresponding effort to provide appropriate services in the expanding urban regions. High levels of in-migration into Lusaka can also be attributed to a diversified economy in the city.



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ECONOMIC SITUATION

Lusaka District is the second largest economic centre in Zambia after Copperbelt District, and is notable for its substantial diversification in the production of goods and services. With respect to Central and Southern Provinces, Lusaka is economically very significant since it provides the market for the absorption of agricultural products from these areas. Manufacturing, financial, transport, and retail businesses are the most important industries in Lusaka. It is estimated that only 9 percent of the city's population is engaged in formal employment. A major reason for this is that the local economy has been drifting towards the private sector and self-employment since the liberalisation of the economy in the early 1990s.

Due to its location and the fact that it is the capital and seat of government, Lusaka plays a significant role in the socio-economic life of adjoining rural and urban areas: it provides a ready market for agricultural and other goods. The overwhelming majority of the economic establishments in the city fall within the wholesale and retail trade categories, which together represent the largest formal employer in Lusaka after the government.

Urban agriculture and hunting are also major employers in Lusaka. However, Lusaka is a built-up urban area and more and more agriculturally productive land is being taken for urban purposes. It is believed that there is no scope for long-term growth in urban agriculture, which mostly consists of crop cultivation and animal husbandry.

HEALTH

Lusaka has 34 government health institutions and about 134 registered private clinics and health centres. There are 31 clinics (health centres) managed by the district boards. Lusaka District has been divided into eight health zones. The government states that the overall vision of health reforms is "to provide Zambians with equity of access to cost-effective, quality health care as close to the households as possible". The main approach to implementation involves the decentralisation to the district level of responsibility for essential functions. The strategic intent is to make services responsive to local needs and accountable to users. The Central Board of Health has been assigned the service delivery function and it is responsible for the interpretation of policies and legislation.

For some time, the district priority areas have been: malaria, reproductive and adolescent health, child health, tuberculosis and leprosy, sexually transmitted diseases, HIV/AIDS, environmental health, mental health, and supply of medicine. Current statistics indicate that the diseases in the above list are responsible for 90 percent of the health cases in the district. Quality health services are unaffordable for the majority of Lusaka residents.

WATER AND SANITATION

Lusaka relies on both surface water and groundwater as sources of raw water. The quantity of surface water and groundwater supplied by Lusaka Water and Sewerage Company (LWSC) is between 200,000 m³/day and 220,000 m³/day. Another approximately 80,000 m³/day is supplied from private boreholes and shallow wells. In most low-cost settlements, LWSC provides water via the central water distribution system to the perimeter of the supply area. Thereafter, Resident Development Committees undertake the distribution of the water with Water Committees and Tap Committees, and some logistical support from LWSC. However, the water supplied via the central water distribution system and from local borehole systems is inadequate and the supply is erratic. Water from local boreholes is usually untreated and can be contaminated. Hand-dug wells are mainly located in settlements with shallow water tables and this source can dry up at any time. Water from hand-dug wells is rarely treated and is generally considered to be unsafe. In general, the supply of safe water in most unplanned settlements is understood to be deficient. The figure for unaccounted water in the LWSC system meanwhile stands at an unacceptable 56 percent of the total water delivered to the system.

The water loss is through leakage, bursting of old pipes, illegal water connections, and vandalism. There is an urgent need to recapitalise water and sanitation infrastructure in the city and to scale up water provision in unplanned settlements.

Three major types of sanitation services are utilised in Lusaka: waterborne sewer systems, septic tanks, and pit latrines. Only about 30 percent of the city is supplied with water by LWSC, which is serviced by a sewer network. The areas without sewer reticulation systems utilise septic tanks or pit latrines for sanitation services. In planned settlements, all three types of sanitation are found. In unplanned settlements, 90 percent of

the households use pit latrine toilets. Three percent of the population have no toilet facilities and use either communal toilets or “the bush”. Pit latrines are often shared among several households, thus reducing the life span of the latrine. Suction tankers cannot empty the majority of pit latrines because of inaccessibility to the unplanned settlements. Local boreholes are unprotected, resulting in severe health risks when there is contamination from pit latrines.

The growing population and the expansion of unplanned settlements compound the difficulties currently encountered in the provision of water and sanitation services.

EDUCATION

Lusaka is the centre of national educational and cultural establishments and thus plays an important role in the education of the Zambian population. Pre-primary, primary, secondary, and tertiary education institutions are found in Lusaka. One of the two public universities in the country, the University of Zambia, is in Lusaka. Other notable higher educational institutions in Lusaka are Evelyn Hone College, the National Institute for Public Administration, and the Zambia Centre for Accountancy Studies. The city has about 95 recognised lower basic, middle basic, upper basic, and secondary schools. Lusaka also has a number of community schools and youth training centres. Community schools were established to cater for underprivileged children unable to pay for education. However, the teachers are usually unqualified community volunteers, a situation that has led to serious questions in some quarters about the quality of education offered in these institutions.

The quality of education in government schools, meanwhile, has continued to decline due to poor conditions of service for workers and investment that is inadequate and does not match the growing demand. Private schools have mushroomed and some are able to offer a good education at a fee, attracting pupils from higher income groups.

MUNICIPAL FINANCE

The Lusaka City Council (LCC), like most councils in the country, has not been able to adequately deliver services to its residents due to the liquidity problems it has experienced for a long time. The poor performance of such local authorities is largely due to the centralisation of resources by the government.

The council prepares a balanced budget, i.e. expenditures equal revenue. The city's major sources of revenue include property rates, ground rent, trading licences, personal levies, and billboard advertising. Property rates constitute 50 percent of the council budget. The city raises all of its revenue on its own and does not receive grants from the government. Some recent improvement in resource mobilisation, budgetary performance, and management of financial resources is a result of computerisation and capacity building in the finance department. Revenue from property rates is expected to improve when the council concludes its revaluation of properties in the city and prepares a new valuation roll to replace the one currently in use, which was last updated in 1995. At the moment, however, LCC faces serious financial problems mainly due to a narrow resource base, untapped potential for income generation, and outdated policies. These confine it to being an implementer as opposed to being a regulator in issues such as determination of certain levies within its area of jurisdiction.

WASTE MANAGEMENT

Throughout the years, waste management in Lusaka has been totally inadequate for a large city (the current population is approximately 2 million people). Due to lack of funding and no sustainable waste management system, only the central business district (CBD), hospitals, markets, and governmental and commercial institutions have been serviced on a regular basis in the immediate past. In Lusaka only an estimated 15% of the municipal solid waste generated is collected, resulting in build-up of waste in open spaces and along streets in or around the city.

The Lusaka City Council is implementing a new waste management system in order to ensure that the city's inhabitants have access to affordable waste management services. The system was developed in 2003 and is being implemented by the Waste Management Unit of the council, in partnership with the private sector. The council has contracts with a number of waste

management companies for the collection of waste. Each company will collect waste in a part of the city and will also be responsible for the collection of fees. The Waste Management Unit of the LCC is responsible for waste collection in the CBD and some surrounding areas, including peri-urban areas, where fees are collected by Waste Management Committees that operate as community-based enterprises or community-based organizations. In the latter case, the Waste Management Committee works under the umbrella of either the Resident Development Committees or Neighbourhood Health Committee. LCC municipal solid waste bylaws support the new waste management system. The council is currently constructing an engineered landfill site with support from the Danish International Development Agency. Sustainability of the system is, however, highly questionable due to over-dependence on donor support.

PUBLIC TRANSPORT

The public transport system in Lusaka comprises mainly minibuses and taxis. The main weaknesses in the system are lack of coordination, the limited service provided by the radial road network structure, and the low efficiency of bus operations. Most road designs did not provide for non-motorised modes of transport and there is now over-dependence on minibuses. The present radial network structure results in nearly all routes ending in the town centre. This has led to problems such as heavy congestion in the CBD bus stations and limited and inefficient township-to-township journeys – most have to go through the city centre due to the lack of bypass routes. Without bypass routes, all the main roads passing through the CBD will continue to be overloaded: it is estimated that at least ten vehicles are added to the streets of Lusaka every day.

