

**AN EVALUATION OF THE COMMUNICATION STRATEGIES USED BY THE
ZAMBIA PRIVATISATION AGENCY IN THE PROCESS OF PRIVATISATION:
A CASE STUDY OF KAFUE ESTATES**

BY

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requirements for the degree of **Master of Communication for Development**

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DECLARATION

I, Gabriel Mwanamwalye, do declare that this piece of work is my own and that works of other persons related to it have been appropriately accredited and that the work has not been previously presented to the University of Zambia or indeed any other institution for higher learning for similar purposes.

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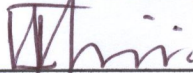
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ABSTRACT

Since the mid 1980s, the process of privatisation has been a common phenomenon in developing nations. Through the interventions of the IMF and the World Bank Zambia also embraced privatisation. In Zambia privatisation recorded both failures and successes.

The purpose of this study was to evaluate the effectiveness of communicating the process and impact of privatisation on affected communities. The study focussed on the case of Kafue Estates.

The study used the triangulation method. The first set of the questionnaire was distributed to 100 respondents of Kafue Estates according to the three communities as follows: C5 received 50 questionnaires, C6 20 questionnaires and C7 30 questionnaires. The second set of the questionnaire was distributed to 15 respondents from Zambia Development Agency (ZDA). One focus group discussion was conducted with the residents of Kafue Estates (each community was represent as follows C5, 4, C6, 3 and C7, 3) and three in-depth interviews with senior members of staff at ZDA conducted.

The findings of this study were that the Zambia Privatisation Agency did not have effective communication strategies tailored for residents of Kafue Estates. The Zambia Privatisation Agency's privatisation information was received through news on TV, radio and from newspapers. The Zambia Privatisation Agency should have used other media that were less expensive and more versatile in disseminating information such as radio programs, public meetings, school debates and various print materials distributed in resource centres. The information should be translated into local languages. It is recommended that the government considers increasing the budgetary allocation in order for the Agency to execute its duties effectively including sensitising the citizens about privatisation and its effects.

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To John Mobson Katema and JEB, thank you my friends. See, we did it.

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DEDICATION

I dedicate this work to Elizabeth Mushelelwa Chitika Mutale who fired me up to enrol into the University and from then on it has been a different story, the sky is the limit.

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ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ATZ	African Textile of Zambia
C 5	Community 5 of Kafue Estates
C 6	Community 6 of Kafue Estates
C 7	Community 7 of Kafue Estates
CCZ	Council of Churches in Zambia
COMESA	Common Market for East and Southern Africa
CSO	Central Statistics Office
CSPR	Civil Society for Poverty Reduction
EFZ	Evangelical Fellowship of Zambia
FDD	Forum for Democracy and Development
FDG	Focus Group Discussion
GDP	Gross Domestic Product
GNP	Gross National Product
HIPC	Highly Indebted Poor Country
HIV	Human Immune Virus
HP	Heritage Party
IMF	International Monetary Fund
INDECO	Industrial Development Corporation
JCTR	Jesuit Centre for Theological Reflections
KTZ	Kafue Textile of Zambia
MMD	Movement for Multiparty Democracy
NCZ	Nitrogen Chemicals of Zambia
NGOs	Non-Government Organizations
NIEC	National Imports and Exports Corporation
NHDC	National Hotels Development Corporation
PA	Public Address
PF	Patriotic Front

SADC	Southern African Development Community
SOEs	State Owned Enterprises
UNIP	United National Independence Party
ZANIS	Zambia News and Information Services
ZCCM	Zambia Consolidated Copper Mines
ZDA	Zambia Development Agency
ZEC	Zambia Episcopal Conference
ZIMCO	Zambia Industrial and Mining Corporation
ZPA	Zambia Privatisation Agency

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND

The Zambia Privatisation Agency (ZPA) was a very vital organisation of the Zambian government with regard to privatisation of State Owned Enterprises (SOEs). This research analyses the ZPA vis-à-vis the communication strategies used in the privatisation process of Kafue Textiles of Zambia (KTZ) one of the SOEs. The purpose of this study is to assess the communication strategies used by the ZPA to prepare the employees of KTZ to face privatisation and its effects. In this study the target group was employees and former employees of KTZ, now African Textiles of Zambia (ATZ) in Kafue Estates.

There are positive and negative results of privatisation that have been experienced in Zambia. However, when one critically analyses the outcome of privatisation in Zambia, it is clear that the negative results outnumber the positives. For instance, unemployment levels have risen, poverty levels are still recording high numbers, and HIV/AIDS is on the increase because of so many factors affecting the former employees of the privatised companies (Fraser and Lungu, 2006: 2-3).

The study will help the Zambia Development Agency (ZDA), the Agency that has taken over from ZPA come up with effective communication strategies which would help employees prepare for privatisation and its effects. Since there are many SOEs lined up for privatisation, such as Zambia Telecommunications (ZAMTEL), Maamba Coal Mine (MCL) and Nitrogen Chemicals of Zambia (NCZ). This research enables ZDA come up with effective communication strategies suitable for employees of each of the companies.

1.1 Profile of Zambia

Zambia is a landlocked country located in south-central Africa covering an area of 752,612 square kilometres. It lies in a tropical belt on a plateau that averages approximately 1,300 metres above sea level. Despite being a landlocked country Zambia is endowed with many water bodies such as rivers and lakes; 11,890 Square Kilometres of Zambia is covered by water. Zambia borders eight countries namely: Democratic Republic of Congo and Tanzania in the north, Malawi and Mozambique in the east, Botswana, Namibia and Zimbabwe in the south and Angola in the west.



Zambia political map, (www.lib.utexas.edu/maps/africa.html). (Accessed on 13th July, 2009).

1.2 Political Background of Zambia

Zambia attained independence from Britain on 24th October 1964 with Kenneth Kaunda as the first President. Until 1971, Zambia was under multi-party rule. However, in 1971 the Zambian constitution was amended and the country declared a one-party state. With the winds of change that were sweeping across the African continent, United National Independence Party (UNIP) was pressured into reintroducing multi-party democracy in Zambia in 1990. In October 1991 the Movement for Multiparty Democracy (MMD) was voted into office with Frederick Jacob Titus Chiluba as second President. Chiluba ruled the country for two terms of five years each. Towards the end of his second term of office Chiluba attempted to amend the constitution so that he could go for another term but this attempt was foiled by the concerted efforts of the civil society and some political leaders who opposed this scheme. In 2001, Zambia had a third President Levy Patrick Mwanawasa. In 2006, Dr. Mwanawasa was re-elected for another term. Mwanawasa died during his second term in 2008, and Rupiah Bwezani Banda who was his vice president took over through a presidential by-election in 2008 and he is the incumbent.

At present in Zambia there are over thirty registered political parties, the major ones being the ruling Movement for Multiparty Democracy (MMD), opposition Patriotic Front (PF), United Party for National Development (UPND), United National Independence Party (UNIP), Heritage Party (HP) and Forum for Democracy and Development (FDD). The country also has a vibrant civil society that is made up of three church mother bodies (Zambia Episcopal Conference-ZEC, Evangelical Fellowship of Zambia-EFZ and Christian Council of Zambia-CCZ) as well as numerous non-governmental organisations (NGOs) which provide checks and balances to the government.

1.3 Economy

Following independence in 1964 Zambia adopted a socialist economic model in an African context. During the post independence era, there was large-scale nationalisation of the mining industry and the creation of large state owned conglomerates or parastatals under the Zambia Industrial and Mining Corporation (ZIMCO) and its sub-holding companies Zambia Consolidated Copper Mines (ZCCM), Industrial Development Corporation (INDECO), National Hotels Development Corporation (NHDC) and National Imports and Export Corporation (NIEC) (Kaunga, 2007: 1).

A considerable degree of central planning involving the setting up of a large civil service followed as the government aimed to ensure self-sufficiency coupled with industrial diversification. This period was relatively prosperous as the earnings from mineral exploitation grew as copper prices increased. The country managed to provide basic services such as health, education, sanitation and shelter to most of its citizens.

The economy however, was almost exclusively dependent on copper production and following a sharp decline in the price of copper on the world market, the rise in the world price of oil and energy fuelled global inflation pushing up the price of capital imports. Due to these factors, the country began to experience unprecedented social and economic difficulties. In the period between 1975 and 1990, the level of real GDP per capita declined by almost 30 percent (<http://www.indexmundi.com/zambia/index.html/economy>).

Beginning in 1991 the MMD government embarked on economic reforms including the privatisation of parastatal companies. As Kaunga writes about the beginning of privatisation by the MMD government:

The new MMD Government which came in after the general elections of October 1991 propounded economic liberalisation as the main thrust of economic recovery programme and the privatisation programme was to be a cornerstone of the strategy. At a meeting with Head of foreign missions on 5 December 1991, President Chiluba stated that the new government was totally committed to privatisation and disengaging government from direct involvement in commercial activity. The MMD Government's view was that privatisation would be total and there would be "no sacred lambs".

The Budget Speech of January 1992 gave a clear delineation of government's overall economic philosophy and its perspective on the roles of public and commercial sectors. Government was to revert to the normal role of providing public infrastructure and services and ensuring a sound fiscal and legal and economic environment. It was clearly stated that the privatisation programme was to proceed expeditiously (Kaunga, 2007:13).

With the establishment of the ZPA as a legal entity, the legal institutional basis of Zambia's privatisation programme was now secured. Once in place, the 'ZPA drew up a divestiture sequence plan which was to be the basis of the execution of the programme. The plan was to span a period of five to ten years' (ibid: 16).

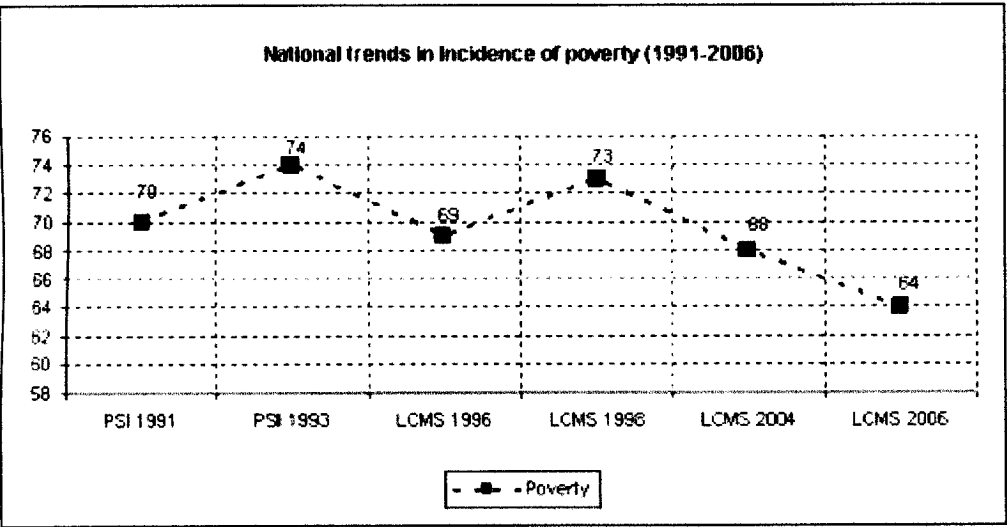
Despite reaching targets set by the IMF for HIPC's (Highly Indebted Poor Countries) debt relief by the start of 2003, Zambia had received only five percent of the debt service reduction committed to it. It is hoped that the economy would pick and thrive after the country reached the HIPC completion point in 2005. The growth rate of the economy that was anticipated in 2005 after reaching HIPC completion point (five to six percent) did not happen as the economy only grew by lower than three to five percent in 2000 - 2005 (<http://www.jctr.org>).

The most urgent issues for the Zambian economy are thus, debt relief, combating HIV/AIDS and a further reduction of its dependence on copper with the encouragement of private sector investment into export oriented agriculture, light manufacturing, small scale mining and tourism (bized.ac.uk/virtual/de/back/geog.htm).

1.4 Poverty Levels

Zambia has witnessed high poverty levels even by Sub-Saharan African standards. The country's poverty reduction strategy paper (2002-2003), approved in May 2002, and provides a succinct summary of the factors underlying poverty. Of relevance to the present study is the following: Poverty is more prevalent in rural areas than urban (83 percent and 56 percent respectively), and has increased slightly since 1991. HIV/AIDS sufferers, small-scale farmers, women and orphans are particularly poor groups. Average annual growth of the economy in 1990 - 99 was approximately one percent against the five to eight percent per annum necessary to achieve rapid poverty reduction, with only slight diversification from the heavy dependency on a single export commodity – copper (Farrington and Saasa, 2002: 2).

The Living Conditions Monitoring Surveys (LCMS) conducted from 1991 to 2006 show that the incidence of poverty has reduced over the years. The results show that the incidence of poverty declined from 70 percent in 1991 to 64 percent in 2006. The gains of this reduction can be noticed in rural areas, where the incidence of poverty reduced from 88 percent in 1991 to 78 percent in 2006. In contrast, the incidence of poverty in urban areas increased from 49 percent in 1991 to 53 percent in 2006. The table below shows the national trends in the incidence of poverty between the years 1991 to 2006. These trends are monitored by the Central Statistics Office (CSO) (<http://www.zamstats.gov.zm>).



1.5 Kafue

The town of the study is located on the north bank of the Kafue River, in Lusaka Province. It is named after the Kafue River. It is situated 45 kilometres south of the capital city, Lusaka.

1.6 Population of Kafue

According to the 2000 National Census for Housing and Population, Kafue has a total population of 162,262. Of this population 83,421 are males while 78,841 are females. One third of Kafue’s population is in Kafue Estates (<http://en.wikipedia.org/kafue>).

1.7 Industry

The traditional occupation of the Kafue area is agriculture. A commercial farming area extends along the edge of the Kafue flats for 35 km north-west of the town. Both commercial and subsistence fishing is practised along the Kafue River. Apart from fishing and farming, Kafue is an industrial town. The industries include: Nitrogen Chemicals of Zambia (NCZ) which manufactures agriculture fertilisers is government owned and not economically competitive, Bata Tannery is privately owned as well as the African Textiles (formerly Kafue

Textiles of Zambia) which was privatised in 1996 is still not competitive. Other industries in or near Kafue include, Kafue Fisheries Ltd which comprises 1.5 square km of ponds integrated with pig farming. It is located 9 km west of Kafue Estates. The other one is Kafue Quarry which is privately owned by Reubex group of companies. It produces construction aggregate for road building and general construction and Kafue Gorge Dam which generates hydroelectricity 30 km downstream from the town (<http://en.wikipedia.org/kafue>).

1.8 Profiles of the ZPA and ZDA

The ZPA was an autonomous Agency of the Government of the Republic of Zambia, established in 1992 through the Privatisation Act No.21 (1992). Its function was to plan, implement and control the privatisation of state owned enterprises in Zambia, in cooperation with the government, by selling them off to those who are more competent to run them and who have the required capital to do so (<http://www.zpa.org>) 12th August, 2009.

1.8.1 ZPA's Mission Statement

To privatise identified state owned enterprises in a transparent, efficient and effective manner, thus contributing to the:

- a. Stimulation of economic growth
 - b. Acceleration of development
 - c. Facilitation of transformation of the economy with broad participation
 - d. Generation of capital for the government and long-term potential for employment
- (<http://www.zpa.org>).

