

DECLARATION

I, Kayula Kalibange, declare that this dissertation:

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- (b) Has not previously been submitted for a degree at this or any other University;
and
- (c) Does not incorporate any published work or material from another dissertation.

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APPROVAL

This dissertation of Kayula Kalibange is approved as fulfilling the requirements for the award of the degree of Master of Public Administration by the University of Zambia.

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ABSTRACT

Zambia since attaining independence in 1964 has embarked on local government reforms by decentralizing its administrative structures of government as a way of improving service delivery. The objectives of the study titled '*Service delivery and decentralisation*' were: (i) to establish the nature of public services provided by Kabwe Municipal Council (ii) to establish the administrative, financial and technical capacity of Kabwe Municipal Council (iii) to assess the effectiveness of the councillors, council officials and other local government officials in service delivery and (iv) to establish the effectiveness of local governance structures in service delivery. A sample of 225 respondents were interviewed for quantitative data collection while qualitative data were collected through targeted respondents. Secondary data came from council documents and other literature materials relevant to the study. Data analysis was conducted using the Statistical Package in Social Sciences (SPSS). The findings of the study show that Kabwe district has potential to be economically viable, since it has a comparative advantage of institutional support and the good will of civil society organizations towards service delivery. From the empirical evidence, the study established that administrative, financial and technical capacity at Kabwe Municipal Council is lacking. Technical capacity in terms of skills available from both technical and administrative staff was found to be inadequate as some of the key personnel. On the other hand technical capacity in terms of available equipment such as fire engine, road maintenance equipment, buildings and public health inspection equipment needed for services such as roads, fire services, garbage collection, street lighting, public health, markets and buildings, public toilets was lacking. Financial capacity at the council was lacking ranging from the financial management systems that have been put in place and a poor revenue base from both internal and external sources. The study established that councillors have not delivered according to their mandated roles as representatives, legislators, decision makers and overseers. As representatives, councillors have not provided the link between their constituencies and the council. They have not articulated issues well because they do not hold meetings with the communities. Consequently, they fail to take problems to the council or report back to the people. Further, councillors have failed to make use of WDCs/RDCs/CBOs or the goodwill of Civil Society Organizations resulting in their failure to perform to peoples' expectations in carrying out their mandate in their specific roles as representatives, local authority legislators, overseers and decision makers. The local governance institutions such as WDCs/RDCs/CBOs are not performing as they should because the residents of Kabwe expressed ignorance on their role and the projects that they have done in their communities. The empirical evidence from the study showed that a few NGOs and some of the partnering institutions were trying especially those involved in health, education, and youth empowerment programmes. For example, notable ones were; FAWEZA, Women Aglow, GTZ, and the Netherlands Government. One local institution, ZCCM-IH is involved in training programmes for the youth such as making braziers, constructing community schools and rehabilitating the water system in Makululu compound. The YWCA is involved in promoting girl child education, championing advocacy against gender violence, while Women Aglow and the Netherlands Government have partnered with the local authority in educational campaigns and programmes to mitigate the impact of lead pollution through planting of *kapinga* grass and *moringer* trees in affected areas. In conclusion, the empirical data established that Kabwe Municipal Council lacks administrative, technical and financial capacity, weak financial base and equipment to deliver appropriate public services. Finally, the study has established that the lack of capacity requires further research to improve the administrative and technical areas in terms of qualifications and skills of staff, equipment and financial base including its management systems for effective and efficient provision of public services by Kabwe Municipal Council which could be true for other local authorities.

DEDICATION

This dissertation is dedicated to my wife, Esther (now deceased), who was so instrumental and inspiring to spur me into action at the time I was embarking on my postgraduate studies in Public Administration. Special appreciation also goes to my two lovely children, Twange and Joel, for understanding me during the most challenging times of my study programme when I was away from them during the time of fieldwork and report writing, which took away the precious times of parental care that they really needed.

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TABLE OF CONTENTS

| | |
|---|------------|
| Title of dissertation..... | |
| Declaration..... | |
| Copyright | |
| Approval..... | |
| Abstract | iv |
| Dedication..... | v |
| Acknowledgements..... | vi |
| Table of contents..... | vii |
| List of Tables..... | ix |
| List of figures..... | xi |
| Acronyms..... | xii |
| CHAPTER ONE – INTRODUCTION..... | 1 |
| 1.0 Background to the Study..... | 1 |
| 1.2 Statement of the Problem..... | 4 |
| 1.3 Objectives of the Study..... | 5 |
| 1.4 Significance of the Study..... | 5 |
| 1.5 Conceptual Framework..... | 6 |
| 1.6 Literature Review..... | 9 |
| 1.7 Methodology..... | 27 |
| 1.8 Research Design..... | 27 |
| 1.8 Sampling..... | 27 |
| 1.9 Data Collection..... | 28 |
| 1.10 Data Analysis..... | 30 |
| CHAPTER TWO – HISTORICAL CONTEXT AND SOCIAL ECONOMIC PROFILE OF KABWE..... | 34 |
| CHAPTER THREE – ADMINISTRATIVE, FINANCIAL AND TECHNICAL CAPACITY OF KABWE MUNICIPAL COUNCIL..... | 61 |
| CHAPTER FOUR – THE ROLE OF COUNCILLORS & LOCAL INSTITUTIONS IN SERVICE DELIVERY..... | 89 |
| CHAPTER FIVE – CONCLUSION..... | 118 |
| BIBLIOGRAPHY..... | 126 |

| | |
|------------------------|------------|
| APPENDICES..... | 130 |
| Appendix I:..... | 130 |
| Appendix II:..... | 133 |
| Appendix III:..... | 134 |
| Appendix IV:..... | 142 |
| Appendix V:..... | 151 |
| Appendix VI:..... | 153 |
| Appendix VII:..... | 155 |
| Appendix VIII..... | 160 |