SUMMARY OF LCC'S BUDGETARY PERFORMANCE

Year	Budgeted Revenue Collected	Actual Revenue Collected	Collection as % of Budgeted Revenue
2003	47,389,248,000	6,521,482,000	14
2004	48,549,080,000	26,293,804,000	58
2005	49,891,352,000	41,529,736,000	83

Source: Lusaka City Council, July, 2006

GOVERNANCE

Lusaka City Council (LCC) consists of 29 elected councillors and 7 members of parliament. The LCC is empowered to make bylaws regarding matters contained in the Local Government Act. These bylaws are submitted to the Minister of Local Government and Housing for confirmation and are published to allow comments from any interested parties. The town clerk, who is the principal officer, heads the executive structure of the LCC, which consists of seven departments, each headed by a director. The LCC works in partnership with community-based organizations and NGOs to implement community-based programmes. Additionally, the council works with the private sector to undertake development projects as joint venture partnerships. The partners feed into the design of development programmes, which influence policy formulation at the council level. The District Development Coordinating Committee (DDCC) is a technical committee whose role is to coordinate development in the city and prepare development plans for submission to the council. It is the forum in which the council collaborates with local stakeholders on development issues and programmes in the city. The DDCC, however, is largely ineffective: the fact that it controls no budget has continued to reduce its economic and political relevance. The LCC's capacity is hindered by a chronic lack of financial resources and quality personnel. Most residents in the city are at loggerheads with the LCC due to its failure to adequately deliver services; even when residents pay service charges to the council, services are not provided. The LCC is heavily indebted and is chronically short of financial resources. In order to improve governance, there is need for a quick and full implementation of the Decentralisation Policy in order to have the necessary resources transferred from the centre at the same time that power, functions, authority, and responsibilities are being devolved and/or de-concentrated. The decentralisation efforts made so far are largely the de-concentration of central government responsibilities rather than the devolution of functions and authority over national resources to local levels.

INSTITUTIONAL SET-UP

- The town clerk heads the executive structure of the Lusaka City Council while the mayor heads the civic structure.
- Local authorities in Zambia use the councillor committee system to manage and administer councils; it is the equivalent of the “weak” mayoral council arrangement, whereby the mayor is elected from among councillors and not by the citizens at large.
- The weak mayoral arrangement means, in effect, that the mayor owes his allegiance to voters in his respective ward and to fellow councillors who subsequently elected him as a mayor.
- Lack of financial autonomy and inadequate grants from the central government have left the local authorities, including the LCC, in a very weak financial position – to the extent that the council is not able to deliver the services it is designated to provide.
- The government does not provide grants to the LCC.
- Decentralisation – including financial and administrative autonomy – and the improved capacity of personnel in the local authorities are currently seen as the joint solution to the problems that have beset the LCC.

LEGISLATIVE FRAMEWORK

- The 1991 Local Government Act and the Local Government Elections Act, plus relevant amendments, provide the institutional frameworks for the administration of local councils in Zambia.
- The Town and Country Planning Act (Chapter 475 and Revised Chapter 283) provides a framework for effective planning and control of development in the main cities and towns of Zambia.
- The Ministry of Local Government and Housing (MLGH) has delegated certain functions to the statutory planning authorities, which relate to the control of developments and the subdivision of land. These planning authorities are:
- The provincial planning authorities, which are serviced by the Department of Physical Planning and Housing (MLGH) and;

- The planning authorities of cities and municipalities, which are serviced by their respective city and district councils. (The Lusaka City Council is a planning authority.)
- Public Health Act CAP 291 helps the enforcement of building regulations and the curbing of public nuisance.
- The government's promise (to provide a legal framework through the Decentralisation Policy that could promote autonomy in decision making at the local authority level) is yet to be fulfilled.
- government elections as candidates for election as councillors.
- LCC's budget has to be approved by the Ministry of Local Government and Housing and must be activity-based.
- Government auditors assess LCC accounts on a yearly basis.
- LCC's fiscal difficulties are mainly a result of a long history of poor performance in revenue collection and management, as evidenced by the build-up of uncollected revenue over the years.
- LCC has introduced a staff appraisal system, but this so far has not been effectively implemented.

PERFORMANCE AND ACCOUNTABILITY

- In general, the LCC is unable to deliver services and is extremely indebted, especially in terms of paying suppliers for goods and services rendered and paying terminal benefits.
- A lack of financial and administrative autonomy, among other things, constrains the performance of the LCC in service delivery.
- Educated and trained residents with the capacity to manage the affairs of the LCC more efficiently generally do not bother to contest the local

BEST PRACTICE

The Lusaka City Council (LCC) has been looking for ways and means of involving the private sector in partnerships to develop the city. One such successful partnership is the LCC-China Hinan Company initiative to develop Luburma Market. China Hinan Company provided financial resources for the construction of a modern market at one of the city's busiest trading areas on the fringes of the central business district. The council provided land and the manpower to supervise the works. The old market at the site comprised dilapidated, incomplete, and poorly designed structures made of concrete, plastic paper, and tents and was heavily congested. It lacked basic amenities such as clean water and drainage and was a safety hazard, with frequent loss of property due to fire outbreaks that mainly resulted from illegal electrical power connections. The site was a health hazard due to flooding and the lack of waste management.

A modern market has been constructed at the site comprising an open air shed with market stalls, small market stands, and some bigger commercial outlets at its perimeter. China Hinan Company will run the market for a specified period in order to recoup their investment before the council takes over. The council and China Hinan Company have been working with the Market Advisory Committee formed by the marketeers to represent and promote their interests in the development of the new market. Luburma Market is now a regional trading centre that attracts people from many urban centres around the country and even from neighbouring countries.

RESOURCE MOBILISATION

- The councils are not allowed to borrow or receive grants from foreign governments and organizations.
- Sources of revenue for local authorities such as the LCC are limited to licensing fees, levies, charges, and property rates.
- Although the central government is by law obliged to provide grants in lieu of rates on its property within LCC's area of jurisdiction, it does not do so.
- The lack of financial autonomy among local authorities in Zambia is such that even the levies, charges, and rates that they might want to introduce are subject to the approval of the Minister of Local Government and Housing.
- Councils do not have tax-raising powers and are dependent on the central government for tax adjustments.
- Resource mobilisation is also hindered by an unwillingness (partly due to political considerations of the often partisan councillors) to adjust in a timely manner the tariff levels for council services in response to increasing service delivery costs, a situation that leads to failure to fully recover costs.

AGREED PRIORITIES

- Full implementation of the National Decentralisation Policy.
- Improved partnerships between community-based organizations and the LCC on developmental matters in the city.
- Review legislation governing taxes and levies in the city.
- Promote public-private partnerships in the development of the city.
- Regulate and support the informal sector of the city economy through the formulation of bylaws and micro-financing.

GOVERNANCE N°1	Project proposal	page 28
	Develop improvement area plans for securing land tenure for residents and mapping social infrastructure	

GOVERNANCE N°2	Project proposal	page 28
	Develop public-private partnerships	

* Urban Sector: project proposals addressing all the two theme

INFORMAL SETTLEMENTS

Squatter settlements are partly a post-independence phenomenon caused by the exodus to urban areas of rural people who hitherto had been contained only by colonial restriction of movement and strict policing, although there were sizeable squatter settlements within and adjacent to the capital city many years before independence. Squatter settlements have expanded and are expanding faster than the rest of Lusaka, thanks to rapid population growth and immigration into the city. Lusaka has about 35 regularised informal settlements known as Improvement Areas, in which over 70 percent of the city's population live. Land tenure in Improvement Areas is secured through the acquisition of occupancy licences, which grant rights of occupancy for a 30-year period and are renewable. Residents of Improvement Areas generally live in overcrowded conditions and are more vulnerable to airborne diseases such as tuberculosis. The housing standards are generally poor, mainly because of poverty and lack of security of tenure. In addition to having inadequate housing, Improvement Areas are not sustainably provided with essential infrastructure and services or effective solid waste management.

BEST PRACTICE

During the one-party state (before 1991), Ward Development Committees (WDC) operated as community governance structures. However, WDCs largely tended to focus on political activities. With the change of government in 1991 and the emergence of a multi-party state, the role WDCs played as coordinators of development in a settlement was given to Resident Development Committees. As nonpartisan organizations, RDCs tend to concentrate purely on the development needs of local residents. The RDCs arose from the need to have organized structures in legalised unplanned settlements, which previously were illegal in that they were not recognised by the local authorities. The government has recognised RDCs as an important structure via the National Housing Policy and the National Decentralisation Policy, which encourage their formation. The major role of the RDC is to facilitate development and implement development projects in a settlement.

INSTITUTIONAL SET-UP

- Lusaka City Council holds the Head Lease for the land in Improvement Areas.
- LCC has inadequate capacity to guide development in Improvement Areas.
- Resident Development Communities (RDCs) and other community-based organizations play a significant role in the development of Improvement Areas.
- LCC works with RDCs and other community-based organizations to carry out development initiatives.
- There is a need to strengthen RDCs through legal instruments, in order to protect them from political manipulation.