Recommend privatisation policy guidelines to Cabinet office;

(a) Implement programme as per approved guidelines;

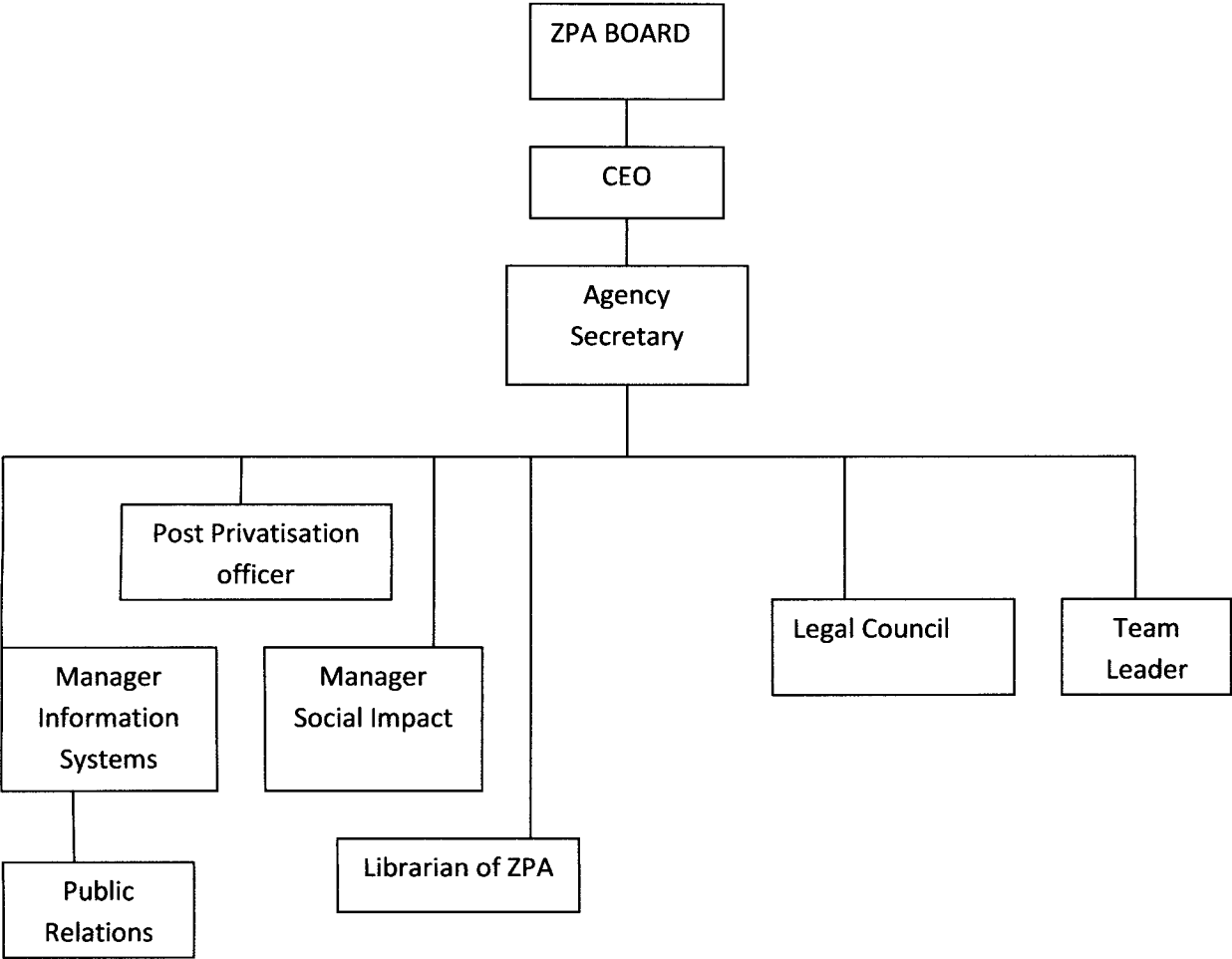
- (b) Oversee all aspect of programme;
- (c) Monitor progress of programme;
- (d) Prepare long-term divestiture plan for approval by Cabinet;
- (e) Recommend modes of sale;
- (f) Maintain close liaison with relevant institutions;
- (g) Publicise activities of programme.

Clearly, the Act attempted to outline in considerable detail the functions of the Agency to address the many concerns expressed over sound management of this critical programme. The Act went on further to spell out the various modes of privatisation the Agency could at its discretion recommend for adoption:

- a) Public office of shares;
- b) Private sale via negotiated or competitive bids;
- c) Dilution of government shareholding;
- d) Sale of assets and business of SOEs;
- e) Management/employee buy outs;
- f) Lease and management agreements;
- g) Re-organisation of SOE prior to sale – wholly or partially;
- h) Any other mode as may be deemed appropriate by the Agency (Kaunga, 2007: 15).

From the foregoing, the Agency had a very wide list of options to employ depending on the specific circumstances of a particular SOE.

Organisation Chart of ZPA (edited)



The privatisation Act No. 21 of 1992 was repealed in 2006 which saw the creation of ZDA through the Zambia Development Agency Act No. 11 of 2006, with the reason to provide one-stop facility for people to obtain information and to avoid duplication of work. In addition, the ZDA was to also look at overall economic reforms rather privatisation only. ZPA seized to function and the ZDA took over with new objectives.

1.8.1.1 The Objectives and Principles of the ZDA

The ZDA is a coherent economic development institution able to take a whole-Zambia strategic view and charged with increasing investment and trade levels across the whole country. It harnesses existing skills, knowledge and expertise and ensures the targeted

delivery of investment and trade related services within Zambia in order to create wealth, jobs and enhance economic development.

The Agency is striving to develop an internationally competitive Zambian economy through innovations that promote high skills, productivity, investment, increased trade, all based on a partnership between Government and private sector.

For its part, the ZDA is characterised by the following principles:

- a) Deliver a more strategic approach to sustainable development;
- b) Be highly client focussed;
- c) Provide quality input to Government on matters relating to industry, industry development, productivity, investments, exports, operations of multi-facility economic zones and small and micro enterprises;
- d) Provide greater support to indigenous businesses particularly small and micro enterprises;
- e) Maintain the core competencies of the five authorities whilst maximising merger efficiency savings
- f) Expanding support to priority economic sectors;
- g) Increase the drive for quality inward investment;
- h) Develop a culture of continuous improvement, quality and working partnership with state institutions and private sector;
- i) Encourage increased investment in education and skills training in the labour markets (ZDA 2007: 2).

1.8.1.2 Functions of ZDA

According to the Development Act No. 11 of 2006 the functions of the Agency are to:-

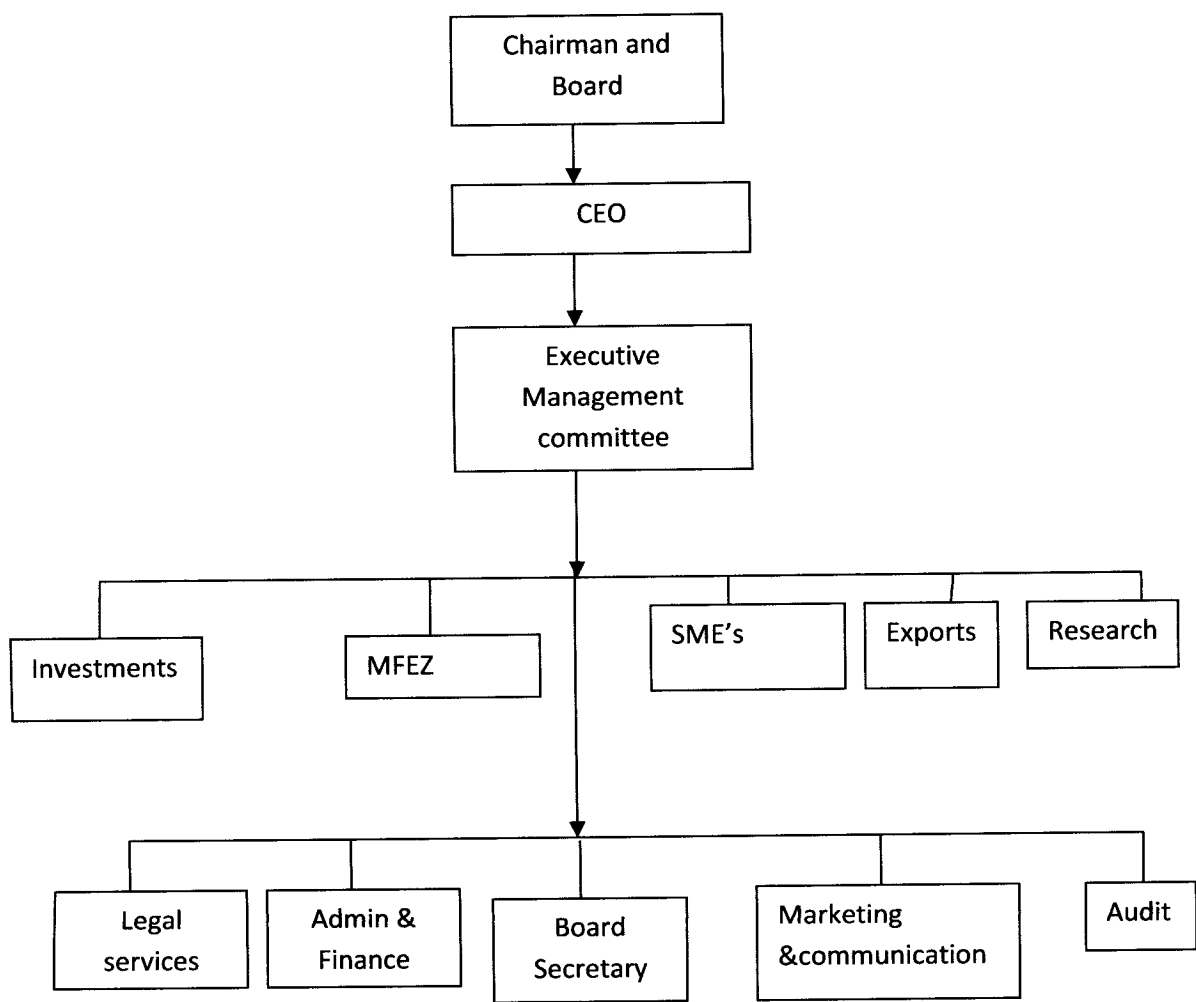
- a. Give advice to the Minister of Commerce, Trade and Industry on matters relating to industry, industry development and productivity, investments, exports of goods and services, operations of multi- facility economic zones and matters relating to micro and small scale business enterprises;
- b. On the request of Government, study market access offers received from trading partners under COMESA, WTO or SADC and advise the Government on opportunities and challenges generated by those offers;

- c. Make detailed impact analysis on select sectors of the economy such as textiles, agriculture, mining, tourism, education, skills training, communication, transport, infrastructure development, automobiles, information technology, chemicals and steel and engineering goods, through a multi-disciplinary team;
- d. Establish a database of facilities, human resources and their skills, sources of finance, technology, raw materials, machinery, equipment and supplies with a view to promoting accessibility of these to industry;
- e. Develop entrepreneurship skills and a business culture in citizens of Zambia;
- f. Promote and facilitate the development of micro and small business enterprises
- g. Formulate investment promotion strategies
- h. Promote and coordinate Government policies on, and facilitate investment in Zambia.
- i. Assist in securing from any State institution any permission, exemption, authorisation, licence, bonded status, land and any other thing required for the purposes of establishing or operating a business enterprise;
- j. Plan, manage, implement and control the privatisation of State owned enterprises;
- k. Oversee all aspects of the implementation of the privatisation programme;
- l. Monitor progress of the privatisation programme in Zambia;
- m. Monitor post privatisation activities to ensure compliance with any agreement entered into for the privatisation of any state owned enterprise;
- n. Develop multi-facility economic zones or facilitate the development of multi-facility economic zones by investors;
- o. Administer, control and regulate multi-facility economic zones and ensure compliance with this Act and any other laws relevant to the activities of multi-facility economic zones;
- p. Monitor and evaluate the activities, performance and development of enterprises operating in multi-facility economic zones and prescribe and enforce measures, for the business or activity carried out within a multi-facility economic zone so as to promote the safety and efficiency of its operations;
- q. Promote and market multi-facility economic zones among investors;
- r. Undertake research generally on matters relating to industry, industry development and productivity;
- s. Encourage and promote the transfer of appropriate technology and promote public understanding of matters relating to industry development and productivity;
- t. Provide a framework for the provision of enterprise development services to industry and business enterprises and source for financial aid for the development of trade and industry in order to assist business enterprises meet economic and social costs of adjusting to a competitive international trading environment;
- u. Encourage increased private sector investment in education and skills training for and in the labour market;
- v. Explore ways of fostering business linkages, such as partnerships, joint ventures and other strategic alliances, in Greenfield investments;
- w. Provide marketing support services to business enterprises;

- x. Encourage measures that will increase Zambia’s capacity to trade, including efforts to improve transport and communication infrastructure; and
- y. Cooperate with other State institutions and the private sector in areas linked with trade, such as-The protection of intellectual property rights; Standardisation and certification; sanitary and phytosanitary measures; trade and the environment trade and labour; and consumer policy.

By and large, the function of the ZDA is to further the economic development of Zambia through promotion of efficiency, higher productivity, investment and competitiveness in business and promoting exports from Zambia.

Organisational Structure of ZDA



The Board of the Agency consists of sixteen members namely a representative of:--

- a. Zambia Chamber of Commerce and Industry
- b. The Farmers Union

- c. Civil society organisations
- d. Agencies promoting small scale investment
- e. Two prominent private business persons;
- f. A representative of the Environmental Council of Zambia;
- g. Eight representatives from the following ministries; commerce, trade and industry, finance, labour, agriculture, tourism, education, skills training and mining; and
- h. The Attorney General or the representative.

The Board is chaired by the chairperson who is appointed by the Minister of Commerce and Industry. The chairperson is assisted by the vice chairperson. The two are not public officers. Their tenure of office is five years.

1.9 Statement of the Problem

Privatisation offered hope but also uncertainty to affected Zambians. Some workers lost employment and some of towns like Kafue, Chingola, Mufulira and Ndola became docile.

After KTZ was privatised, a lot of workers were declared redundant and lost their jobs in Kafue Estates. At the time of privatisation of KTZ, the flow of information pertaining to the future of KTZ and indeed that of the employees in the company was not adequate. The information flow was one sided, top-down and non-participatory. The workers were not actively involved in decision-making during the privatisation of KTZ. The workers of KTZ were not accorded the opportunity to have their questions answered and thus prepare themselves for the eventualities of privatisation. The company never recovered full operations even after privatisation, more workers were laid off. Currently the company is still non- functional under the new management of ATZ, the new owners. The situation does not look like it will improve anytime soon. The general overview of employment levels are believed to have relatively improved since the beginning of privatisation in 1992, this cannot be to be true of KTZ and Kafue Estates.

With this situation obtaining in Kafue Estates, the research was designed to focus on how the ZPA communicated to the workers of KTZ before, during and after privatisation of the company (KTZ). Focusing on the communication strategies used and how effective they were is the concern of this paper.

Looking at the negative effects of privatisation in Zambia, it is believed that the majority of the workers were and are never prepared in any way to face the challenges that come with privatisation. This is as a result of poor communication strategies that are used which do not take workers into consideration. Thus the significance of this study was to evaluate the effectiveness of the communication strategies of ZPA used in line with privatisation of KTZ and how these strategies could be improved to better equip employees in an event of further privatisation of their companies.

1.10 Rationale

The research was undertaken because many Zambians were and are still living with the effects of privatisation. It provides further understanding to how the concerned people, employees and their families of companies privatised are communicated to during the process of privatisation. The ZPA was a government Agency responsible for carrying out the needed awareness campaigns and sensitizations. Therefore, the study focuses on the communication strategies used by ZPA in engaging employees of KTZ relation to the privatisation of the company and the consequences of the process on people and their communities.

It is anticipated that this research would contribute substantively to the body of knowledge on how to communicate the necessary but difficult processes of privatisation.

1.11 Objectives of the Study

1.12 General Objective

Generally the primary objective of the study is to assess the communication strategies employed by the ZPA during the process of privatisation and critically examine their effectiveness in preparing the workers of KTZ for the impact of the results of the process.

1.12.1 Specific Objectives

The specific objectives of the study are to:

- a. Identify the communication strategies of the ZPA.
- b. List the source of information with regard to employees of KTZ in Kafue Estates in relation to privatisation of KTZ.
- c. The effectiveness of the ZPA communication strategies.
- d. Provide insights into how to communicate the possible impact of privatisation to affected communities.

CHAPTER TWO

2.0 RESEARCH METHODOLOGY

The method employed was triangulation. It was a combined use of focus group discussions (FDGs), in-depth interviews and quantitative surveys.

2.1 Quantitative Survey

To collect information from the residents of Kafue Estates, 100 questionnaires were distributed to households that had one or more members having worked for or currently working for KTZ/ATZ respectively. The answering of the questionnaire was left to the discretion of the household. Any member conversant with the privatization process of KTZ could answer. The information gathered assisted in analysing how knowledgeable the respondents were about ZPA's communication activities with regards to the privatization of KTZ. Another set of questionnaire was distributed to 10 employees of ZDA, who had knowledge of the activities of ZPA.

2.1.1 Sampling Procedure

Kafue Estates is divided into three communities: C5, C6 and C7. The largest of the three is C5. Thus the allocation of questionnaires was based on the size of the community. C5 received 50 questionnaires, C7 received 30 and C6 the smallest received 20 questionnaires. To identify the households, the researcher applied Snowball sampling method. Mr. Pascal Mulenga who has lived in Kafue Estates for over 15 years, helped in making referrals to generate other respondents.

The table below shows the distribution of the questionnaire in Kafue Estates.

Community	Number of Questionnaires
5	50
6	20
7	30
Total	100

The employees of ZDA who answered the questionnaire were recommended to the researcher by the Public Relations (PR) officer.