List of Tables

| | |
|--|-----|
| Table 2.1 Projected Mid-Year Population by Age and Sex..... | 48 |
| Table 2.2 Ward Level Estimates of Poverty headcount ratio..... | 50 |
| Table 2.3 Services Council Gives To Residences - Low Density Areas..... | 54 |
| Table 2.4 Services Council Gives To Residences - Medium Density Areas..... | 55 |
| Table 2.5 Services Council Gives To Residences - High Density Areas..... | 56 |
| Table 3.1 Administrative Capacity (Staff Establishment at Kabwe Municipal Council)..... | 63 |
| Table 3.2 Restructured Planning Department..... | 64 |
| Table 3.3 Reasons given by households for poor/very poor service provision by the council..... | 67 |
| Table 3.4 Government grants to Kabwe Municipal Council for the year 2010..... | 70 |
| Table 3.5 Government Appropriations to the Ministry of Local Government & Housing (MLGH) by year in Zambian Kwacha..... | 73 |
| Table 3.6 Equipment requirements for Road & Drainage Maintenance at Kabwe Municipal Council..... | 78 |
| Table 3.7 Departmental Computerization..... | 81 |
| Table 3.8 Computerization at Kabwe Municipal Council Tabulated By the Computer Unit..... | 82 |
| Table 3.9 Equipment Requirements at Kabwe Fire Brigade Main Station..... | 84 |
| Table 4.1 When did you last see your councillor?..... | 91 |
| Table 4.2 Since your councillor was elected in 2006, has he/she presented your problems to the council?..... | 92 |
| Table 4.3 How often has he/she taken the problems to the council..... | 93 |
| Table 4.4 How often has your councillor reported back to you..... | 93 |
| Table 4.5 Statutory Committees at Kabwe Municipal Council..... | 97 |
| Table 4.6 What projects have been done by WDCs..... | 105 |

| | |
|--|-----|
| Table 4.7 What role do RDCs play..... | 107 |
| Table 4.8 What have RDCs done in your area..... | 107 |
| Table 4.9 Projects done by CBOs/NGOs..... | 109 |
| Table 4.10 NGO or CBO operating in community..... | 112 |

List of figures

| | |
|--|----|
| Fig.2A Projected Mid-Year Economically Productive Population..... | 49 |
| Fig.2B Responses of family households in relation to provision of services..... | 57 |
| Fig. 4A Knowing the Local councillor..... | 94 |

Acronyms

| | | |
|-----|--------|--|
| 1. | ADD | Action on Disability and Development |
| 2. | ABOs | Area Based Organisations |
| 3. | ASAZA | A Safer Zambia |
| 4. | CBO | Community Based Organisation |
| 5. | CDF | Constituency Development Fund |
| 6. | DC | District Commissioner |
| 7. | DDCC | District Development Coordinating Committee |
| 8. | FRA | Food Reserve Agency |
| 9. | FAWEZA | Foundation for African Women Educationalists of Zambia |
| 10. | FODEP | Foundation for Democratic Process |
| 11. | FINCA | Foundation for International Community Assistance |
| 12. | GTZ | Germany Technical Assistance to Zambia |
| 13. | GRZ | Government of the Republic of Zambia |
| 14. | ILGAZ | Institute of Local Government Administrators of Zambia |
| 15. | KMC | Kabwe Municipal Council |
| 16. | MCDSS | Ministry of Community Development and Social Services |
| 17. | MLGH | Ministry of Local Government and Housing |
| 18. | MMD | Movement for Multiparty Democracy |
| 19. | MoFNP | Ministry of Finance & National Planning |
| 20. | MOU | Memorandum of Understanding |
| 21. | MP | Member of Parliament |
| 22. | NGOs | Non- Governmental Organisations |
| 23. | NDP | National Decentralisation Policy |

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| 24. | NDCC | National Development Coordinating Committee |
| 25. | NHA | National Housing Authority |
| 26. | NGOCC | Non- Governmental Organisation Coordinating Committee |
| 27. | PCC | President's Citizenship College |
| 28. | PDCC | Provincial Development Coordinating Committee |
| 29. | PLGO | Provincial Local Government Officer |
| 30. | PPAZ | Planned Parenthood Association of Zambia |
| 31. | PPP | Public Private Partnership |
| 32. | PS | Permanent Secretary |
| 33. | PUSH | Peri-Urban Self-Help |
| 34. | RTSA | Road Transport & Safety Agency |
| 35. | RDCs | Residents Development Committees |
| 36. | SFH | Society for Family Health |
| 37. | UNICEF | United Nations International Children Emergency Fund |
| 38. | WDCs | Ward Development Committees |
| 39. | WB | World Bank |
| 40. | YWCA | Young Women Christian Association |
| 41. | YOCUPA | Youth Cultural Promotion Association |
| 42. | ZANAMA | Zambia National Marketeer's Association |
| 43. | ZCCM-IH | Zambia Consolidated Copper Mines Investment Holdings |
| 44. | ZNS | Zambia National Service |
| 45. | ZR | Zambia Railways |
| 46. | ZRA | Zambia Revenue Authority |
| 47. | ZCSD | Zambia Council for Social Development |