LEGISLATIVE FRAMEWORK

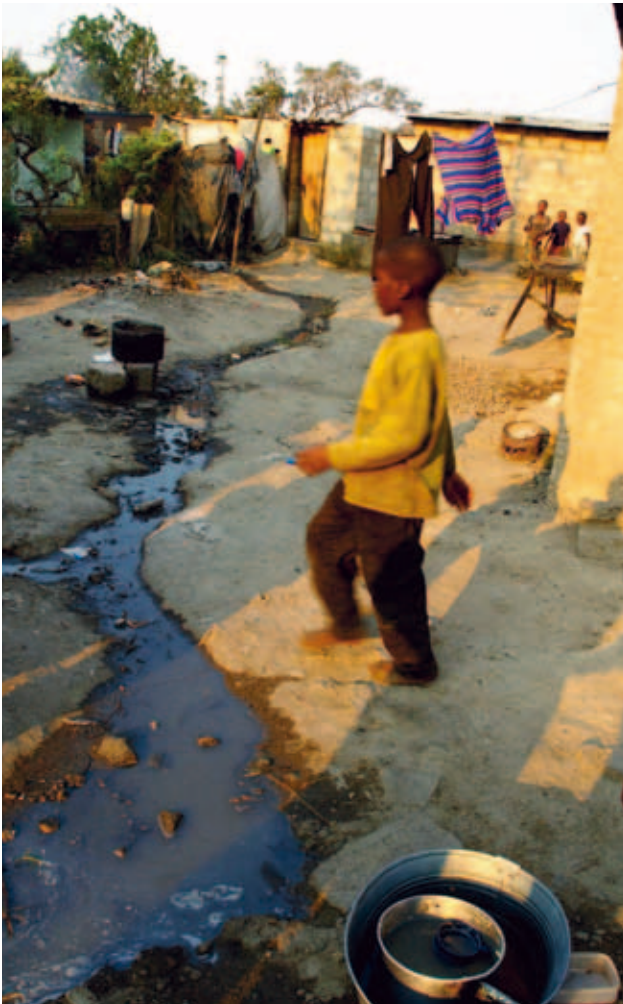
- The principal law for guiding developments in squatter settlements is the Housing (Statutory and Improvement Areas) Act CAP 194, not the Town and Country Planning Act.
- Land rights in Improvement Areas are conferred through the issuance of an occupancy licence.
- The occupancy licence does not confer title to land but mere occupancy rights to a dwelling or house on a piece of land for a 30-year period (this is renewable).
- Existent Improvement Area plans, which are meant to guide development, have not been updated for the last 30 years and have been overtaken by developments on the ground.
- Housing (Statutory and Improvement Areas) Act CAP 441 gives powers to the Minister of Local Government and Housing to declare any informal settlement an Improvement Area.

RESOURCE MOBILISATION

- Lusaka City Council (LCC) has no resources for the development of Improvement Areas.
- NGOs provide some micro-finance for residents.
- Lack of secure tenure negatively affects development and access to credit facilities.
- The LCC Ground Rent Project has provided for spending 45 percent of the collected rent on development programmes in the settlement.

Provision of essential infrastructure and services in Improvement Areas requires significant financial resources.

Upgrading informal settlements also requires additional land for resettlement for those whose houses have to give way to roads and other socio-economic infrastructure.



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	Project proposal	page 31
GOVERNANCE N°1	Action Plan to upgrade all informal settlements in Lusaka by 2015 mapping social infrastructure	

	Project proposal	page 31
GOVERNANCE N°2	Provide security of land tenure in legalised unplanned settlements	

* **Urban Sector:** project proposals addressing all the two theme

GENDER AND HIV/AIDS

The government is aware of the gender imbalances in social, economic, cultural, and political spheres that have prevented females (who comprise 51 percent of the population) from contributing effectively to and benefiting from the development process. However, Zambia's constitutional and legal systems in the last 40 years have not effectively addressed women's exploitation, discrimination, and marginalisation. Gender disparities are common in many sectors, including property ownership. Studies in Lusaka have revealed that women are the least secure when it comes to land tenure. In Chaisa, which is a typical low-cost settlement in the city, a study in 2003 revealed that out of the total 2,600 houses, women owned only 15 percent and only 5 of those women had secure tenure. The same study revealed that joint property ownership was extremely rare – only 3 out of 2,600 houses were jointly owned.

The current circumstances indicate that it will be many years before Zambia achieves the 30 percent minimum female representation in decision-making positions stipulated by the 1997 SADC Gender Declaration.

The Fifth National Development Plan 2006–2010 has attributed the increase in HIV/AIDS cases to the increase in gender-based violence. The report states

that gender violence has worsened due to high poverty levels among women and their dependency on their husbands and other male relatives. HIV prevalence is considerably higher in urban areas than elsewhere. Among pregnant women, the highest rates have been recorded in Lusaka, which is home to 10 percent of the country's population, and in other towns such as Kabwe, Ndola, and Livingstone. Hundreds of children are being abandoned due to stigma or simple lack of resources, while others run away because they have been mistreated by foster families. Many such children engage in begging, stealing, and prostitution to survive. In Lusaka, street children are seen everywhere – sleeping under bridges, behind walls, and in shop corridors.

At the local authority level, District HIV and AIDS Task Forces have been established to operate as subcommittees of the District Development Coordinating Committees. Local-level planning to support the development of more strategic planning for HIV and AIDS at the decentralised district level has been initiated. The central government has given the Lusaka City Council guidelines for mainstreaming HIV and AIDS into the district development plans.

The city of Lusaka is host to the national coordination office for Zambia's Alliance of Mayors Initiative for Community Action on AIDS at the Local Level



(AMICAALL) programme, supported by UNDP. It comprises Zambian mayors and municipal leaders from the 72 councils throughout the country who have made a commitment to become more engaged in the response to HIV/AIDS at the local level.

LEGISLATIVE FRAMEWORK

- There is need for appropriate legislation that will give clear guidelines for institutional arrangements for the implementation of the National Gender Policy.
- In November 2002, the Zambian parliament passed a national AIDS bill (Act No. 10 of 2002), which, among other things, makes the National AIDS Council a legal body that may solicit funding.
- The Victim Support Unit was formed to enforce the provisions of the law by tackling gender-related offences such as “property grabbing”, i.e. the illegal seizure of family property by relatives of a deceased spouse.
- The National Legal Aid Clinic for Women was created primarily to offer legal assistance to women who are victims of gender violence and property grabbing; it may also offer legal representation in court. Despite these facilities having been in place for some time now, it is only recently that levels of compliance have increased.
- A piece of legislation, the Interstate and Succession Act (1989), provides for the distribution of the estate of an individual who dies without leaving a will.

RESOURCE MOBILISATION

- Several Zambian ministries have adopted workplace programmes to raise awareness of HIV/AIDS among their staff, train peer educators, and distribute condoms. Budget constraints are impeding full implementation of these work plans.
- Although Lusaka enjoys the lion’s share of donor-funded HIV/AIDS programmes, the scale of the HIV/AIDS pandemic is such that the available resources are not adequate: most AIDS patients cannot afford medication and have no access to decent home-based care.
- Inadequate funding has limited monitoring and evaluation systems that would ensure that gender is

mainstreamed at all levels of operations in Lusaka institutions.

- To effectively tackle the HIV/AIDS pandemic in the city, more internal and external resources will be required to ensure adequate human resources for testing, counselling, and treatment-related care; to fill the gaps in the supply of drugs in the public sector; to provide adequate logistic/supply chain systems; to improve dissemination of information; and to secure a continuous funding stream, as cumulative patients on therapy result in a growing need for support.

AGREED PRIORITIES

- Mainstream gender issues in places of work.
- Empower women and vulnerable groups to have improved access to land.
- Encourage joint land ownership among family members.
- Institutionalise the National Gender Policy and the HIV/AIDS Policy.
- Improve budgetary support from both the central government and the local authority for combating HIV/AIDS in the city.
- Improve availability of affordable treatment for HIV/AIDS and home-based care facilities.