2.2 FGDs with Residents of Kafue Estates

The researcher organised FGDs for the residents of Kafue Estates. The selection of the ten (10) participants was on the basis of them having answered the questionnaire and identified as knowledgeable of the privatisation of KTZ. Kafue Estates is divided into three communities. The biggest community, C5 had four (4) out of the total ten (10), C6 and C7 shared three (3) correspondingly. In order for the researcher to meet the people who were targeted for FDGs, the researcher set a convenient day and time and allocated 60 to 90 minutes FDG. The researcher moderated the discussion and encouraged the discussants to participate freely. A tape recorder was used to capture audio voices while notes were taken by the research assistant.

2.3 In-Depth Interviews with ZDA Staff

Three in-depth interviews were conducted with the ZDA staff using a prompt list designed for that purpose (see appendix 4). The ZDA staff that participated in the in-depth interviews

were selected on the basis of them having been part of ZPA. The following were the personnel that were recommended to the researcher to participate in the in-depth interviews: Margret Chimanse, the Manager for Communication and Public Relations, Noah Ndumingu Senior Privatisation Officer and Michelo Mweetwa an economist by profession.

2.4 Data Analysis

Data analysis was done with the use of the Statistical Package for Social Sciences (SPSS) software. Hence charts and graphs were used to summarize the collected data.

2.5 Limitations of the Study

Due to limited financial resources, the sample size was scaled down from the initial target of 200 to 100 households with the residents of Kafue Estates.

It was very difficult and time consuming to locate the desired respondents during the study. Many of the former workers have since relocated to other places. This justified the use of Snowball sampling method.

In-depth interviews with ZDA staff were limited in time as the recommended officers were very busy even when an appointment was made. It was also difficult to obtain certain details about the privatisation of KTZ from the officers as they were classified confidential.

CHAPTER THREE

3.0 CONCEPTUAL AND THEORETICAL FRAMEWORK

This chapter gives definitions of concepts and theories and their application to the study.

3.1 Communication

A lot of definitions have been made regarding the term communication. But these attempts by various scholars to define the term have landed in the predicament of there is no single approach to the study of communication (Madondo, 2002: 36). Some scholars have defined communication as a symbolic social process, which occurs when we have an idea in response to something we have seen or heard (Wimmer and Dominic, 1997: 134).

Communication involves co-orientation and sharing of meaning. We share some of the meanings of the words or gestures because we speak the same language and belong to the same culture. Communication also occurs in a context and, as such, it is contextual. Communication in one context will have different characteristics from communication in another context. For instance, there is more feedback in family communication than in mass communication (Infante et al, 1997: 11).

Berelson (1964) says that communication is the transmission of information, ideas, emotions, skills, etc by use of symbols like words, pictures, figures, graphs, etc.

McQuail writes, “the term communication has many meanings and definitions but the central idea is of a process of increased commonality or sharing between participants on the basis of sending and receiving messages” (1994: 492).

Lievrouw (1993) gives a good and comprehensive definition of communication as she writes: communication is the process of sharing ideas, information and messages with others in a

particular time and space-communication includes writing and talking, as well as non-verbal communication (such as facial expression, body language or gestures), visual communication (the use of images or pictures, such as painting, photos, video, or film), and electronic communication (telephone calls, electronic mail, cable television, radio, or satellite broadcasts).

3.1.1 Types of Communication

Communication is contextual because of the type of situation in which it occurs. As such, communication in one context will differ from communication in another context. In general, the most notable communication contexts include:

- a. Intra personal communication - this is the communication that takes place within oneself. It could be through meditation or deep thoughts before making a decision.
- b. Interpersonal communication- is the communication between two individuals and a group. For example, face to face interaction or it can be mediated through the telephone. In this type of communication feedback is immediate.
- c. Mass communication - this is the sending of messages from the source or originator to an audience which is large, heterogeneous and unorganised through a medium which could either be electronic or print. The former refers to television, radio and the internet while the latter points to newspapers, books, magazines, etc. In this mode of communication feedback is usually delayed.
- d. Organisational communication - this is communication within an organisation or sometimes it may be between organisations.
- e. Intercultural communication - this is the type of communication that occurs between people sharing information and human experiences from different cultural backgrounds (Infante 1997: 23).

3.1.2 Importance of Communication

According to Infante et al. (1997:23), it is important to communicate because it helps us create cooperation and interaction with one another, acquire information and entertain ourselves. He adds that communication is important because without it development would

not be possible. Even to be aware that development has occurred one should be able to communicate within self (intra personal) and with others.

3.2 Privatisation

Privatisation is the incidence or process of transferring ownership of business, enterprise, agency or public service from the public sector (government) to the private sector, (en.wikipedia.org/wiki/privatisation) according to Hoeven and Sziraczki (1997) privatisation refers to the transfer of ownership of state property to private individuals or firms. This is the narrow sense of the term.

Kikeri et al give the following definition of privatisation “as the transfer of ownership of SOEs to the private sector by the sale- full or partial- of ongoing concerns or by the sale of assets following liquidation. Sale of business or of its assets has been the most widely employed and debated form of privatisation,” (1997: 19).

In its broader version, the term might be called the re- creation of the independent and private sectors. The sectors include the following:

- a. Selling uncontested state property (for example, property which has traditionally been state-owned, or has been developed entirely in the state sector or as a result of a fully compensated and largely voluntary nationalisation process);
- b. Leasing or contracting out such state property;
- c. Cutting loose informal lines of state control over certain units of the economy (notably the renewal of the independence of the cooperative sector);
- d. Restitution (restoration) of illegitimately seized property (e.g. land and factories nationalised through legislation returned to the pre-communist owners; control of property which was more informally placed under state controls restored to former owners);
- e. Promoting the developing of wholly new private enterprises (creating new businesses or even sometimes trying to stimulate the entry into open, lawful activity of formerly underground, black market entrepreneurs);
- f. Attracting private foreign firms to open up operations in the country;
- g. Giving private businesses the right to provide goods and services which have formerly been monopolised by the state sector (this may not involve any transfer of assets, but more often elimination of a legal state monopoly to engage in specific lines of production). Hoeven and Sziraczki (1997:100-101)

3.3 Participation

Participation basically means to be involved or to take part. In order for any community to develop participation by its members is vital because it cultivates a sense of responsibility and ownership. White (1994:17) objectively distinguishes the two types of participation “Pseudo” and “Genuine”. She categorises pseudo participation as domestication which is concerned with informing, therapy, and manipulation and assistencialism which includes placation and consultation. Genuine participation was categorised as cooperation referring to partnership and delegation of power and citizen control which means empowerment. She recommends genuine participation as the panacea of any developmental activity (white 1994: 17).

3.4 Communication for Development

Iliboudo (2002) defines communication for development as the use of a communication process, techniques and media to raise people’s awareness of their own situation and of the options they have at their disposal for activities involving change, as well as helping to resolve social conflicts and working together to reach a consensus. In addition, it should assist people in planning activities involving change and sustainable development, so that they are aware of the knowledge and qualifications needed to improve their living conditions, and those of their community, and the effectiveness of local and national development.

Communication for development is also defined as the systematic design and use of participatory activities, communication approaches, methods and media to share information and knowledge among all stakeholders in development process in order to ensure mutual understanding and consensus leading to action. The aim is to facilitate people’s participation at all levels of the development effort to identify and implement appropriate policies,

programmes and technologies to prevent and reduce poverty in order to improve people's livelihood in a sustainable way (FAO, 2004: 16).

3.5 Theories Applicable to the Study

The following theories of communication apply this study:

3.6 Theories of Group Persuasion

According to Kurt Lewin (1943), small groups and individuals act and react to different circumstances on different ways. He explains that in groups individuals are connected to each other through common goals and a shared identity, (<http://serendip.brynmawr.edu/exchange/node/481>). In the case of privatisation, groups and communities play a major role when it comes to understanding the objectives of the processes of privatisation. Hence this study is concerned with revealing how employees and former employees understand privatisation and its possible impact. In Kafue Estates there are faith based organisations, business organisations, teachers unions, schools, church leaders' association's marketers associations, trade unions and political parties.

Employees and former employees of KTZ/ATZ belong to some of these groups and so they would be used for awareness about privatisation and its effects. For example in the Catholic circles and the United Church of Zambia, the Small Christian Communities (SCC) meets every Sunday and discusses matters that affect their lives and other related matters.

Equally other groups such as political parties, associations and unions could be utilised for dissemination of information about privatisation to improve awareness and participation.

For Lasswell all communication processes came down to five key questions: who says what, to whom and how and with what effect? In understanding the persuasion in communication we need to look at the source, message and the audience or receiver (Biagi, 1999).

The group persuasion theory would work better in packaging messages of privatisation and its effects. It would take cognisance of the employees and former employees of KTZ/ATZ as an audience and also the need for the communicator in this case ZPA to have been credible in its messages of privatisation to be effective. The theory could have helped in designing specific messages for the employees and former employees of KTA/ATZ.

3.7 Multi-Step Flow Theory

This theory considers identifying opinion leaders, such as the influential personalities in a community, to be very important. Cialdini (2001: 72), identified three dimensions in the lives of an individual that were related to his or her opinion leadership role namely, position in life cycle, social-economic status and social contacts.

The core assumption of this theory is that media messages pass through several opinion leaders before the mass audience. There is a flow of influence from both opinion leaders to less attentive actors, but also between opinion leaders to other leaders (Clark 2001). This kind of opinion sharing occurs in a horizontal fashion between opinion leaders. This creates a flow of influence which extends even further when readers share information with others via media or through the offline interpersonal communication. In Kafue Estates there are people who get information from newspapers, TV and radio about privatisation and its effects and they form opinions about the ideas and share with others and they are listened to because they have influence in the community.

CHAPTER FOUR

4.0 LITERATURE REVIEW

This chapter takes a critical look at available works that have been done with regard to the study being undertaken.

4.1 Global View of Privatisation

According to references in history there is a long history of privatisation dating back to Ancient Greece when the government contracted out almost everything to the private sector. In the roman republic private individuals and companies performed the majority of services including tax collection, army supplies, religious sacrifices and construction. However, the Roman Empire created state owned enterprises. This was the time in Europe when wealthy merchants and the Church owned land and leased it to tenants for a fee. This trend continued even after the dark ages. Thus through migrations, the Europeans who migrated to America, Africa, Asia and Australia carried this idea with them (en.wikipedia.org/wiki/privatisation).

4.2 Privatisation in Developing Countries

In most developing countries (Africa, Eastern Europe and Latin America) the era of emancipation and political independence meant the establishment of state-owned enterprises. By the early 1980s state-owned enterprises accounted for 17 per cent of the GDP in Africa and 12 per cent in Latin America, but only 3 per cent in Asia (excluding China, India and Myanmar) (Kikeri et al 1992). Looking at the situation in Eastern Europe state-owned enterprises were responsible for up to 90 per cent of the total domestic production.

Focusing on this, privatisation has increased since the 1990s for three reasons as presented by Hoeven and Sziraazki (1997: 4)

For many developing countries, in the general climate of stabilisation and adjustment policies and programmes to decrease the debt burden, privatisation was seen as an omnibus policy which could reduce the budget deficit... While the privatisation programmes started to take place in developing countries, the systematic changes in Eastern Europe also induced several waves of privatisation. The motive here was to change from a command economy to a market economy rather than budgetary objectives. A third factor... is the imitation of privatisation efforts in industrialised countries, which came into vogue in the early 1980s (Hoeven and Sziraaazki 1997: 4).

All in all, the popularisation of privatisation came because of the comparison studies between state-owned enterprises and private owned enterprises vis-à-vis the policy of goods and services. It was discovered that private owned enterprises had quality goods and services.

The process of privatisation is still going on in most developing countries. At the helm of privatisation are the International Monetary Fund (IMF) and the World Bank (<http://www.50years.org/action>).

4.3 The Privatisation Process in Zambia

The privatisation process in Zambia started in the 1980s. This was as a result of massive debts which the country owed the World Bank and the IMF. Thus the World Bank and the IMF pushed President Kaunda and his UNIP Government to adopt the economic liberalisation process. This was too tight a programme for the Zambian people. In July 1987, facing protests against the austerity measures in its adjustment programme the Government rejected the IMF and World Bank conditions. By September, Zambia's refusal to pay at the IMF's preferred rate resulted in almost all of Zambia's donors deciding collectively to starve the country of assistance. This situation brought in economic instability and poverty levels began to escalate significantly. The only choice for Zambia was to turn back to the IMF and World Bank and accept the conditions. Thus Zambia accepted the conditions of the IMF and World Bank on 1989 (Saasa, 2002).

Regardless of turning back to IMF, instability continued which was characterised by food riots and industrial unrest especially in Lusaka and the Copperbelt. This situation gave birth to the MMD which eventually won the Presidential elections of 1991 under the leadership of Frederick Chiluba, a trade unionist (Saasa, 2002).

Zambia is listed as one of the earliest countries to embark on the privatisation process or economic reform program, which took effect in 1992. Fundanga and Mwamba (1997: 1) mention that, “the progress of the process was initially slow due to the inertia associated with start-up activities and generally opposition from interested parties”. However, not so long the process picked up momentum, culminating in the divestiture of SOEs that could be compared only to privatisation programs in Eastern Europe. The privatisation process in Eastern Europe, after the fall of the Soviet Union in 1989, was rapidly conducted. There are three main reasons of put forward in support of rapid privatisation.

One scholar quoted by Fundanga and Mwamba (1997) to support rapid privatisation process is Jeffy Sachs, who stated that ‘for countries/governments with heavy share of state enterprises should move quickly to privatise’ because continued ownership/participation in the economy in one way or the other may be catastrophic to the economy. From this submission, the management of SOEs by the government has been poor in most countries. This mostly compounded by government interference with the operations through price controls. State involvement in the economy has not being effective. In Zambia, state involvement in the economy worked well but only for some time. Then it collapsed.

The second reason advanced for rapid privatisation process is closely related to the first one. In state owned enterprises, there are no clear owners. This has made it difficult for these enterprises to make and effectively implement “plans for long term profitability” (Fundanga and Mwamba, 1997: 3). Thus management and the general workforce do not take any bold,

critical and important investment decisions that involve increased longer term inflows to the corporations at any time of the corporations operations. This had made it difficult for SOEs to compete with private owned enterprises. It is this comparison that the proponents of rapid privatisation process advance.

And thirdly, rapid privatisation “helps to avoid the costly procedure of evaluations of the SOEs” (Fundanga and Mwamba 1997). The process of evaluations is very expensive in most countries where privatisation programs are to be implemented. For developing countries, Zambia inclusive, that are involved in the privatisation process, do not mostly possess the experts or professionals to conduct such evaluations. As a result the services of evaluations comes “from outside at excessively cost to the governments” (Sachs 1993). The evaluations process is very expensive and time consuming such that by the time evaluations are completed, ‘there is nothing to privatise’. The machinery and other company assets could have been looted by workers or merely worn out.

In order to have an effective privatisation process, rapid privatisation has been recommended for most developing countries, Zambia also among the recipients of such recommendations.

However, contemporary examples abound of countries that undertook the transition from the state economy to a market economy through a gradualist path. The Peoples Republic of China, for example, conducted its privatisation process in a gradualist style. China is considered as one of the most successful countries to conduct gradual privatisation. It must be noted that “China’s experience markedly differs from that of rapid privatisation” approach, Zambia and many other countries took. The China experience was not purely privatisation of SOEs, but a full scale reform and transition process from totally state run economy based on communist ideologies, (Fundanga and Mwamba 1997).

4.4 Privatisation under the MMD (1991)

Privatisation under the Chiluba regime was seen by the donor community as a new era for Africa. It is for this reason that the donors aimed at supporting the Chiluba Government to an extent that the national budget became more than 40 per cent donor dependent (Bauer and Taylor, 2005).

From the onset of the privatisation process in Zambia, the concept was attached to the copper mines. This can be seen from Zambia's second Privatisation Reform Credit (PIRC II) from the World Bank and the IMF which required Zambia to focus on the way forward in relation to the privatisation of Zambia Consolidated Copper Mines (ZCCM). During this period the Chiluba Government was seen to be very fast. Thus a number of mines were privatised during the Chiluba era.

At present the process of privatisation of the mines and other enterprises is going on but at a very steady speed. Recently, the Zambia National Commercial Bank (ZNCB) was privatised and Rabo Bank of Netherlands owns 49 percent of the shares. Another enterprise enlisted on privatisation is Zambia Telecommunications (ZAMTEL).

At the time of the research the sale of ZAMTEL by the government raised a lot of concerns especially after president Rupiah Banda announced on 24th August 2009 that the equitable strategic partner was to own 75 percent of the shares (*The Post Newspaper*, 27th July, 2009: 1).

The impact of privatisation on the community could either be positive or negative. Some countries have experienced positive effects of privatisation. For example, China's achievements in the transition to a market economy or privatisation have been positive to a large extent, as reflected by the rising productivity both in agriculture and industry. China's

per capita income doubled between 1980 and 1990. Returns have increased ~~with~~ increased marketization and the entry of non-state sector enterprises has been instrumental in creating domestic competition. China has experienced increased flows of investment from outside, from multinational corporations as well as the overseas Chinese community, made possible by the new open door policy (Svejnar, 1991).

China could be an exceptional case of pure success privatisation. In Zambia, privatisation has had mixed outcomes ranging from positive to negative. Some companies in Zambia that were privatised have proved to be successful in any way one looks at them. Efficiency, employment levels, technological advancement and competitiveness. Zambia Sugar Plc and Chilanga Cement are some of the good examples in Zambia of positive impact of privatisation on the communities. The communities around the two companies are benefiting in more than one way. Employment opportunities and access to goods and services have been created.

However, in other instances privatisation has not improved the welfare of the local people. The case of KTZ and NCZ in Kafue Estates are perfect examples. The privatisation of KTZ has not added value to the quality of life for the people of Kafue Estates. Employment levels reached all time highest, poverty and destitution is quiet common on the people as the company remain closed. The NCZ, though is yet to be privatised, it appears the situation will not be different from that of KTZ. This is due to the fact that, future of the company is not discussed between the government and the workers representatives. Calls marked by perpetual demonstration by the workers on government to either fully capitalize or find an equitable partner have fallen on deaf ears.

For the communities that have been negatively hit by privatisation, like the one in the study, Kafue Estates better modes of communication strategies to be used include group persuasion, the multi-step flow and use of mass communication. The group persuasion theory could have been one of the best forms of communication strategy the ZPA could have used before, during and after the privatisation of KTZ in Kafue Estates. In this theory, since groups are connected to each other through common goals and shared identity, it was going to be easier for the flow of information concerning what was to become of the company.

In the theory of multi-step flow, the opinion leaders, for example, church leaders, Union leaders and community leaders have an influence on the general population. The ZPA could use opinion leaders to ensure the dissemination of information about the privatisation of KTZ. This would have had the workers and their respective families plan for the impact of privatisation.

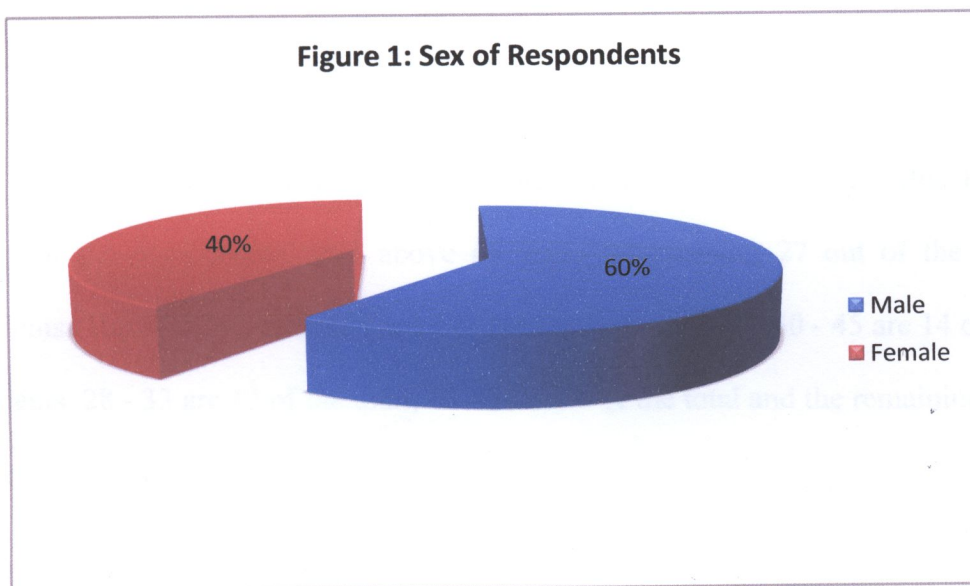
A well combined form of various means of communication to suit different audiences in a given community would have served the purpose of information flow.

CHAPTER FIVE

5.0 PRESENTATION OF FINDINGS

This chapter is a presentation of the data that was collected from the residents of Kafue Estates using the questionnaire (see appendix I). The data was analysed using the SPSS. The total number of questionnaires administered was 100. However, only 85 were returned fully answered.

5.1 Sex of the Respondents



From the figure above, it was discovered that among the respondents, 60 percent were male and females covered the remaining 40 percent of the total respondents. This may have been an indication that males are more interested in issues of privatisation than females.

5.2 Age of Respondents

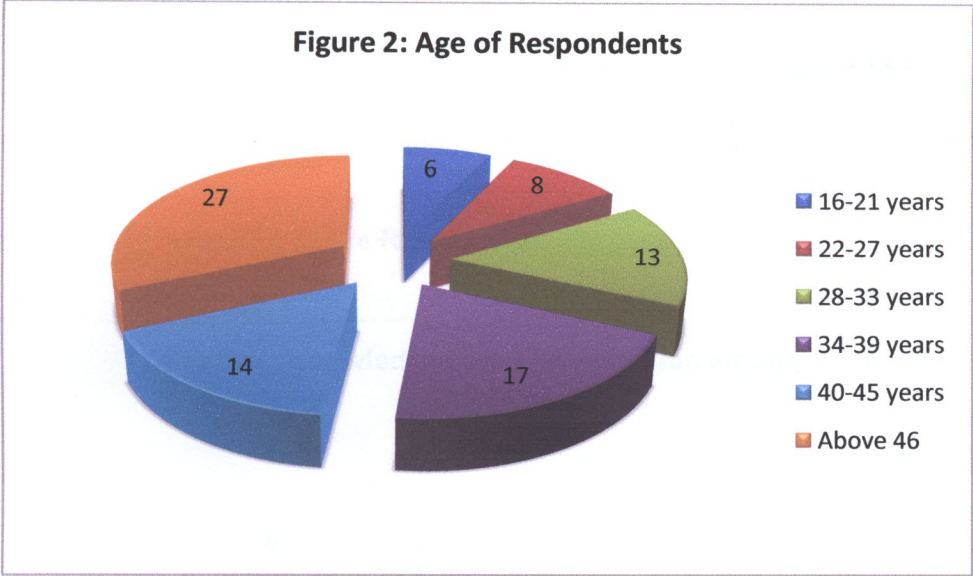
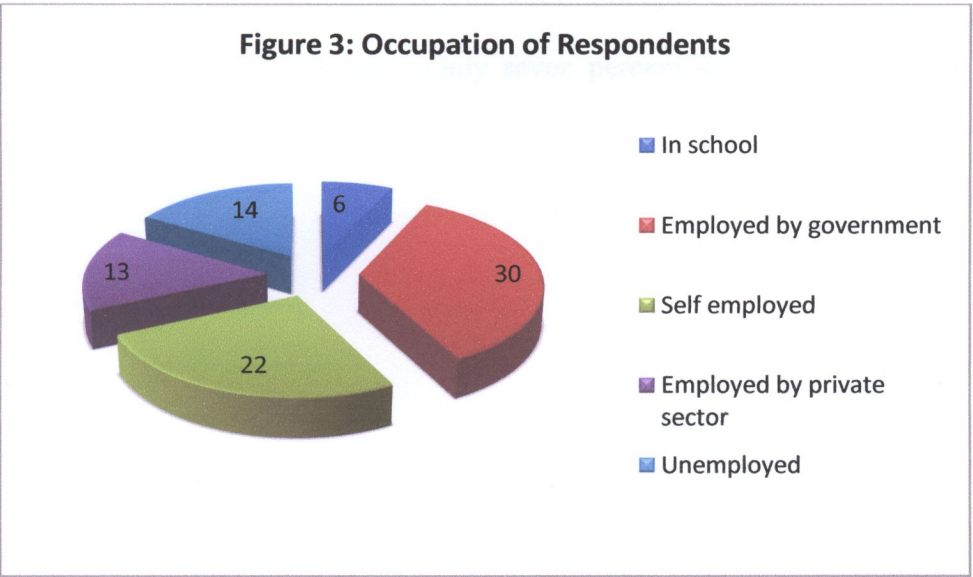


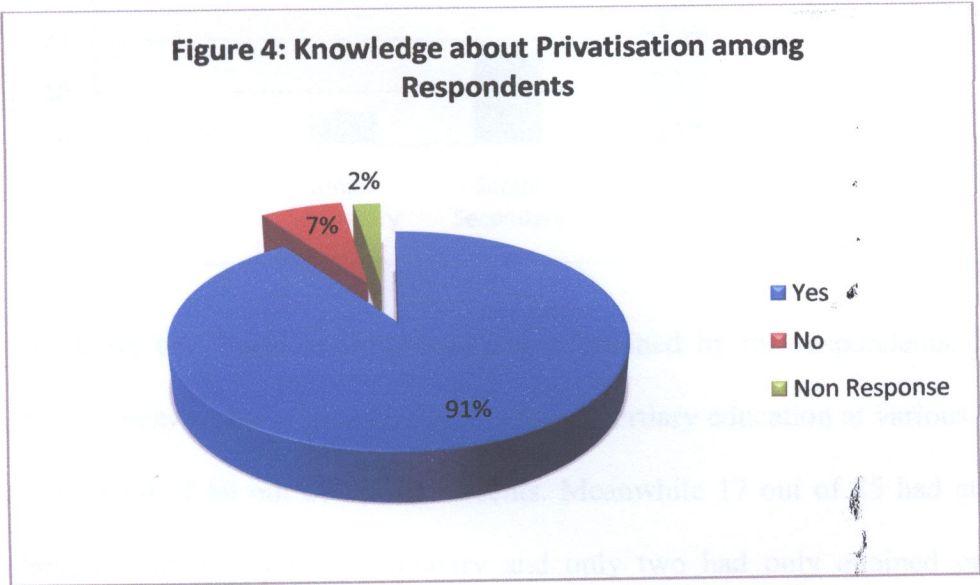
Figure 2 above is the representation of the ages of the respondents in Kafue Estates. The majority of the respondents were above 46 years representing 27 out of the total of 85 respondents. The 34 - 39 years old are 17 of the total respondents, 40 - 45 are 14 out of the 85 respondents, 28 - 33 are 13 of the total, 22 - 27 are 8 of the total and the remaining 6 are aged between 16 - 21 years.

5.3 Occupation of Respondents



The majority of the respondents in this research were employed by the government representing 30 of the total 85 respondents. Twenty two of the respondents were self-employed, while 14 were in school and 13 were employed by the private sector and only 6 of the 85 were unemployed. This was a good representation of the respondents' occupation.

5.4 Knowledge on Privatisation of the Respondents



The Pie chart above shows the percentages of the respondents' level of knowledge and awareness about privatisation. Of the total number of respondents, 91 percent of the respondents answered YES to the question; do you know what privatisation is? Meaning that they were aware of what privatisation was. Only seven percent answered NO to the same question and two percent gave no response.

5.5 Education Level of Respondents

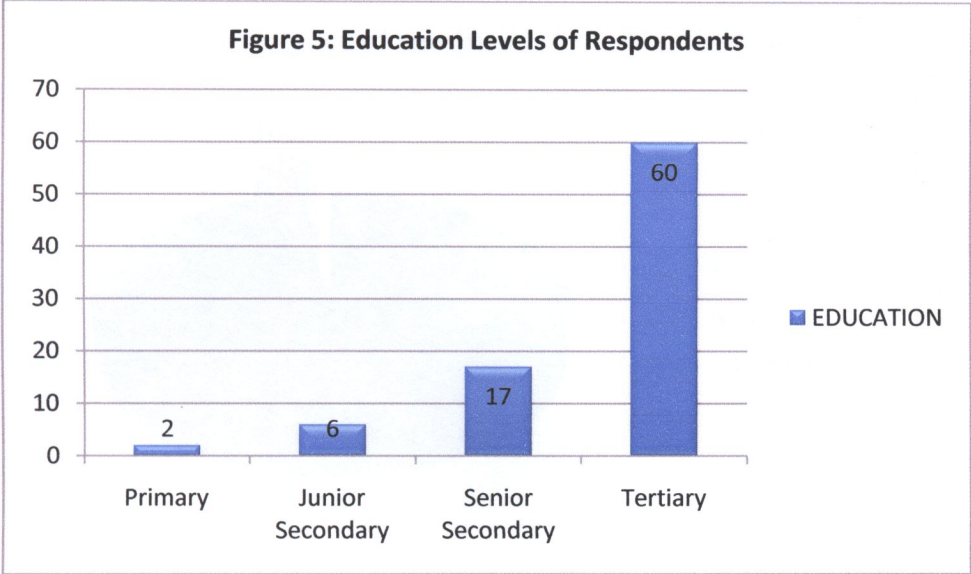
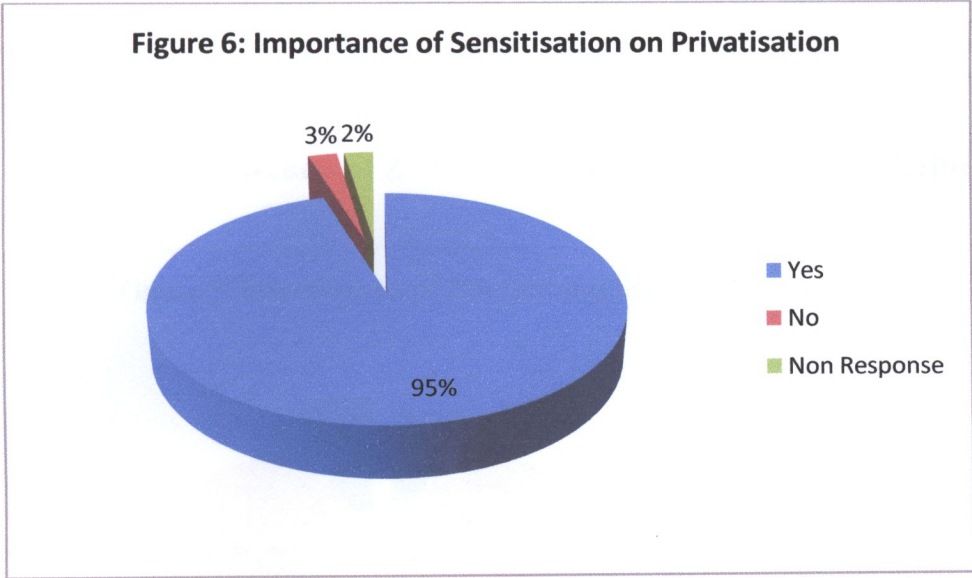


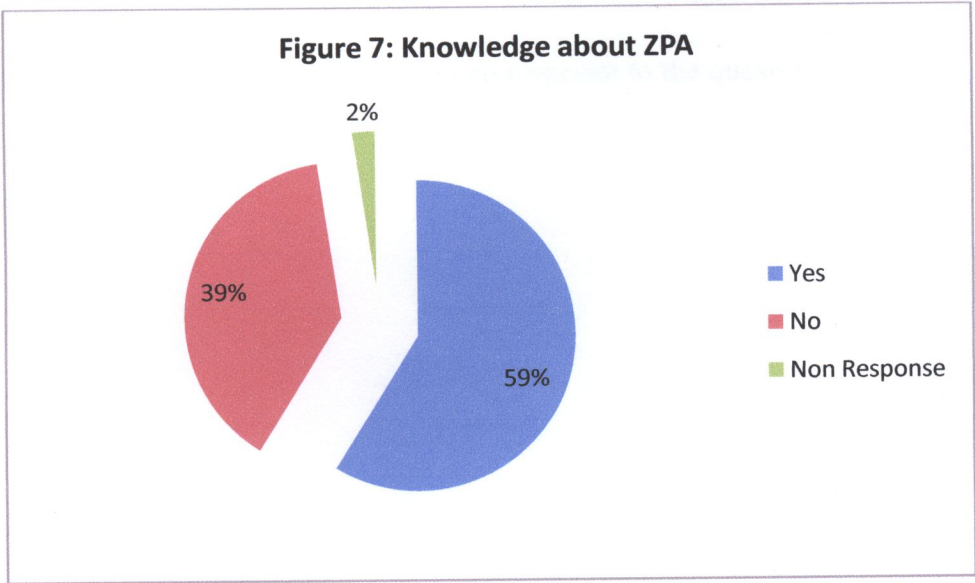
Figure 5 above shows the levels of formal education attained by the respondents. It was observed that the majority of the respondents had attained tertiary education at various stages represented by the total of 60 out of 85 respondents. Meanwhile 17 out of 85 had attained senior secondary, six attained junior secondary and only two had only attained primary education. This indicates that in terms of formal education levels, the majority had post senior secondary education.