GENDER N°1	Project proposal	page 34
	Gender and HIV/AIDS institutionalisation in local authority operations	
GENDER N°2	Project proposal	page 35
	Enhance women’s participation levels in community projects	

* **Urban Sector:** project proposals addressing all the two theme

ENVIRONMENT

The city of Lusaka covers an area of 375 km² of mostly flat relief. The geology of Lusaka comprises an ancient basement complex overlaid with limestone and dolomite. Several rivers flow around Lusaka and a few streams flow through the city. Soil erosion is evident in most parts of the city, caused by de-vegetation, insufficient storm-water drainage systems, illegal quarrying, and poorly maintained roads. The illegal quarrying is uncontrolled and takes place in many areas of the city. The quarried stone is used for building houses and even for road construction. Unemployment, easily accessible markets, poverty, and a lack of communication and coordination among the regulating authorities are some of the main reasons for the increase in illegal quarrying in Lusaka. The quality of surface water is a concern due to contamination caused by the quarrying, which increases the concentration of dissolved solids in the water; another culprit is untreated wastewater that is discharged into rivers such as the Kafue River, the main source of piped water for Lusaka. Mining companies in the copper belt also pollute the Kafue River, discharging harmful mining waste that kills fish and other aquatic life.

The other major public health problem in the city is the inadequate disposal of solid waste. It is left uncollected in large piles, especially in unplanned settlements and markets. Mountains of decayed and maggot-infested garbage, which have turned into breeding grounds for pests such as rodents, cockroaches, and flies, are a common feature in many parts of the city. For many years, particularly during the rainy season, cholera, dysentery, typhoid, and other contagious disease epidemics have resulted in loss of life. One cause is the decayed solid waste dumped indiscriminately, but unsafe water and poor sanitation are also to blame.

Stagnant water resulting from the inadequate control of storm water and poor drainage contributes to the proliferation of mosquitoes and ultimately malaria, the number one killer disease in the city.

The limestone and dolomite overburden provides an aquifer from which the city obtains some of its water supply. The quality of the surface and groundwater is poor because of inadequate waste management, deficient sanitation, erosion, and deforestation. As mentioned, the poor water quality causes diseases such as dysentery and cholera. Uncontrolled drilling of boreholes also has

a detrimental effect on the groundwater resource.

Excessive use of fertilisers, erosion, and the dumping of waste and disused pesticides in undesignated areas contribute to the exhaustion of the natural fertility of the Lusaka soil and are posing a threat to the environment in general, the remaining viable agricultural land, and human health.

BEST PRACTICE

Food and Trees for Zambia (FTFZ) was formed to address urban forestry in Zambia.

The overall project purpose is to promote self-sustaining urban greening initiatives in townships that secure economic, environmental, and social benefits for urban dwellers, especially for residents of legalised unplanned settlements. The project was aimed at making significant progress towards the sustainable utilisation and environmental management of public open spaces in Lusaka's poor urban townships.

The rapid increase in the urban population in these disadvantaged areas has proceeded with no environmental planning and management. Unplanned settlements are generally characterised by poor and unsustainable use of public spaces and by the ever-decreasing quality of land, water, and air, with most of the open spaces earmarked for park development being used as illegal dumping grounds.

LCC and FTFZ have identified areas in which to develop play parks in the city. So far one park, the Kalungu Crescent Play Park, has been developed in the neighbourhood of Luagwa, a legalised unplanned settlement in Lusaka.

For day-to-day management of the park, a greening committee has been set up comprising residents from the neighbourhood and the area councillor. The project also aims to train people to plant and sell trees in their communities and beyond, as urban greening becomes an income-generating venture.



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INSTITUTIONAL SET-UP

- The Lusaka City Council (LCC) does not have adequate capacity to effectively tackle environmental problems in the city; it needs to work hand in hand with other institutions dealing with environmental management issues.
- LCC is too centralised in its operational structure to have a meaningful impact at the community level in terms of environmental management.
- The LCC Solid Waste Management Programme has had a positive impact on waste management in the city.
- There is need for coordination among LCC, the Environmental Council of Zambia (ECZ), and the Ministry of Mines and Mineral Resources on matters pertaining to environmental management

REGULATORY FRAMEWORK

- The Environmental Protection and Pollution Control Act was enacted in 1990 to help monitor and enforce environmental legislation and regulations.
- In 1994, the National Environmental Action Plan, which provides updated information and environmental policy actions, was approved.
- Lusaka City Council needs to formulate bylaws aimed at strengthening environmental management in the city.

- The Town and Country Planning Act needs urgent review to make it more responsive to the challenges of environmental planning and management.
- The roles of councillors in issues of environmental management need to be clearly spelled out.
- budget allocations for environmental matters are small, with central government funds the main source.

RESOURCE MOBILISATION

- Lusaka City Council has no specific budget for environmental management per se.
- Central government does not provide resources to LCC for environmental management.
- Some donor support for environmental management is channelled through NGOs.
- LCC has entered into partnership with the private sector on projects to improve the urban environment, e.g. through the adoption of play parks and open spaces; this partnership needs to be scaled up.
- There is need for forestation programmes in the city in partnership with NGOs such as Food and Trees for Zambia.

PERFORMANCE AND ACCOUNTABILITY

- The policy and regulatory framework for environmental management is not properly enforced, resulting in the current problems of environmental degradation.
- LCC cannot act in isolation from all city stakeholders and as such the responsibility falls on all institutions.
- The performance of institutions tasked with environmental management in the city has been poor; institutions in general have not been held accountable for their shortcomings or disregard of the regulations.

Although the ECZ plays a leading role in the determination of environmental impact assessments, there is little capacity in the local authority to adequately assess the environmental impact of projects.

Largely due to inadequate resources, LCC is unable to provide leadership in promoting sustainable environmental management in the city.

ENVIRONMENT N°1	Project proposal	page 37
	Documentation and replication of lessons on sustainable environmental management in Lusaka	
ENVIRONMENT N°2	Project proposal	page 38
	Community-based sustainable urban environmental management	

* Urban Sector: project proposals addressing all the two theme

AGREED PRIORITIES

Improve waste management in the city.

Designate stone and sand mining areas in the city (LCC and ECZ will do this) in order to prevent the rampant illegal quarrying taking place in the city.

Improve coordination among LCC, ECZ, and the Ministry of Mines and Mineral Resources.

Improve public-private partnerships in the management of Lusaka's urban environment.

Improve civil society involvement in environmental management at the community level.

URBAN SECTOR

URBAN SECTOR N°1	Project proposal
	Develop improvement area plans for securing land tenure for residents and mapping social infrastructure

LOCATION: Lusaka

DURATION: 24 months

BENEFICIARIES: Residents of Lusaka, Lusaka City Council, and the central government.

IMPLEMENTING PARTNERS: Ministry of Local Government and Housing, Ministry of Lands, Lusaka Water and Sewerage Company Limited, and UN-HABITAT.

ESTIMATED COST: US\$ 300,000

BACKGROUND: Unplanned (i.e. informal) settlements in Lusaka are home to over 60 percent of the city's population. Almost all informal settlements in Lusaka (about 37) have been regularised and declared "Improvement Areas". A common feature of the settlements is insecure land tenure, inadequate shelter, and lack of social services. The Housing (Statutory and Improvement Areas) Act Chapter 441 of the laws of Zambia requires that an Improvement Area Plan is established by the council for each legalised informal settlement, to facilitate development programmes in the settlements and issue land tenure for residents at the household level. The Improvement Area Plans shall contain the following details: the name and description by which the settlement is known; the existing roads, if any; the roads proposed to be constructed; the existing common areas; the proposed common areas; and the location of each building, identified by a serial number. The plans will also contain spatial information on water supply points and types, clinics/hospitals, schools, and other social services in the settlements, in order to identify priority areas for development and guide the planning process for service provision in the unplanned settlements.

OBJECTIVES: To produce Improvement Area Plans in order to secure land tenure for residents and facilitate development programmes in 37 regularised unplanned settlements in Lusaka, where over 60 percent of the city's population live. Once properties in Improvement Areas are identified, mapped, and numbered, the process of securing land tenure will be identical to the process in

planned (conventional) areas.

ACTIVITIES: (1) Acquire appropriate software and hardware. (2) Acquire satellite imagery and aerial photography. (3) Determine settlement boundaries. (4) Establish a property numbering system and a property register. (5) Develop Improvement Area Plans in line with the requirements of the Housing (Statutory and Improvement Areas) Act CAP 194. (6) Develop a self-sustaining strategy for the continuous updating of information. (7) Develop a revenue-generation and cost-recovery strategy.

URBAN SECTOR N°1	Project proposal
	Develop public-private partnerships

OUTPUTS: Improvement Area Plans for all the regularised unplanned settlements of Lusaka prepared. Project sustainability strategy to ensure the continued updating of information and cost recovery developed. Project replication strategy for other urban areas in the country developed.