5.6 **Figure 6: Importance of Sensitisation on Privatisation**



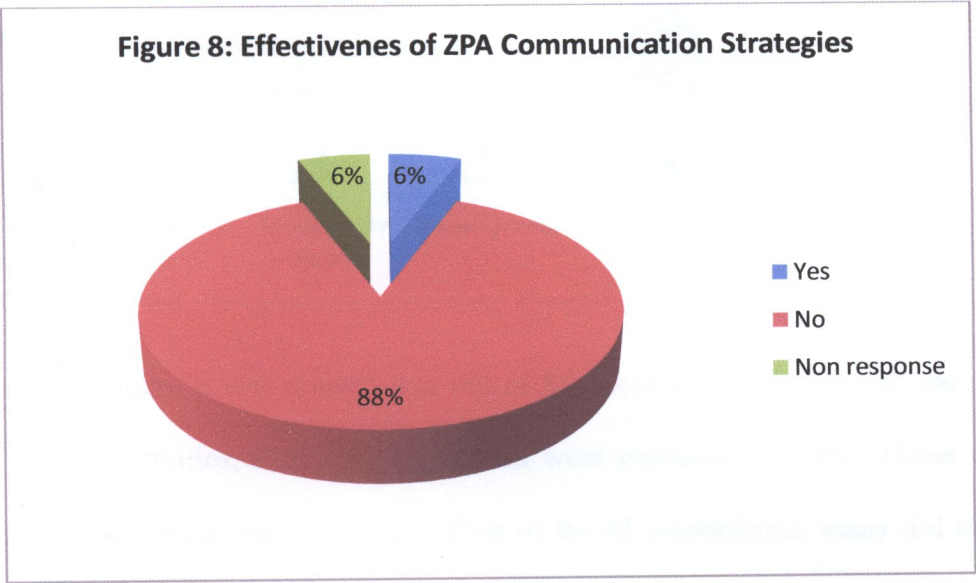
On the question of whether it was important for the people of Kafue Estates to be educated on the issue of privatisation, the above figure shows that 95 percent of the respondents answered YES, 2 percent did not answer the question and 3 percent answered NO. Thus, indicating that the respondents needed more information on the issue of privatisation.

5.7 **Figure 7: Knowledge of ZPA**



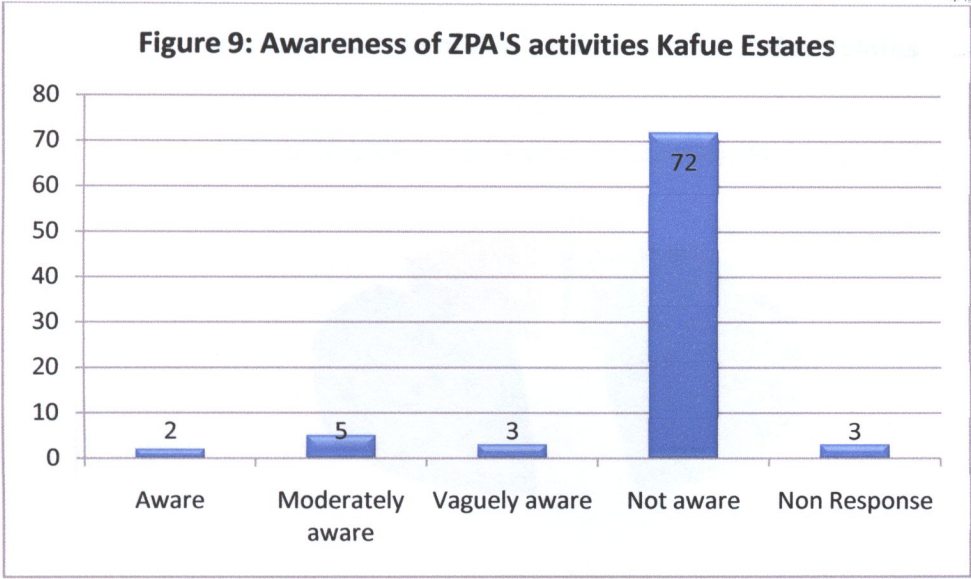
The pie chart above indicates that, 59 percent of the respondents were aware of the existence of ZPA, only 39 percent of the 85 answered NO and 2 percent did not respond to the question.

5.8 Figure 8 : The Effectiveness of ZPA’s Communication Strategies in Kafue Estates



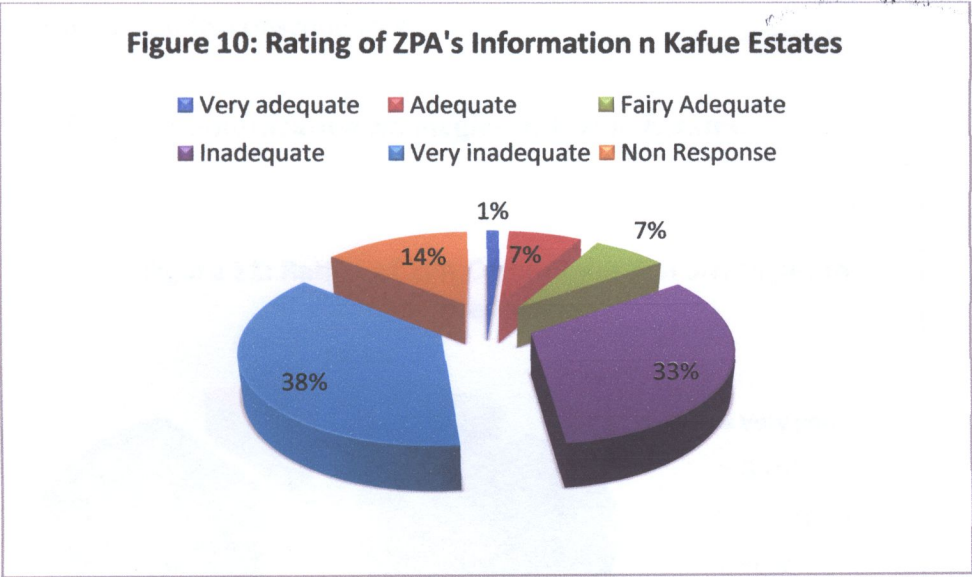
The figure above shows that 88 percent of the respondents thought that ZPA did not address privatisation and its effects to them. On the same question of whether ZPA addressed issues of privatisation and its effects, only 6 percent thought ZPA addressed these issues to them and another 6 percent of the respondents had no response to the question.

5.9 Awareness of ZPA Activities in Kafue Estates



From the above figure it was noticed that out of 85 respondents 72 said that they were not aware of ZPA’s activities, 5 of the respondents were moderately aware. Those who were aware were 2 and 3 were vaguely aware. Thus of the 85 respondents, many did know what was obtaining on the ground as far as awareness of ZPA’s activities was concerned. And 3 did not answer the question.

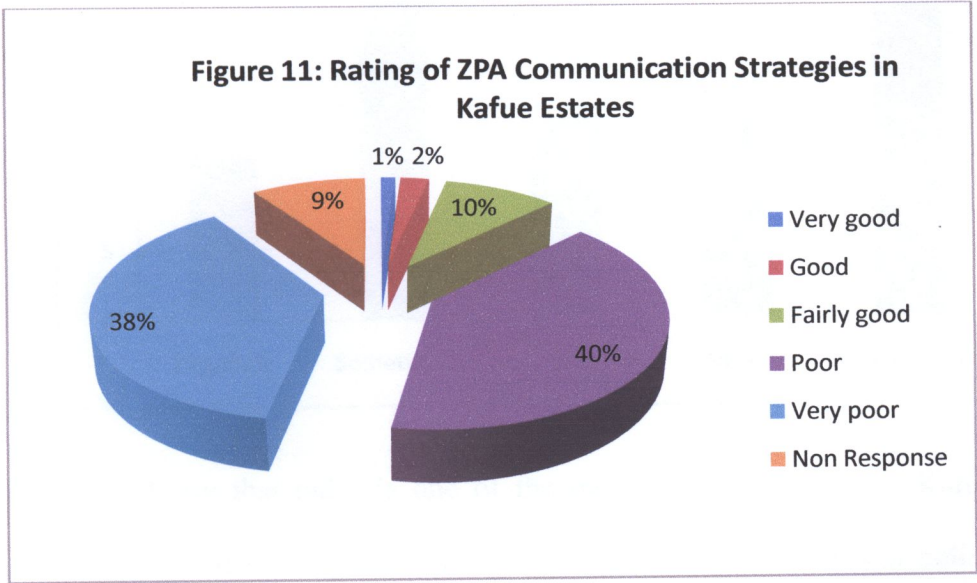
5.10 Rating of ZPA’s Information in Kafue Estates.



From figure 7 above, on the question of information dissemination among employees and former employees of KTZ/ATZ the study revealed that 38 percent of information was very inadequate, 33 percent of the respondents thought that the information from ZPA was inadequate. There was no response from 14 percent of the 85 people that answered the questionnaires. Only 7 percent indicated that there was adequacy in the information from ZPA while the other 7 percent thought it was fairly adequate. And only 1 percent represented the number of respondents that received very adequate information.

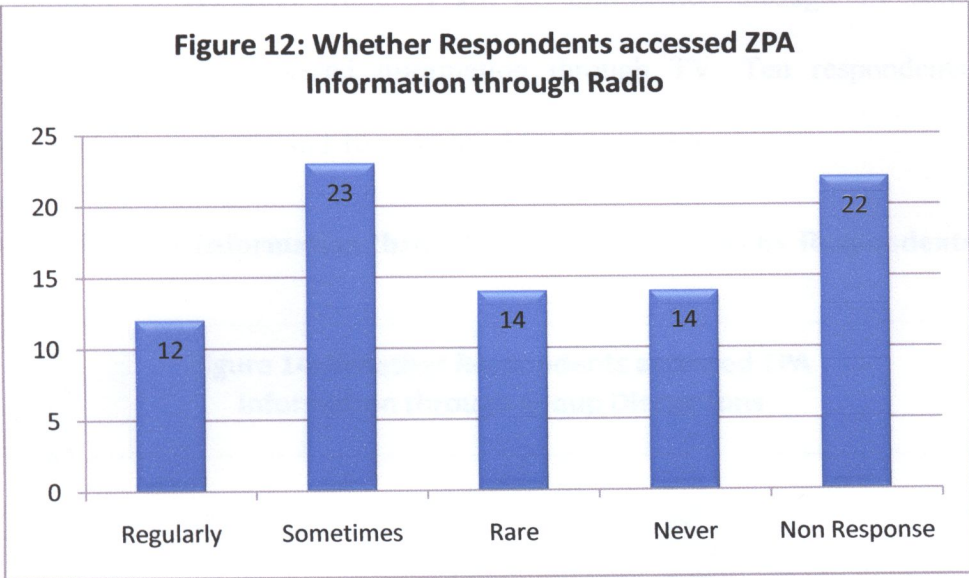
How would you rate the communication strategies used by ZPA to address concerns with regards to privatisation and its consequences?

5.11 Rating of ZPA’s Communication Strategies in Kafue Estates.



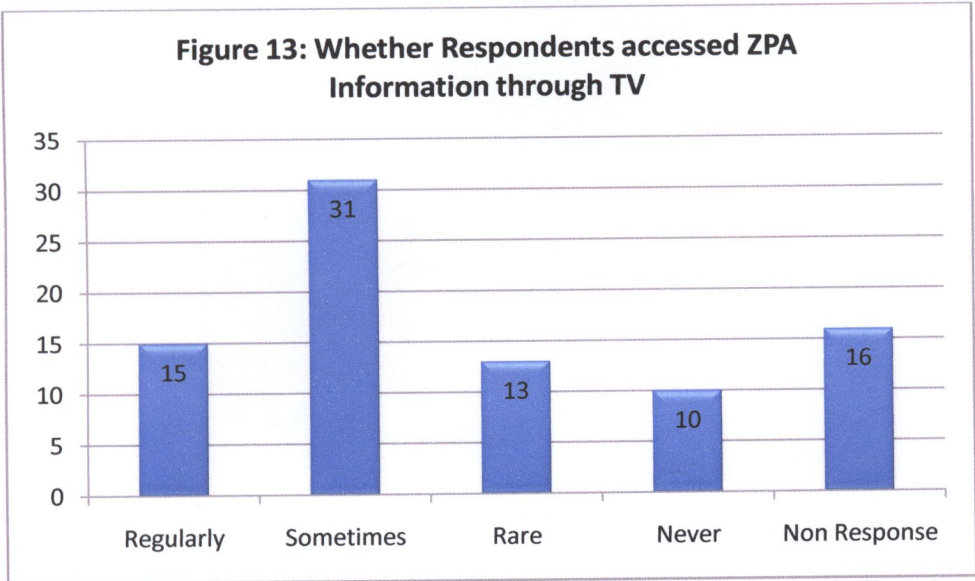
From the pie chart above, 40 percent of those who answered the question admitted that the ZPA’s communication strategies were poor and 38 percent supported the idea that the communication strategies were very poor. Of those who thought the strategies were very good is 1 percent and 2 percent thought they were good.

5.12 Accessing Information from ZPA through Radio by Respondents



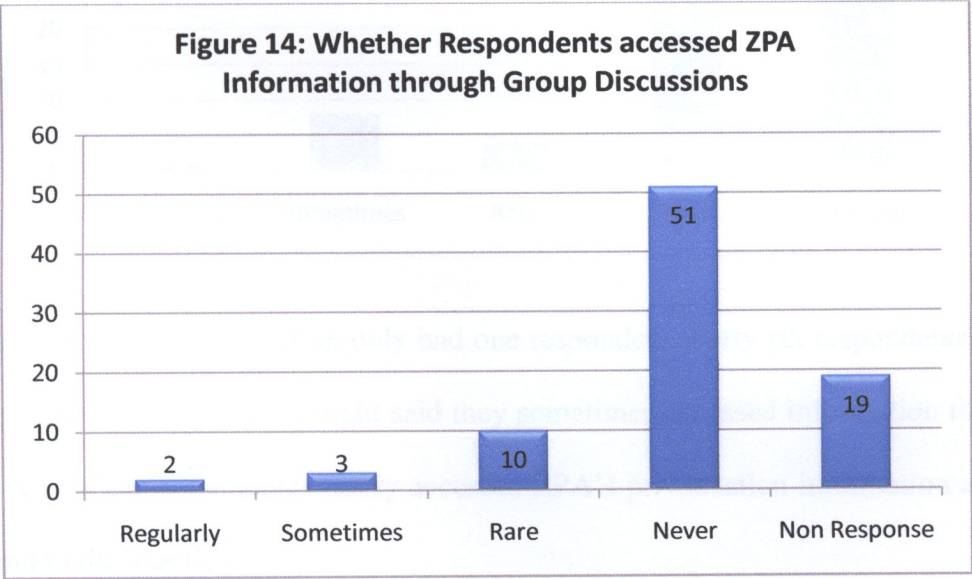
The figure above shows that radio is one of the media accessed by most Kafue Estates residents. Twelve respondents regularly accessed ZPA’s information through radio. Twenty three of the 85 sometimes accessed ZPA’s information through radio. Fourteen respondents rarely accessed information from ZPA on radio. Twenty-two respondents did not answer the question. And 14 had never accessed ZPA’s information through radio.

5.13 Accessing Information from ZPA through TV by the Respondents



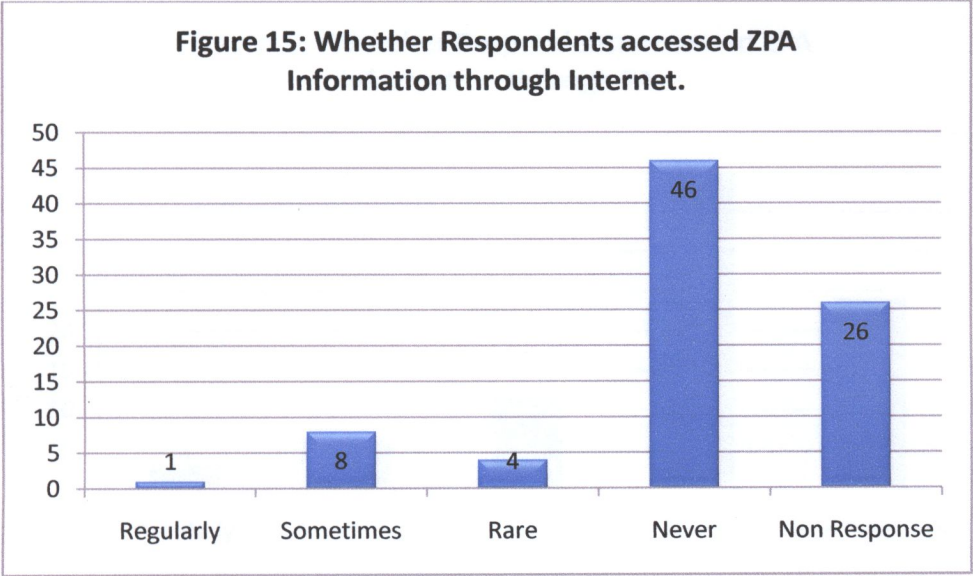
The graph above shows that, 15 respondents out of the 85 of the respondents accessed ZPA’s information through TV regularly while 31 got the information through TV sometimes. Thirteen respondents rarely accessed information through TV. Ten respondents never accessed information through TV and 16 responded to the question.

5.14 Accessing of ZPA’s Information through Group Discussions by Respondents



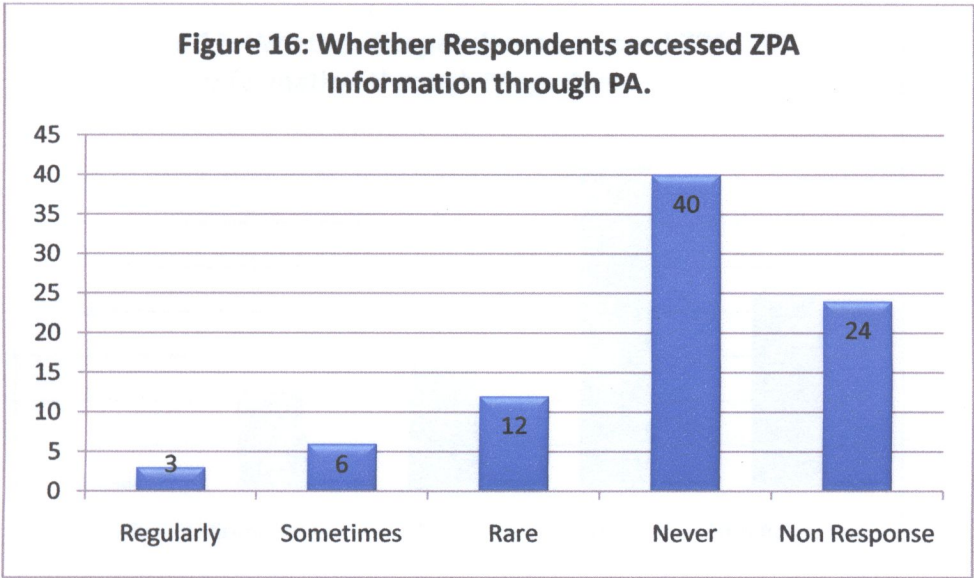
Group discussions as a way of regularly getting information from ZPA by the respondents accounted for 2 employees, 51 employees never got information through this medium and 10 rarely got it this way. Nineteen did not answer the question.

5.15 Accessing of ZPA’s Information through Internet by Respondents



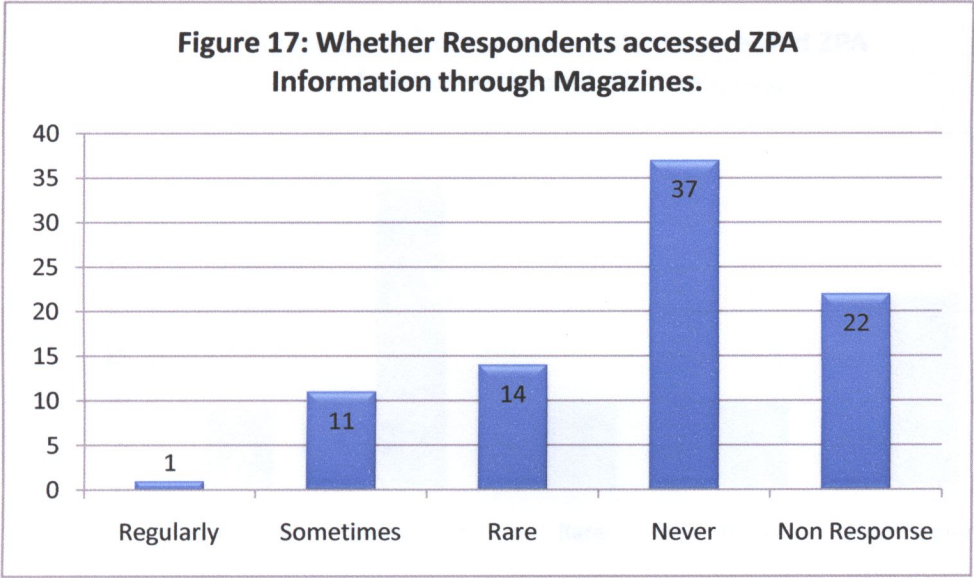
The internet as medium of information only had one respondent. Forty six respondents never used it as the source of information, eight said they sometimes accessed information through internet, and four of the respondents rarely accessed ZPA’s privatisation information and 26 did not respond to the question.

5.16 Accessing of ZPA’s Information through Public Address (PA) by Respondents



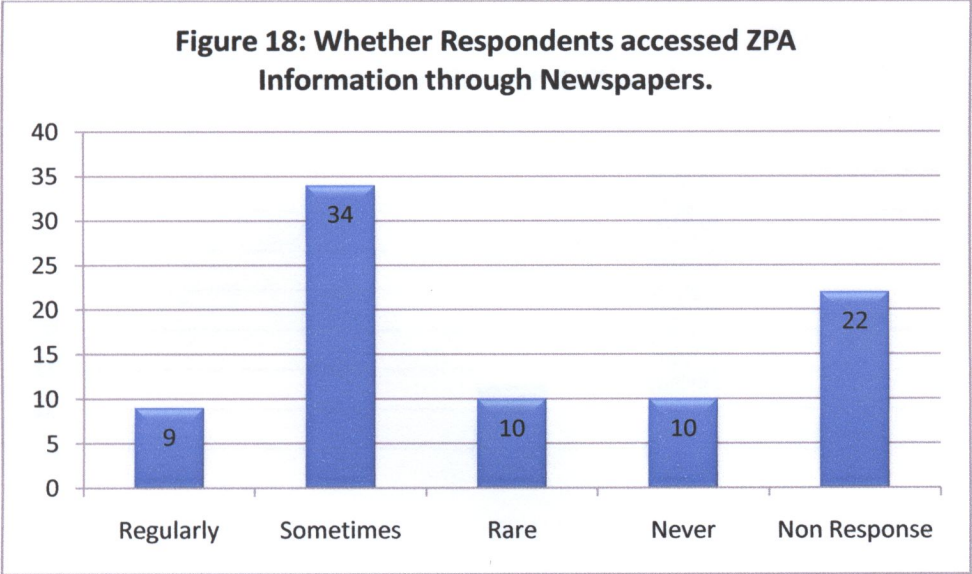
Only three respondents out of 85 that were sampled used the public address (PA) system as the way of receiving information about privatisation and its effects from ZPA. Forty respondents never used it, 6 had sometimes accessed information through PA and 12 had rarely accessed information through the PA and 24 did not answer the question.

5.17 Accessing of ZPA’s Information through Magazines by Respondents



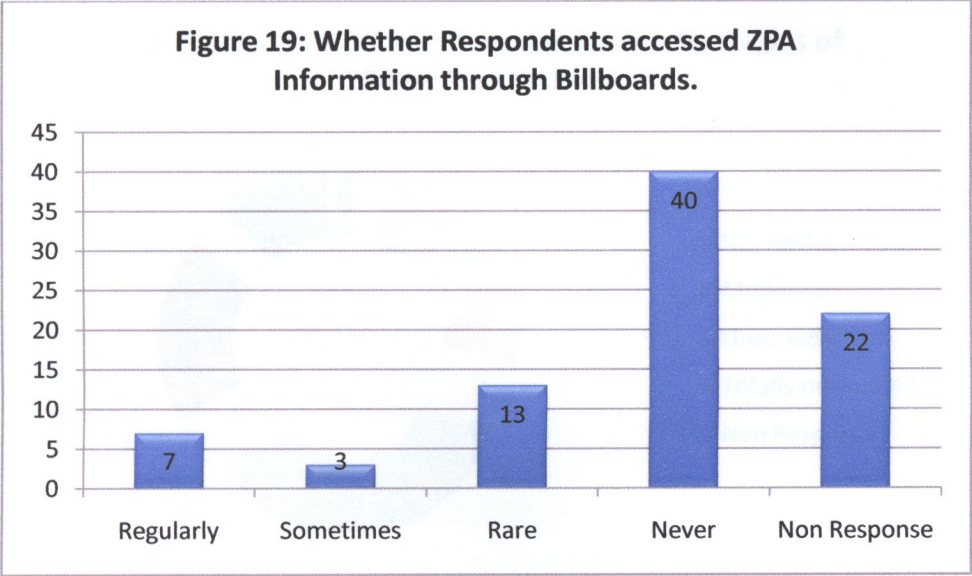
Only 1 respondent regularly got information about privatisation from magazines and 37 respondents have never used magazines to access ZPA information about privatisation, while 11 respondents sometimes had accessed ZPA’s information through magazines, 14 had rarely accessed it through magazines and 22 of the did not answer the question.

5.18 Accessing ZPA’s Information through Newspapers



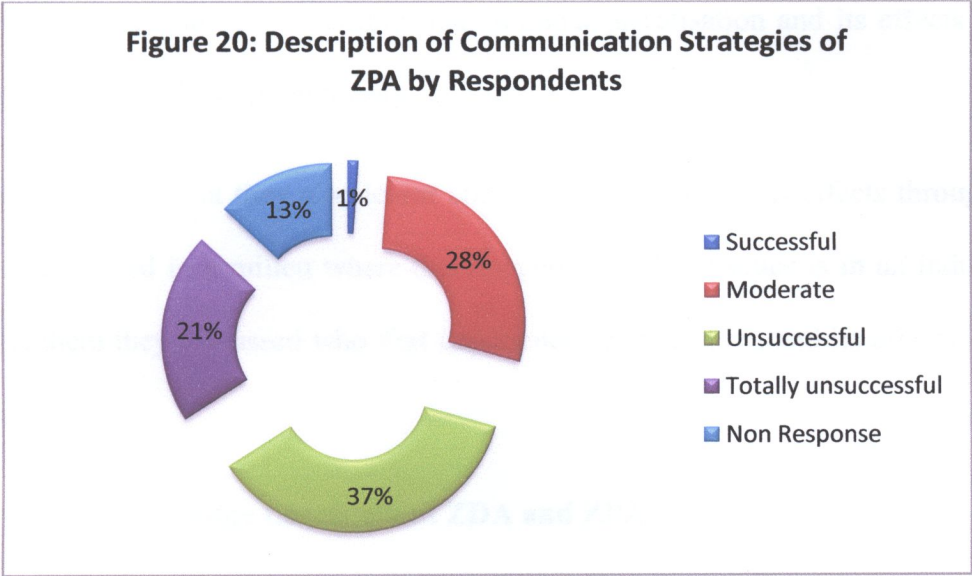
From the figure above, 9 of the respondents regularly accessed privatisation information from ZPA through the newspapers, while 34 respondents indicated that they sometimes got information from ZPA about privatisation through the newspapers and 10 respondents rarely got it from the newspapers, another 10 of the respondents had never used the newspapers to get information from ZPA about privatisation and 22 of the respondents did not attempt the question.

5.19 Accessing of ZPA’s Information through Billboards



From the figure above, 7 respondents regularly got information through billboards, 3 of the respondents have sometimes received it through this medium, 13 respondents rarely got information through billboards, 40 respondents never had access to information in relation to privatisation and its effects from ZPA, and 22 employees did not answer about the billboards as a way of finding information.

5.20 Description of Communication Strategies of ZPA by Respondents



The figure above shows how respondents described the communication strategies employed by ZPA to disseminate information of privatisation and its effects as follows: 37 percent as unsuccessful, 28 percent moderate, 21 percent totally unsuccessful and 13 percent non responsive and one percent successful.

5.20.1 Data Presentation from FDGs and the In-Depth Interviews

The researcher held two FDGs with some sampled residents of Kafue Estates from among those who had answered the questionnaire.

A prompt list of questions/ topics were used to bring out issues pertaining to communication strategies used by ZPA in the dissemination of information on privatisation and its effects with reference to employees and former employees of KTZ/ATZ respectively. The main sections of the discussions were:

5.20.2 Respondents' Source of Knowledge on Privatisation and its Effects

Almost everyone agreed that there was information about privatisation and its effects from TV and newspapers in the form of news only.

They agreed unanimously that they also learnt about privatisation and its effects through an experience for they lived in a milieu where this happened. Kafue Estates is in an industrial area and so it is there they discussed who first experienced privatisation and its effects in the practical sense.

5.20.3 Discussants' Knowledge Levels about ZDA and ZPA.

The group demonstrated that they knew what privatisation was and the Agency in charge. They knew that ZDA replaced ZPA. They said that ZPA was charged with the responsibility of transferring government SOEs to private hands, in order to steer economic growth.

5.20.4 Communication Strategies used by ZPA

The group clearly pointed out that ZPA's dissemination of information was not inclusive. They argued that very few Zambians would access information through TV and newspapers. In line with these elitist tools of information, they said was the issue of literacy. They drove a point home that to buy a newspaper presupposed one had an income and was beyond mere knowing how to read and write. They also looked at the language used on programs on TV to be biased towards the learned.

5.20.5 Respondents' Most Accessed Media on Privatisation and its Effects

In comparison to other media like radio, newspapers, public address system, magazines/brochures/pamphlets, the most accessed by employees and former employees of KTZ/ATZ in Kafue Estates is TV and the newspapers. Many employees said that they

owned a TV set and were able to buy a news paper or read from neighbours or at work. By and large they agreed they are a working and business community meaning that if people are not in formal employment, they are in business or informal or private sector.

They also focused on the limited coverage of TV and Newspapers.

The discussants suggested that there were other cheaper, far reaching, versatile media that could be used in information dissemination about privatisation like the radio. They also observed that the public address system (PA) is in all the districts of Zambia through ZANIS.

They suggested that if this media was utilised with its mobility advantages like is done on health issues or election campaigns and that if the programs were also translated in local languages it would bring a lot of results in terms of information dissemination.

On magazines /brochures/ pamphlets, the discussants articulated that if there were translated into local languages it would be of great help in sensitization and awareness campaigns on privatisation and its effects.

They also pointed out of entry points of messages. They said messages of privatisation could be disseminated during certain events like the festivals and other social gatherings using their opinion leaders to communicate.

It was the idea of the discussants that public discussions were also good and they thought there would be feedback and participation.

5.20.6 Respondents' Level of Participation in the Process of Privatisation

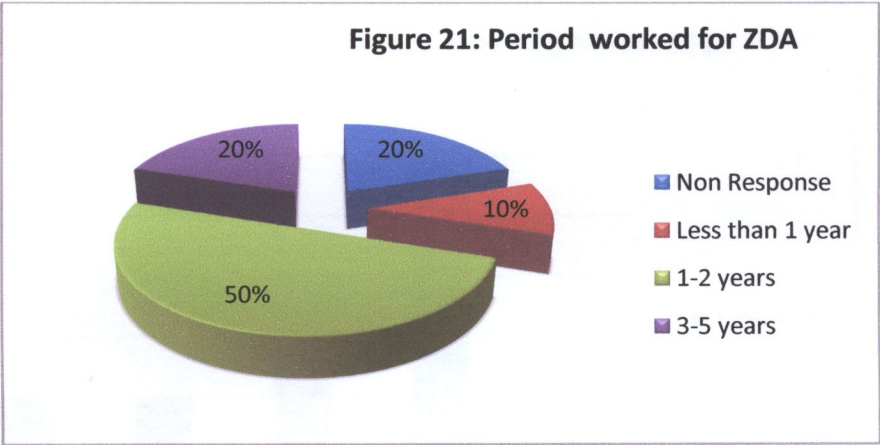
The FGDs brought out a point that the privatisation process did not engage everyone. ZPA's target groups were employees, experts, the government and associations that were in entrepreneurship.

They said that the privatisation process could bring other stakeholders on board such as women and youths through information dissemination. The information would empower people they noted. They also felt that many people were left out and treated as only beneficiaries of the process if the economy picked. They said that people need to be partners right from the beginning if development was to be meaningful.

Data presentation from Respondents among the ZDA Employees

The following is the presentation of data collected from members of staff of ZDA from the head office in Lusaka. The data was collected using a questionnaire (see appendix II). And since the data was quantitative in nature SPSS was used to analyse the data.

5.21 Period Worked for ZDA



The figure above shows that those that have worked between one to two years are represented by 50 percent, those that have worked for 3 to 5 years account for 20 percent and another 20 percent for non response while those who have worked for less than one year make up for the remaining 10 percent. These statistics go on to indicate that most of the respondents are new in the organisation.