STAFF REQUIRED: Council technical staff, Lusaka Water and Sewerage Company technical staff, and Resident Development Committee staff.

LOCATION: Lusaka

DURATION: 24 months

BENEFICIARIES: Lusaka residents, Lusaka City Council, and the private sector.

IMPLEMENTING PARTNERS: Lusaka City Council, the Ministry of Local Government and Housing, the Ministry of Tourism, Environment, and Natural Resources, the Environmental Council of Zambia, UN-HABITAT, and UNDP.

ESTIMATED COST: US\$ 500,000

BACKGROUND: Lusaka City Council cannot adequately deliver services to residents without the involvement of other stakeholders. There are many spheres in which the council can work with the private sector to deliver social services and to provide infrastructural services. In Lusaka, the council has entered into partnership with the private sector in the development of markets. With Luburma Market, LCC provided land while the private



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sector provided the finances. The council has issued a lease agreement to the private investor to run the market for a specified period, enough to recoup their investment and make a profit before handing over the market to the local authority. Such a partnership can be extended to other areas of urban environmental management.

OBJECTIVES: To improve the urban environment through forging public-private partnerships in urban environmental planning and management, and city development in general. The first objective is to create a stakeholders' forum where all stakeholders meet and identify priority issues in the environmental management of the city. The second objective is to develop a partnership strategy for the participation of stakeholders in environmental management and urban development.

ACTIVITIES: (1) Study best practices from cities in other countries. (2) Create a stakeholder's forum in the pilot local authority. (3) Identify priority environmental management and city development issues. (4) Identify possible areas of private sector participation. (5) Establish public-private partnership mechanisms. (6) Train stakeholders in the implementation of public-

private partnerships to promote development.

OUTPUTS: Private-public partnerships in urban environmental management established. Developmental activities undertaken through these partnerships. Stakeholder participation in city development increased.

STAFF REQUIRED: Lusaka City Council staff, private sector consultants, and community organizations.

GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
POLICY AND LEGISLATIVE FRAMEWORK; DEVOLUTION OF POWER				
<ul style="list-style-type: none"> Ward councillors are elected people's representatives. 	<ul style="list-style-type: none"> Most councillors are unable to adequately articulate community needs. 	<ul style="list-style-type: none"> Provision of capacity-building programmes for councillors and LCC staff. 	<ul style="list-style-type: none"> Political interference by central government in the working of the council. 	<ul style="list-style-type: none"> Enhance the performance of LCC by improving the management and governance capacity of both councillors and council staff.
<ul style="list-style-type: none"> Resident Development Committees provide effective local governance structures at the community level, in partnership with LCC. 	<ul style="list-style-type: none"> There are no financial resources to support the developmental programmes of the RDCs. 	<ul style="list-style-type: none"> Scaled up LCC-community partnerships can enhance sustainability of city development. 	<ul style="list-style-type: none"> Political interference by area councillors in the operations of RDCs. 	<ul style="list-style-type: none"> Achieve sustainability of RDCs as institutions able to effectively promote and coordinate community development.
FISCAL DECENTRALISATION, RESOURCE MOBILISATION AND FINANCIAL MANAGEMENT				
<ul style="list-style-type: none"> Council has considerable asset holdings, including land. 	<ul style="list-style-type: none"> Most of the LCC resource base for income generation remains untapped. 	<ul style="list-style-type: none"> Donor and government support for capacity-building programmes in the council. 	<ul style="list-style-type: none"> Loss of LCC resources through poor record keeping and theft. 	<ul style="list-style-type: none"> Improve revenue base for LCC through enhanced revenue generation and prudent use of council resources.
<ul style="list-style-type: none"> The city has a large untapped resource base in the form of unpaid levies and rates. 	<ul style="list-style-type: none"> LCC has little say in the review of local government levies. 	<ul style="list-style-type: none"> Need for review of legislation on levies and taxes. 	<ul style="list-style-type: none"> Poor government support for LCC initiatives. 	
PERFORMANCE AND ACCOUNTABILITY				
<ul style="list-style-type: none"> Council has a large human resource base. 	<ul style="list-style-type: none"> Council's bloated workforce consumes most of the income in salaries and wages at the expense of service delivery. 	<ul style="list-style-type: none"> Retrenchment of the excess manpower. 	<ul style="list-style-type: none"> Continued non-availability of retrenchment packages for retrenched staff. 	<ul style="list-style-type: none"> Remove unproductive workforce in order to improve the quality of council personnel.
<ul style="list-style-type: none"> Council has legal mandate to manage the city and deliver services. 	<ul style="list-style-type: none"> Non-availability of resources for service delivery. 	<ul style="list-style-type: none"> Formulate resource mobilisation strategies. 	<ul style="list-style-type: none"> Lack of authority to formulate bylaws. The LCC relies on central government approval of bylaws. 	<ul style="list-style-type: none"> Central government to empower LCC with authority to formulate and review bylaws.
<ul style="list-style-type: none"> Coherent council management structure. 	<ul style="list-style-type: none"> Poor coordination among departments, leading to failure to reach a common understanding on cross-cutting issues. 	<ul style="list-style-type: none"> Introduction of IT into the day-to-day running of all council departments. 	<ul style="list-style-type: none"> Loss of qualified manpower. 	<ul style="list-style-type: none"> Improve coordination among council departments in their day-to-day operations.

Project proposal	
URBAN SECTOR N°1	Safer cities, Lusaka project – an activity of the campaign for good urban governance

LOCATION: Lusaka City Council

DURATION: 24 months

BENEFICIARIES: Lusaka City Council staff and councillors and city residents.

IMPLEMENTING PARTNERS: Lusaka City Council, Ministry of Local Government and Housing, Local Government Association of Zambia, UN-HABITAT, and UNDP.

ESTIMATED COST: USD 500,000

BACKGROUND: Lusaka City Council, like any other local authority in the country, cannot adequately deliver services to residents without an efficient, competent, transparent, and accountable leadership. A major reason for poor service delivery in local authorities is inadequate capacity among the management and civic leaders. Often, some councillors are elected to office on the basis of the popularity of their political parties and not on their capacity to provide quality civic leadership as individuals. Consequently, such councillors do not possess the experience and skills expected of “board members” of the council. Capacity building is therefore essential for civic leaders, especially when they assume office. The project will use training manuals on elected leadership and capacity building developed by UN-HABITAT and other organizations.

OBJECTIVE: To build capacity for local governance in order to realise effective and accountable leadership in the Lusaka City Council.

ACTIVITIES: (1) Identify areas of deficit in the orientation programmes for councillors. (2) Study best practices from cities in other countries. (3) Design training programmes based on good governance and accountability. (4) Train civic leaders in leadership and local governance. (5) Train civic leaders in good governance in the selected pilot local authorities. (6) Establish measures to ensure accountability in local governance.

OUTPUTS: Capacity of councillors to provide adequate civic leadership developed. Overall local governance of

Project proposal	
URBAN SECTOR N°2	Develop capacity in local governance

councils enhanced. Recommendations for replication developed.

STAFF REQUIRED: A consultant with expertise in local governance issues and experts from the private sector.

LOCATION: Lusaka

DURATION: 36 months

BENEFICIARIES: The Lusaka City Council and city residents.

IMPLEMENTING PARTNERS: Ministry of Local Government and Housing, Ministry of Home Affairs, UN-HABITAT, UNDP, and the Local Government Association of Zambia.

ESTIMATED COST: USD 500,000

BACKGROUND: The Safer Cities Programme has been spearheading the crime prevention approach in developing countries, through city projects anchored by the municipal councils. In Africa, the cities of Dar es Salaam, Abidjan, Durban, Dakar, Nairobi, Douala, Yaoundé, and Antananarivo have ongoing crime prevention projects and activities initiated by the programme. The city of Lusaka needs similar assistance, given the growing concern about urban safety issues at the local level and the numerous expressions of people’s aspiration to achieve a safe city. Crimes such as aggravated robbery, child abuse, and murder have become common in the city. Although urban security issues are gaining importance within the government agenda, the private sector, civil society, and research institutions, this growing local concern and the increased number of local activities on urban safety need to be matched with a clear knowledge of the crime situation and the development of a participatory crime prevention strategy, as a way to reinforce good urban governance. This action-oriented process not only enables the stakeholders to effectively utilise their resources in a sustainable long-term way, but also to refine tools and establish adequate mechanisms for the exchange of experiences.



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OBJECTIVES: To reduce crime and the causes of crime in the city through a multi-sectoral and partnership approach coordinated by the city authorities.