5.22 TV

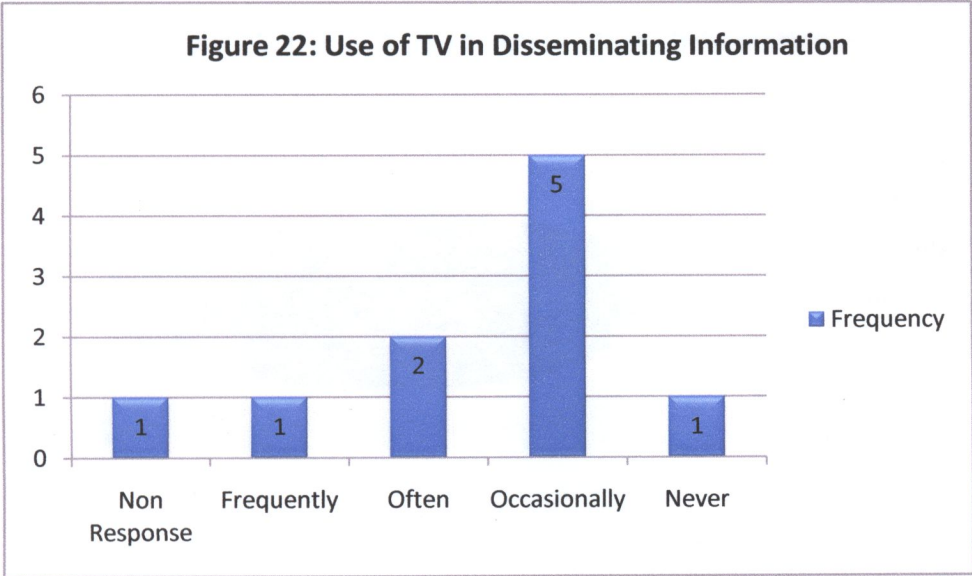
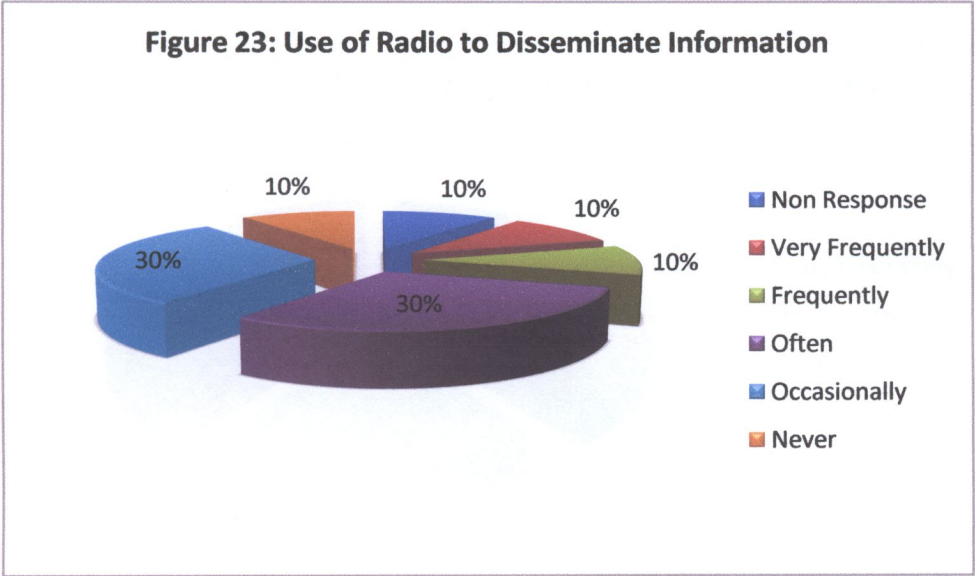


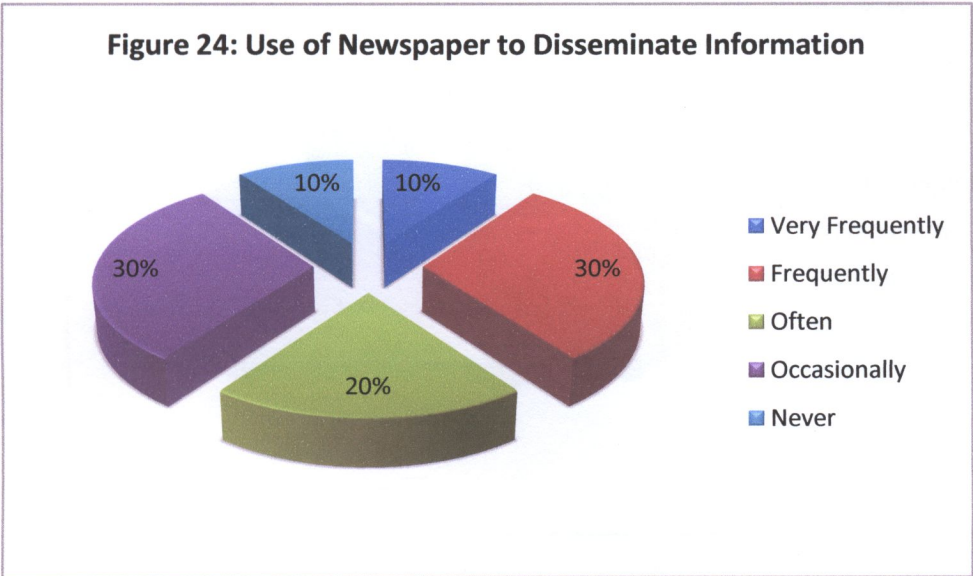
Figure 22 above shows the frequency with which ZDA employees thought TV was used to disseminate information about privatisation to residents of Kafue Estates. One respondent did not answer the question, 1 respondent thought TV is frequently used, 2 respondents thought TV was often used, 5 respondents thought TV was occasionally used and 1 respondent thought TV was never used to disseminate information about privatisation and its effects by the ZPA.

5.23 Radio



The Pie Chart above shows the frequency in percentages with which ZDA employees thought Radio was used to disseminate information about privatisation to residents of Kafue Estates. Ten percent of the respondents did not answer the question, 10 percent of the respondents thought radio was very frequently used, another 10 percent thought it was frequently used, 30 percent of the respondents thought it was often used, another 30 percent thought it was occasionally used and 10 percent thought radio was never used in the dissemination of information about privatisation to Kafue Estates residents by ZPA.

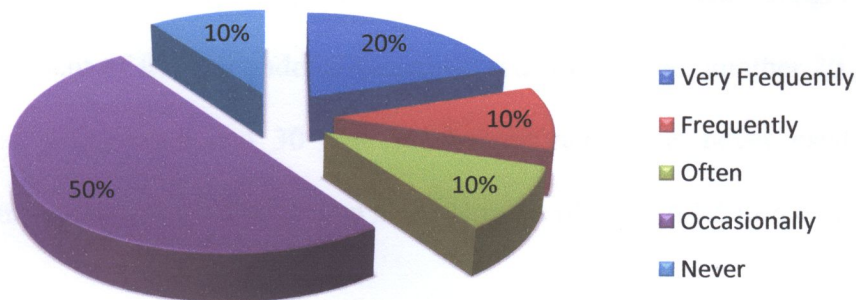
5.24 Newspapers



The use of newspapers to disseminate information concerning privatisation and its effects are presented in their own style. It is the frequently used medium representing 30 percent; occasional usage of the newspaper shares the same representation (30 percent) in terms of percentage, 20 percent of the respondents thought newspapers were often used, 10 percent of the respondents thought it was frequently used and the same percentage said it was very frequently used as the medium of disseminating information about privatisation and its effects by ZPA.

5.25 Workshops

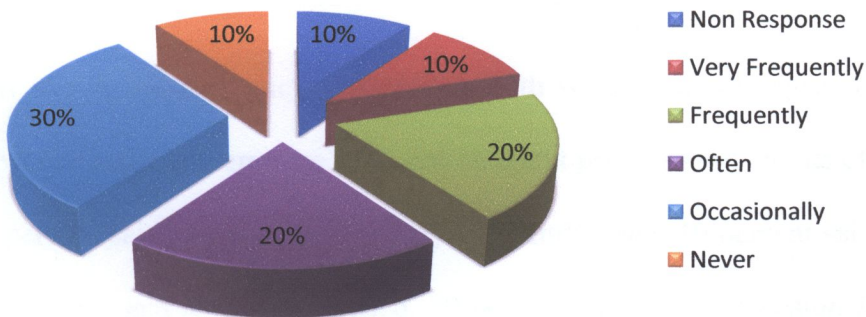
Figure 25: Use of Workshops to Disseminate Information



The Pie Chart above indicates the frequency in percentages with which the respondents thought workshops were used to disseminate information about privatisation and its effects to employees and former employees of KTZ/ATZ in Kafue Estates by ZPA.

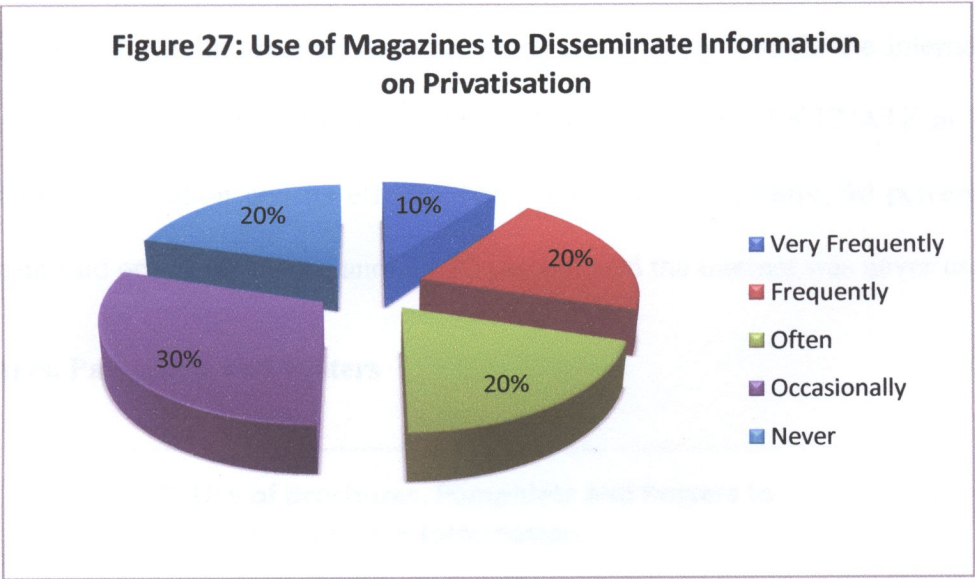
5.26 Talks

Figure 26: Use of Talks to Disseminate Information on Privatisation



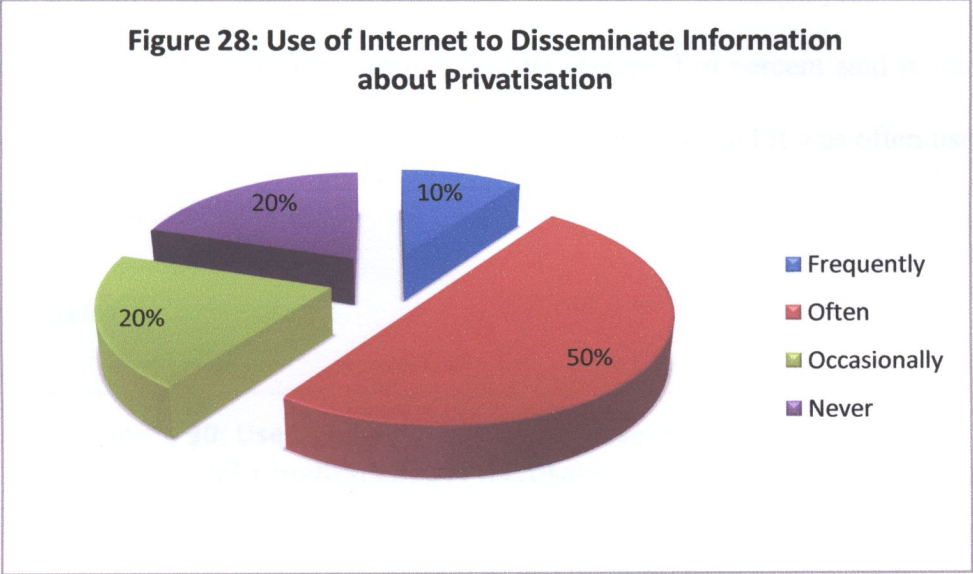
The above pie chart shows the frequency in percentages with which ZDA employees thought talks were used to disseminate information about privatisation to employees of KTZ/ATZ in Kafue Estates. Ten percent of the respondents did not answer the question, 10 percent of the respondents thought talks were very frequently used, another 10 percent thought it was frequently used, 20 percent of the respondents thought it was often used, another 20 percent thought it was occasionally used and 30 percent thought radio was never used in the dissemination of information about privatisation to employees of KTZ/ATZ in Kafue Estates by ZPA.

5.27 Magazines



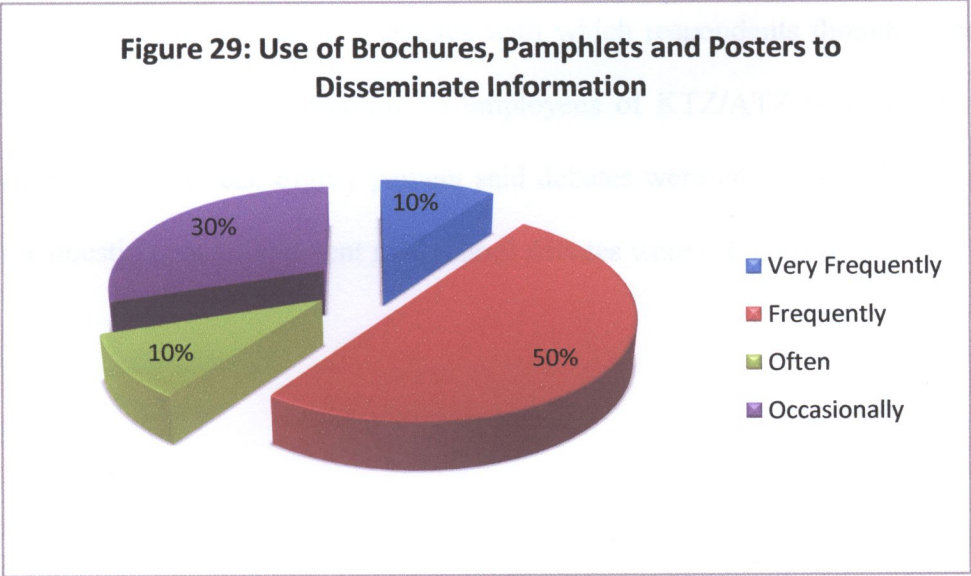
The above pie chart shows the frequency percentages with which the employees of ZDA thought magazines were used to disseminate information about privatisation and its effects to Kafue Estates. Ten percent said magazines were very frequently used, 10 percent said it was frequently used, 20 percent said it was often used, 30 percent said it was occasionally used and 10 percent said magazines were never used.

5.28 Internet



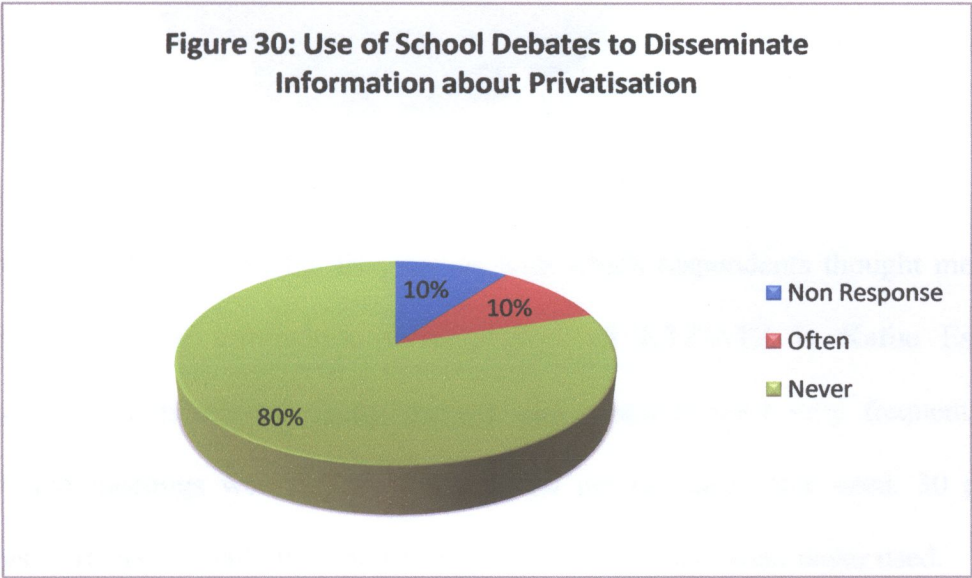
The above pie chart shows the frequencies with which respondents thought the internet was used to disseminate information to employees and former employees of KTZ/ATZ in Kafue Estates about the privatisation and its effects. Ten percent said frequently, 50 percent said often, 20 percent said occasionally and another 20 percent said the internet was never used.