ACTIVITIES: (1) Identify and involve partners. (2) Develop this partnership (local coalition) with the municipal authorities, and progressively develop the modalities for its institutionalisation. (3) Disseminate selected tools from the Good Urban Governance Toolkit for developing policies that address urban violence. (4) Analyse the information on urban violence. (5) Hold a city workshop with key partners to prepare an action plan.

OUTPUTS: Local coalition on crime prevention set up. Specific studies on crime performed. Insecurity assessment (general overview) of the city of Lusaka approved by a city consultation. Local safety strategy defined and approved by partners and local authorities. Plan of action implemented.

STAFF REQUIRED: Project team, Lusaka City Council staff, Ministry of Home Affairs staff, Ministry of Justice staff, and representatives from community-based organizations.

SLUMS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
REGULATORY FRAMEWORK AND INSTITUTIONAL SETUP				
<ul style="list-style-type: none"> The Housing (Statutory and Improvement Areas) Act deals with squatter settlements. • 	<ul style="list-style-type: none"> The act only grants the developer ownership of the improvements made on a piece of land while the council retains ownership of the land. 	<ul style="list-style-type: none"> Review of the act in order to make it responsive to development issues such as provision of secure tenure through land ownership. • 	<ul style="list-style-type: none"> Political interference by political cadres in enforcement of the act and unchecked illegal land allocations in unplanned settlements by political cadres affect development in legalised informal settlements. 	<ul style="list-style-type: none"> Enact appropriate legislation through review/ repeal of current legislation.
<ul style="list-style-type: none"> Council works in partnership with community organizations and NGOs in the development of unplanned settlements. 	<ul style="list-style-type: none"> Council lacks capacity to effectively implement development policies and enforce building regulations. 	<ul style="list-style-type: none"> Donor support for development of regularised unplanned settlements. 	<ul style="list-style-type: none"> External support is not sustainable. 	<ul style="list-style-type: none"> Build the capacity of Lusaka City Council and community organizations.
RESOURCE MOBILISATION				
<ul style="list-style-type: none"> The LCC Ground Rent Project has provided for reinvesting 45 percent of the revenue realised on development projects in a settlement participating in the Project. 	<ul style="list-style-type: none"> Lack of quality information about development and property ownership in informal settlements (Improvement Areas). 	<ul style="list-style-type: none"> Implementation of programmes to build capacity of LCC to manage the city and mobilise resources for development. 	<ul style="list-style-type: none"> Lack of community support for the Ground Rent Project, resulting from inadequate community sensitisation about the project. 	<ul style="list-style-type: none"> Gather adequate information in informal settlements for improved city management.
<ul style="list-style-type: none"> NGOs provide some micro-finance for residents. 	<ul style="list-style-type: none"> Lack of secure land tenure affects development and access to credit facilities. 	<ul style="list-style-type: none"> Granting of secure tenure to residents of legalised informal settlements. 	<ul style="list-style-type: none"> Most residents do not have secure tenure, which is the main collateral required before accessing micro-finance offered by NGOs. 	<ul style="list-style-type: none"> Provide security of tenure to enhance developments in the city.
SQUATTER UPGRADING				
<ul style="list-style-type: none"> Almost all informal settlements in Lusaka have been legalised. 	<ul style="list-style-type: none"> Development in regularised settlements is affected by the lack of a squatter-upgrading strategy. 	<ul style="list-style-type: none"> Preparation of national squatter-upgrading strategy. 	<ul style="list-style-type: none"> Lack of prioritisation of a squatter-upgrading strategy at both local and national levels. 	<ul style="list-style-type: none"> Formulate a squatter-upgrading strategy for the city.
<ul style="list-style-type: none"> Land tenure is secured through acquisition of an occupancy licence. 	<ul style="list-style-type: none"> The occupancy licence does not grant title to land. 	<ul style="list-style-type: none"> Upgrading of the occupancy licence to land title in order to improve land tenure in unplanned settlements. 	<ul style="list-style-type: none"> Lack of capacity by the council to provide security of land tenure to residents. 	<ul style="list-style-type: none"> Provide secure land tenure to residents as a strategy to promote development in unplanned settlements.

SLUMS N°1	Project proposal
	Action plan to upgrade all informal settlements in Lusaka by 2015 mapping social infrastructure

LOCATION: Lusaka

DURATION: 36 months

BENEFICIARIES: Residents of Lusaka, the central government, investors, and the private sector.

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

ESTIMATED COST: US\$ 1 million

BACKGROUND: Lusaka, with an estimated population of 2 million and growing at a rate of 6 percent, is harbouring the largest share of urbanisation challenges in Zambia. Approximately 70 percent of the population live in unplanned and unserviced settlements, while the city continues to receive unsustainable levels of migrants. Previous initiatives to address the problem could not be sustained for a number of reasons, including the lack of community ownership and only partial participation by other stakeholders. Recent efforts focusing on environmental management, housing, and infrastructure through a participatory approach have shown some positive indications in dealing with service provision in unplanned settlements. Lusaka City Council is taking comprehensive steps to address these challenges citywide and has legalised over 35 informal settlements in readiness for their upgrading.

OBJECTIVES: To work with partners to implement urban policy reforms and to prepare a citywide upgrading programme that will improve the living conditions of the urban poor of Lusaka. This programme is to be developed in line with Target 11 of Millennium Development Goal 7 (“to achieve significant improvement in the lives of at least 100 million slum dwellers by 2020”), the National Housing Policy, the Town and Country Planning Act CAP 283, and the Housing (Statutory and Improvement Areas) Act CAP 441 of the laws of Zambia. There are four specific objectives: (i) to build the capacity of LCC to enable the local authority to collect and document information on projects/programmes under in its areas of jurisdiction; (ii) to review and operationalise urban upgrading policies and to design citywide action plans

for the regularisation and upgrading of unplanned and unserviced settlements in Lusaka; (iii) to enable LCC to adopt and implement the reforms necessary for effecting a citywide approach and to strengthen existing community capacity to organise and undertake broad-based initiatives to enhance poverty reduction and urban safety; and (iv) to design a long-term, sustainable financing strategy for settlement upgrading.

ACTIVITIES: (1) Undertake expert analysis and surveys. (2) Conduct seminars and briefing sessions. (3) Improve public awareness through the media on the proposed action plan. (4) Sensitise the private sector to provide employment opportunities and ensure the participation of small and medium-sized enterprises. (5) Undertake a training needs assessment. (6) Develop tools. (7) Run training workshops. (8) Develop an investment plan.

OUTPUTS: Strategy for unplanned settlement upgrading developed. Social and physical mapping of the unplanned settlements completed. A citywide action plan for the improvement of unplanned settlements developed. Proposals for increased investment in housing and infrastructure developed. Capacity building for the council and stakeholders undertaken. Communities empowered with skills in self-organization, savings, basic infrastructure development, and community safety and security.

STAFF REQUIRED: Lusaka City Council staff and staff or members from the Ministry of Local

SLUMS N°2	Project proposal
	Provide security of land tenure in legalised unplanned settlements

Government and Housing, the Ministry of Lands, the Environmental Council of Zambia, and Resident Development Committees.

LOCATION: Lusaka

DURATION: 24 months

BENEFICIARIES: Residents of unplanned settlements, the private sector, community-based organizations, and local authorities.

IMPLEMENTING PARTNERS: Ministry of Local

Government and Housing, UN-HABITAT, Local Government Association of Zambia, and the Ministry of Justice.

ESTIMATED COST: US\$ 300,000

BACKGROUND: A study carried out in Lusaka revealed that without a legal title to land, most residents of unplanned settlements will not invest in the improvement of the semi-permanent structures in which they live. The Lusaka City Council carried out a pilot programme to improve security of tenure of residents in unplanned settlements (called Improvement Areas) in the year 2000, with support from the Swedish International Development Cooperation Agency (Sida). Many informal settlements in towns and cities of urban areas have been regularised, but the majority of people do not have any secure tenure at the household level, depriving them of certain benefits. As is well known, security of land tenure has clear advantages that make it a necessity for human development: it provides legal protection for property owners from possible eviction and demolition of their dwellings without compensation; with secure tenure, the property gains value on the land market and can be used as collateral for bank loans and other transactions. Further, secure tenure improves the status of the settlement and opens it up to long-term socio-economic investment by government, donors, and investors.

OBJECTIVES: To enhance economic and social development through secure land rights for women and men in urban areas.

ACTIVITIES: (1) Sensitise communities through the RDCs on the importance of secure tenure. (2) Develop a digital community map for a selected pilot settlement area. (3) Undertake a comprehensive house registration exercise for all regularised unplanned settlements of Lusaka. (4) Develop a quick and efficient way to prepare occupancy licences and maintain land records. (5) Issue occupancy licences to residents in the settlements.

OUTPUTS: Efficient methodology developed and implemented for issuance of security of tenure. Security of tenure issued to residents in regularised unplanned settlements. Programme for extending the issuance of occupancy licences to other urban areas developed.

STAFF REQUIRED: Consultant on security of land tenure, Lusaka City Council staff, RDCs, and Ministry of Local Government and Housing staff.



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GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES ISSUES
REGULATORY FRAMEWORK AND INSTITUTIONAL SETUP				
<ul style="list-style-type: none"> A draft HIV/AIDS policy has been formulated by LCC. National HIV/AIDS/STI/TB Council exists and coordinates multi-sectoral responses to HIV/AIDS. Existence of powerful popular sector organizations promoting gender equality. 	<ul style="list-style-type: none"> LCC lacks capacity to implement the HIV/AIDS policy. Many institutions in the city lack a HIV/AIDS policy. Structural gender insensitivity in many institutions intimidates women victims of gender discrimination and bias. 	<ul style="list-style-type: none"> Support for policy implementation can be sourced through preparation of bankable project proposals. Make HIV/AIDS policy part of the strategic plans of all institutions in the city. Provide gender awareness training programmes. 	<ul style="list-style-type: none"> Failure by central government to provide national policy implementation strategies for mainstreaming HIV/AIDS in local authorities. Institutions lack capacity to prepare implementation strategies on HIV/AIDS. Lack of clear legislation on institutionalising gender programmes. 	<ul style="list-style-type: none"> Institutionalise gender and HIV/AIDS issues in the operations of the council. Improve visibility of HIV/AIDS issues in the city institutions. Legislate for gender equality in institutions and workplaces.
RESOURCE MOBILISATION				
<ul style="list-style-type: none"> HIV/AIDS is recognised as a major challenge to development in the city and country at large. Increasing budgetary support for gender programmes at the national level. 	<ul style="list-style-type: none"> HIV/AIDS support is mainly external, which is not sustainable. Inadequate budgetary support at local level. 	<ul style="list-style-type: none"> Allocation of more budgetary support for HIV/AIDS programmes. Generous donor support for gender programmes. 	<ul style="list-style-type: none"> Continued loss of skilled manpower because of HIV/AIDS. Over-reliance on external support is not sustainable. 	<ul style="list-style-type: none"> Mobilise resources for combating HIV/AIDS.
EMPOWERMENT AND ACCOUNTABILITY				
<ul style="list-style-type: none"> Growing profile of sustainable human development (gender) programmes. Training of gender focal points at district level. Institutionalisation of HIV/AIDS programmes. 	<ul style="list-style-type: none"> Traditional beliefs hinder women's empowerment. High staff turnover of gender focal points due to poor conditions of service in public institutions. Lack of gender-disaggregated data in institutions. 	<ul style="list-style-type: none"> Sensitisation programmes aimed at promoting gender equality. Decentralisation of training programmes to community level. Initiate programmes to manage and provide adequate information on gender. 	<ul style="list-style-type: none"> Poverty and illiteracy hinder women's participation in development programmes in the city. Inadequate community structures to sustain community-based gender programmes. 	<ul style="list-style-type: none"> Increase gender visibility in the institutions through sensitisation. Develop citywide gender programmes.

Project proposal

Gender and HIV/AIDS institutionalisation in local authority operations

LOCATION: Lusaka

DURATION: 24 months

BENEFICIARIES: City residents and local authority staff.

IMPLEMENTING PARTNERS: Ministry of Local Government and Housing, Gender in Development Division, UNDP, and the Local Government Association of Zambia.

ESTIMATED COST: US\$ 400,000

BACKGROUND: A National Gender Policy was approved in 2000 and a Strategic Plan of Action for the National Gender Policy (2004–2008) was finally approved in January 2004. The government has been criticised, however, for the slow progress in addressing and mainstreaming gender issues. Although Zambia has signed the SADC declaration for achieving 30 percent representation of women in decision-making positions by 2005, reaching this target seems to be too far off in Zambia. With regard to promoting gender equity and women’s empowerment, not much has been achieved. Lusaka City Council has a total of 33 councillors, but only 2 are women. Out of the seven members of parliament, only three are women. The exploitation of the full potential of the LCC’s human resources is therefore constrained by gender disparities. The LCC continues to lose staff to HIV/AIDS at an alarming rate, yet mechanisms for institutionalising HIV/AIDS issues in local authority operations have not been developed.

OBJECTIVES: To help the LCC develop institutional responses to raise the profile of gender and HIV/AIDS issues in the council, thereby giving the institution an opportunity to focus attention on the impacts of HIV/AIDS on its staff members and to promote sustainable human resource development by addressing gender disparities.

ACTIVITIES: (1) Study best practices from other countries and successful local authorities. (2) Establish or study the existing council policy on gender and HIV/AIDS. (3) Develop guidelines for mainstreaming gender and HIV/AIDS issues in council operations. (4) Develop training materials. (5) Undertake training of local authority staff. (6) Sensitise local authorities and councillors about the importance of institutionalising gender and HIV/AIDS issues in the operations of the council. (7) Develop strategies for replicating the institutionalisation of gender and HIV/AIDS issues in councils in general.

OUTPUTS: A gender and HIV/AIDS institutionalisation strategy developed. Awareness of gender and HIV/AIDS issues among staff improved. Recommendations developed on the implementation of the new strategy in other local authorities.

STAFF REQUIRED: Consultant with expertise in gender and HIV/AIDS mainstreaming, local authority staff, and facilitators from the Gender in Development Division.

GENDER HIV/AIDS N°2	Project proposal
	Enhance Women's participation levels in community projects

LOCATION: Lusaka

DURATION: 24 months

BENEFICIARIES: Urban communities and community-based organizations.

IMPLEMENTING PARTNERS: Lusaka City Council, community-based organizations, Zambia Social Insurance Fund (ZAMSIF), UN-HABITAT, UNDP, Ministry of Local Government and Housing, and Ministry of Community Development and Social Services.

ESTIMATED COST: US\$ 300,000

BACKGROUND: Many people in Lusaka live with poverty and human deprivation. Less than 20 percent of the city population is in formal employment. Over 70 percent of all female-headed households are extremely poor. Women also lack adequate training in management-related skills. For example, while women are able to identify project ideas, they do not know how to prepare project proposals. Most micro-enterprise owners interviewed do not know their profit margins. As a result, most are not involved in profitable businesses and lack negotiation skills and confidence in the marketplace. Most women are engaged in informal sector activities not for profit, but in order to meet the immediate practical needs of the family. Any profits realised are used for educating children or for feeding the family.

OBJECTIVES: To build the capacity of women to manage micro-enterprise. To improve their knowledge about financial markets and financial management and to increase their access to credit for enterprise growth or capital. To enhance their negotiation skills and confidence in the marketplace.

ACTIVITIES: (1) Provide literacy training for women. (2) Develop capacity in project proposal preparation.

(3) Train women in micro-enterprise and business management. (4) Provide support for identification and development of appropriate community-based projects, such as those focused on micro-finance, community-based waste management, and production of affordable building materials. (5) Provide technical advice and assist women in securing support to implement their projects.

OUTPUTS: Women's management skills in micro-enterprise improved. Access to micro-finance by women's groups increased. Women's capacity to generate income enhanced.

STAFF REQUIRED: A micro-enterprise consultant, community-based organizations, local authority staff, ZAMSIF staff, Ministry of Finance and Economic Planning staff, Ministry of Local Government and Housing staff, and Ministry of Community Development and Social Services staff.



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ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
ENVIRONMENTAL PLANNING AND MANAGEMENT				
<ul style="list-style-type: none"> City stakeholders are beginning to appreciate environmental issues in the city. Establishment of the Environmental Council of Zambia has raised profile of environmental issues in the city. Donor support is channelled through NGOs for environmental management in the city. 	<ul style="list-style-type: none"> LCC does not have adequate capacity to effectively spearhead the tackling of environmental problems. Lack of coordination between LCC and ECZ has affected the management of the urban environment. Central government does not provide resources to LCC for environmental management, to supplement donor support. 	<ul style="list-style-type: none"> LCC can enhance public- private participation in the management of the city's environment. Coordination among LCC, ECZ, and the Ministry of Mines can be enhanced. Streamlining a policy on government support for environmental planning and management through a national framework. 	<ul style="list-style-type: none"> Low priority, in terms of resource allocation, of environmental issues among stakeholders in the city. Rigid institutional operational structures among stakeholders in the city hinder effective coordination and cooperation in matters of environmental management. Reliance on donor support cannot sustain environmental management programmes in the city. 	<ul style="list-style-type: none"> Coordinated and scaled up urban environmental management in the city. Improved government support for urban environmental management.
ENVIRONMENTAL EDUCATION AND AWARENESS				
<ul style="list-style-type: none"> Existence of the Keep Lusaka Clean stakeholder organization. Bylaws on environmental management in the city have been formulated by LCC. Environmental awareness programmes in the media and schools in the city. 	<ul style="list-style-type: none"> LCC has no training programmes on environmental management. LCC has no specific budget for promoting sound environmental management in the city. Environmental education is not adequately covered in the national school curriculum. 	<ul style="list-style-type: none"> There is a need to train staff, councillors, and communities on environmental issues. Environment ManagePrioritise environmental management issues in the city by allocating more resources to the sector. Raise the profile of environmental management both at national and local levels by designing appropriate curriculum in training institutions. 	<ul style="list-style-type: none"> Apathy among stakeholders towards environmental issues. Increasing poverty levels are leading to over-exploitation of environmental resources. Inadequate manpower at both the national and local levels in the field of environmental management. 	<ul style="list-style-type: none"> Promotion of sustainable urban environmental management through community participation and sensitisation on the importance of environmental resources. Enhance the enforcement of bylaws on urban environmental management by improving the LCC budgetary allocation to the Department of City Planning. Raise the status of environmental education at primary, secondary, and university level.

ENVIRONMENT N°1	Project proposal
	Documentation and replication of lessons on sustainable environmental management in Lusaka

LOCATION: Lusaka

DURATION: 36 months

BENEFICIARIES: Residents of Lusaka, Lusaka City Council, and the central government.

IMPLEMENTING PARTNERS: Ministry of Local Government and Housing, LCC, Ministry of Communications and Transport, National Roads Board, UNDP, UNEP, and UN-HABITAT.

ESTIMATED COST: US\$ 1 million

BACKGROUND: In the context of climate change, the greenhouse gas inventory undertaken as part of Zambia's Initial National Communication shows that the transport sector contributes the most to greenhouse gas emissions. As a consequence, the Government of Zambia is exploring opportunities to implement environmentally friendly measures and/or clean technologies that can benefit national development and the local and global environment. Transport and communications play a critical role in the growth and development of the country's economy. From 1994 to 2001, the sector's growth has averaged 3.2 percent. In Zambia, transportation costs are among the highest in the subregion and thus work against the welfare of people, particularly the poor. The Transitional National Development Plan (2002–2005) recognises that if the critical transport and communications sectors are inappropriately designed, transport strategies and programmes result in networks and services that worsen the conditions of the poor, harm the environment, ignore the changing needs of users, and exceed the capacity of the public finances that maintain them. It is highly recommended that this project be linked to the Sustainable Urban Mobility Project, which is an initiative of the UNEP/UN-HABITAT Sustainable Cities Programme. LCC has applied for the latter programme and a fact-finding mission recently visited Zambia from Nairobi.

OBJECTIVES: To promote and sustain a non-motorised The related objectives to be addressed by the project are: to identify and address current barriers to NMT, such as negative policies and practices; to promote NMT services in Lusaka; to assess the level and condition of existing NMT infrastructure and facilities in the city; to understand the dynamics of NMT and motorised transport demands; to create awareness of the benefits of NMT and create interest in the design, construction, and maintenance of NMT infrastructure and equipment such as bicycles; and to create institutional arrangements for NMT management and policy formulation.

ACTIVITIES: (1) Create a project team. (2) Conduct consultations and workshops with stakeholders to identify barriers to NMT. (3) Agree on a strategy for the medium-sized project and select a route(s) for demonstration. (4) Undertake an assessment of NMT infrastructure types, suitability, and adaptability. (5) Carry out a NMT demand survey, which will include a commuter survey and have a potential motorised transport substitution level. (6) Select NMT features most favoured by commuters. (7) Make recommendations on possible policy changes to promote NMT.

OUTPUTS: Commuter surveys undertaken. NMT infrastructure designed and developed. NMT policy reviewed and reformulated by government. Use of NMT increased.

STAFF REQUIRED: Council technical staff, transportation consultant, Ministry of Communications and Transport staff, and Road Safety Agency staff.

ENVIRONMENT N°2	Project proposal
	Community-based sustainable urban environmental management

LOCATION: Lusaka

DURATION: 24 months

BENEFICIARIES: Residents of Lusaka, Lusaka City Council, and the central government.

IMPLEMENTING PARTNERS: Lusaka City Council, Environmental Council of Zambia, Ministry of Local Government and Housing, UN-HABITAT, UNDP, and UNEP.

ESTIMATED COST: US\$ 200,000

BACKGROUND: Unplanned (i.e. informal) settlements of Lusaka are home to some of the poorest of its residents. The relationship between poverty and environment is characterised as a “vicious circle” or a downward spiral. The poor often rely directly on the environment for their livelihood. At the same time they are affected by the way others use environmental resources. The urban poor are especially affected by poor services and environmentally unsound realities: inadequate or polluted water, lack of sanitation, deficient solid waste disposable systems, and outdoor and indoor air pollution from low-quality cooking fuels. Urban poverty, therefore, needs to be dealt with by improving environmental management.

In an effort to improve the environmental aspects of Lusaka city and reduce poverty, the city council has initiated a number of projects in partnership with development agencies, including various civil society groups. They include the Solid Waste Management Programme, the Sustainable Lusaka Programme, the Community-Based Waste Collection Project, the Chaisa Land Tenure Initiative, and the Chaisa Community Managed Improvement Project. These projects were undertaken as pilots, with the aim of replicating/scaling up later on.

OBJECTIVES: To carry out documentation of the lessons learned from environmental management projects/programmes undertaken in Lusaka and to develop a replication strategy. Other specific objectives are to: identify the type of projects/programmes dealing with environmental management, including solid waste management in Lusaka; assess the implementation processes and linkages of the projects/programmes; and articulate the successes and failures of the projects/programmes.

ACTIVITIES: (1) Identify projects/programmes dealing with environmental management and solid waste management in Lusaka. (2) Collect information on the implementation process and linkages of the projects/programmes and on their successes and failures. (3) Document the project implementation process and the lessons learned. (4) Disseminate the documented information to stakeholders. (5) Develop a stakeholder coordination strategy and project replication strategies for Lusaka.

OUTPUTS: Environmental management programmes in Lusaka identified and documented. Successes and failures documented. Information on the projects/programmes disseminated to stakeholders. A stakeholder coordination strategy developed. Project replication strategies developed.

STAFF REQUIRED: Lusaka City Council staff, Environmental Council of Zambia staff, and community-based organization representatives.

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AMICAALL Alliance of Mayors Initiative for Community Action on AIDS at the Local Level

ARV Anti-retroviral

CBD Central business district

CBO Community-based organization

DANIDA Danish International Development Agency

DDCC District Development Coordinating Committee

ECZ Environmental Council of Zambia

FTFZ Food and Trees for Zambia

IT Information technology

LCC Lusaka City Council

LWSC Lusaka Water and Sewerage Company

MACO Ministry of Agriculture and Cooperatives

MLGH Ministry of Local Government and Housing

MP Member of parliament

NGO Non-governmental organization

NMT Non-motorised transport

NZP+ Network of Zambian People Living with HIV/AIDS

RDC Resident Development Committee

RUSPS Rapid Urban Sector Profiling for Sustainability

SADC Southern Africa Development Community

SIDA Swedish International Development Cooperation Agency

SWOT	Strengths, Weaknesses, Opportunities, and Threats
UNZA	University of Zambia
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UN-HABITAT	United Nations Human Settlements Programme
VCT	Voluntary Counselling and Testing
WDC	Ward Development Committee
ZAMSIF	Zambia Social Insurance Fund
ZAMTEL	Zambia Telecommunications Limited
ZESCO	Zambia Electricity Supply Company Limited
ZMK	Zambian Kwacha

LUSAKA CITY CONSULTATION IN 2007

ATTENDANCE LIST

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Mwiche Kabwe,	Environmental Council of Zambia
Manze Wachila,	Zambia Telecommunications Limited
Michael Kabungo,	Lusaka Waste Management Project
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Floics Kasumbalesa,	Network of Zambian People Living with AIDS/AIDS
Kelvin Mumbi,	Lusaka residents
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