5.29 Brochures, Pamphlets and Posters



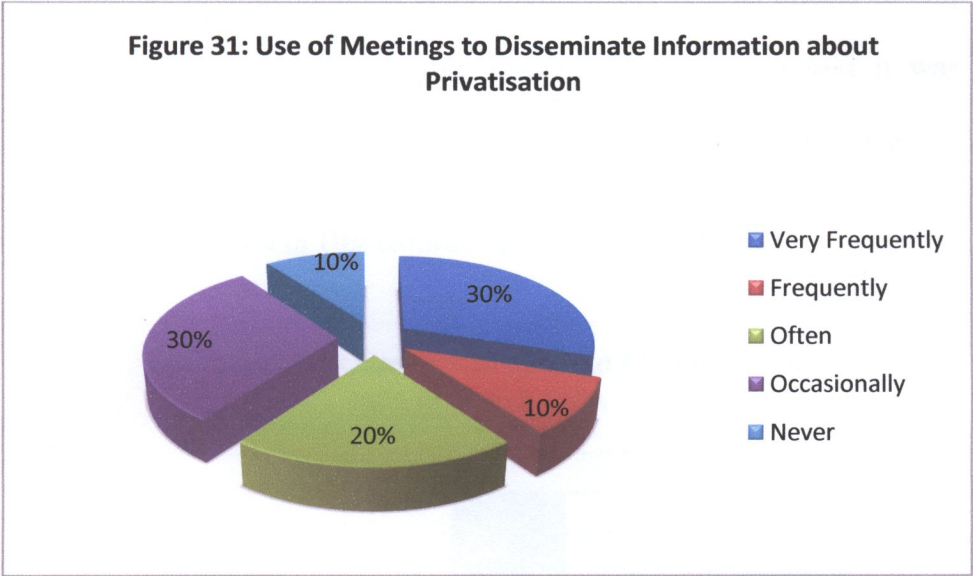
The above pie chart shows the frequencies with which respondents thought brochures, pamphlets and posters were used to disseminate information to employees and former employees in Kafue Estates about privatisation and its effects. Ten percent said it was very frequently used, 50 percent said it was frequently used, 10 percent said it was often used and 30 percent said it was occasionally used.

5.30 School Debates



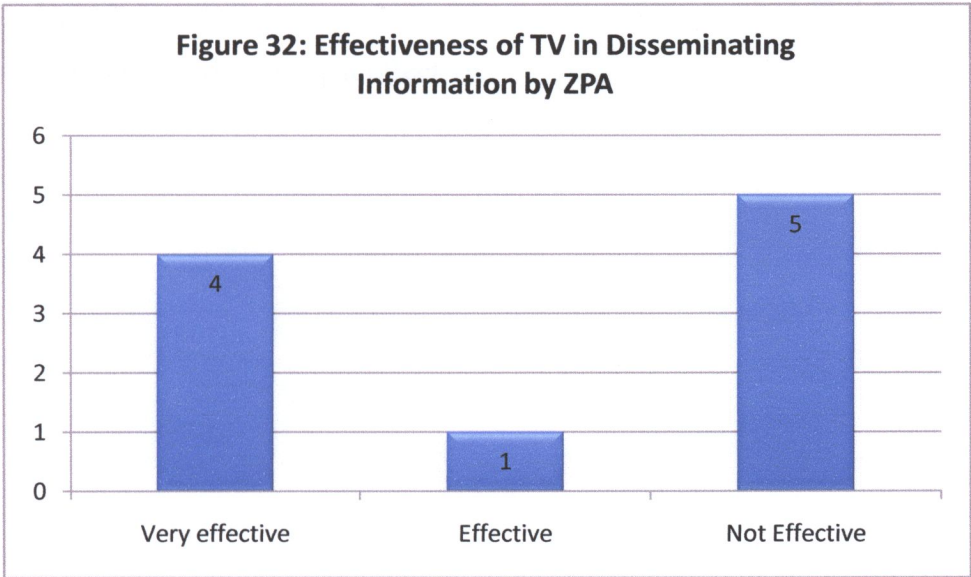
The above pie chart shows the frequencies with which respondents thought school debates were used to disseminate information to employees of KTZ/ATZ in Kafue Estates about privatisation and its effects. Eighty percent said debates were never used, 10 percent did not answer the question, and 10 percent said school debates were often used.

5.31 Use of Meetings to Disseminate Information



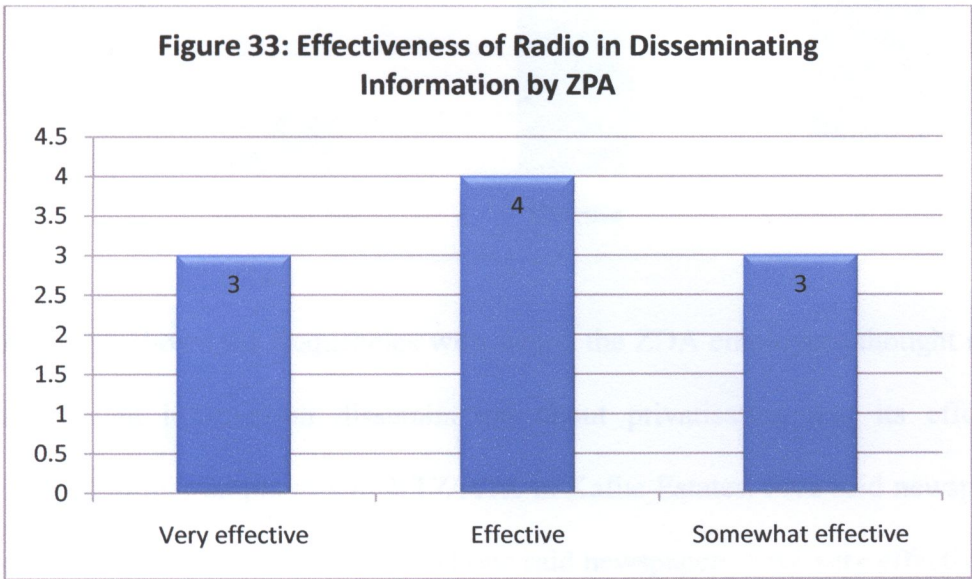
The above pie chart shows the frequencies with which respondents thought meetings were used to disseminate information to employees of KTZ/ATZ in Kafue Estates about privatisation and its effects. Thirty percent said meetings were very frequently used, 10 percent said meetings were frequently used, 20 percent said often used, 30 percent said meetings were occasionally used and 10 percent said meetings were never used.

5.32 Effectiveness of TV in Disseminating Information by ZPA



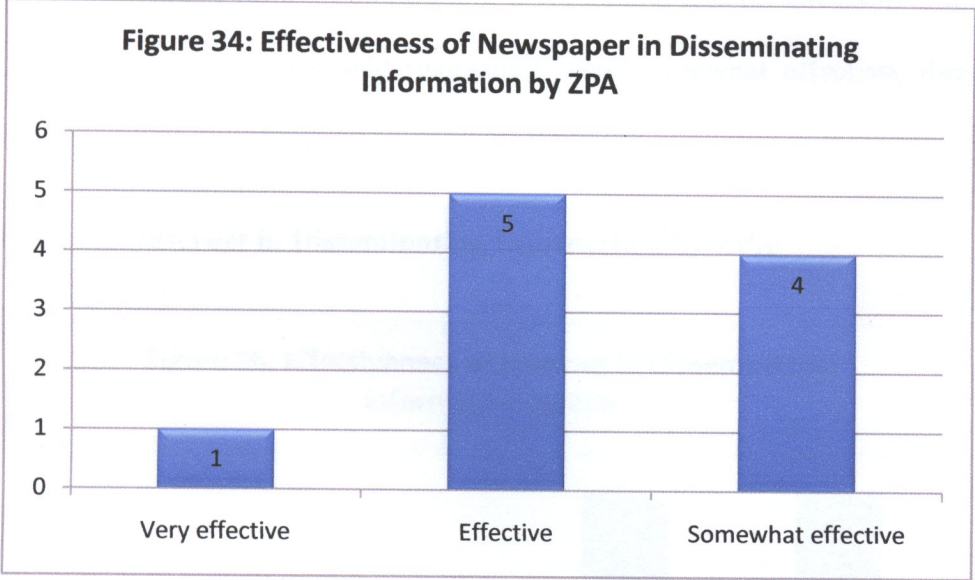
The above graph shows the frequencies with which the ZDA employees thought TV was effective in information dissemination about privatisation and its effects to employees and former employees of KTZ/ATZ in Kafue Estates. Five of them said it was somewhat effective, four said it was very effective and only one said it was just effective.

5.33 Effectiveness of Radio in Disseminating Information by ZPA



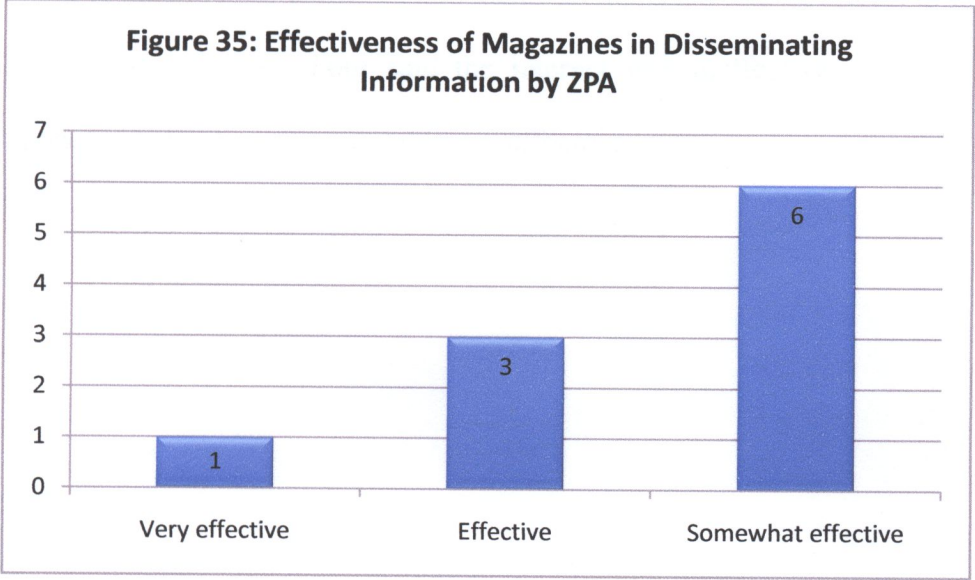
The above graph shows the frequencies with which the ZDA employees thought radio was effective in information dissemination about privatisation and its effects to employees of KTZ/ATZ in Kafue Estates. Four said it was effective, three said it was very effective and another three said somewhat effective.

5.34 Effectiveness of Newspaper in Disseminating Information by ZPA



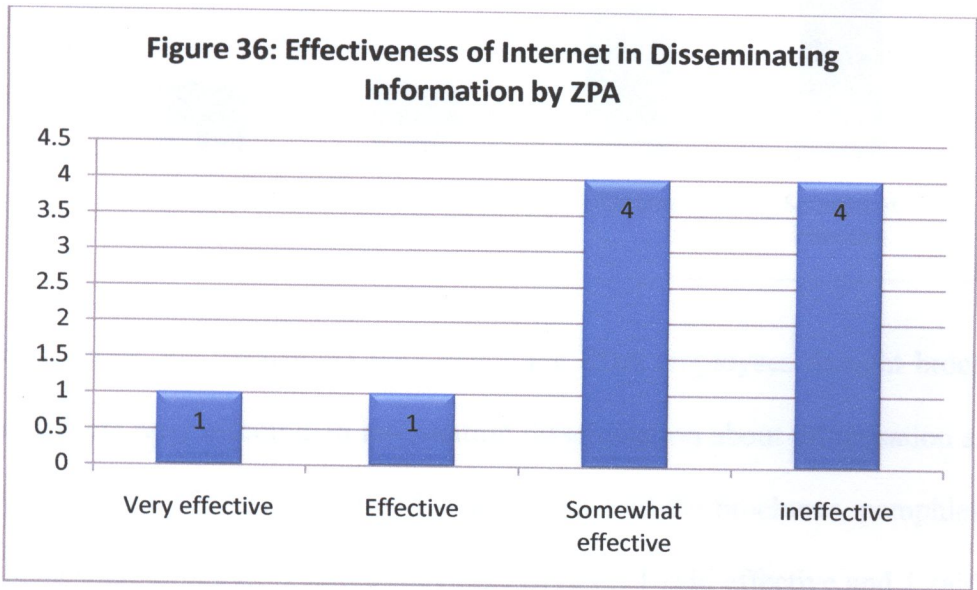
The above graph shows the frequencies with which the ZDA employees thought newspapers were effective in information dissemination about privatisation and its effects to the employees and former employees of KTZ/ATZ in Kafue Estates. Five said newspapers were effective, four said somewhat effective and one said newspapers were very effective.

5.35 Effectiveness of Magazines in Disseminating Information by ZPA



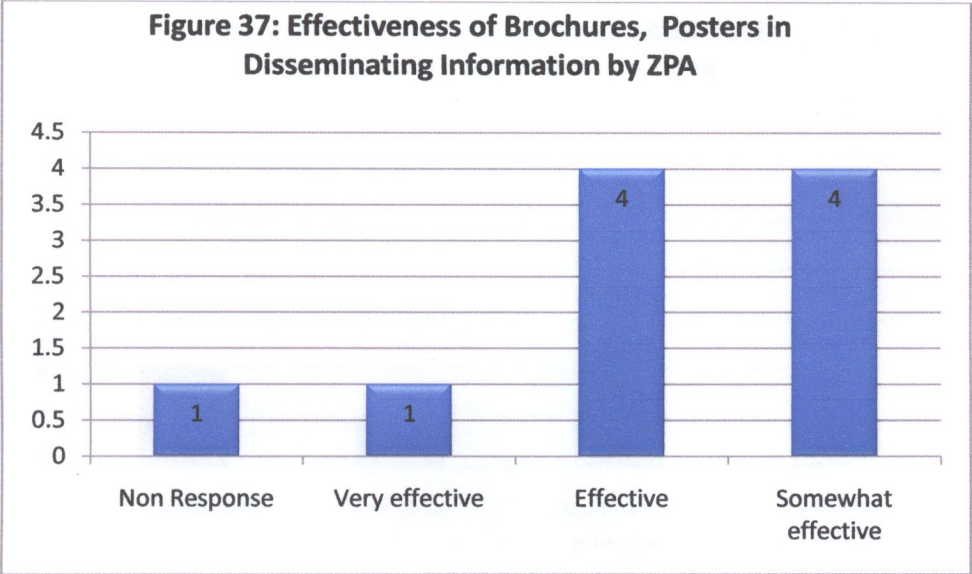
The above graph shows the frequencies with which the ZDA employees thought magazines were effective in information dissemination about privatisation and its effects to employees of KTZ/ATZ in Kafue Estates. Six said magazines were somewhat effective, three said effective and only one said magazines were very effective.

5.36 Effectiveness of Internet in Disseminating Information by ZPA



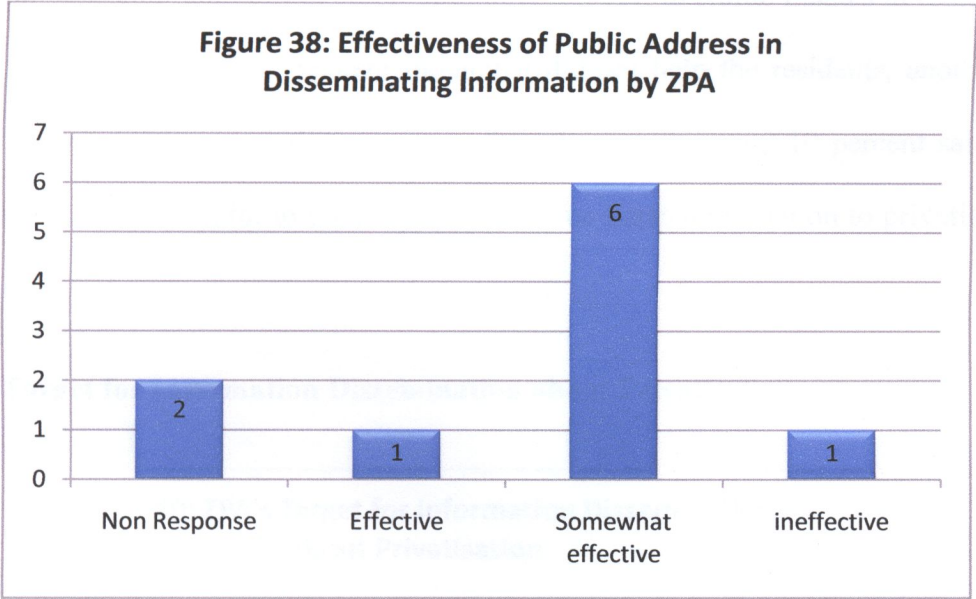
The above graph shows the frequencies with which the ZPA employees thought the internet was effective in information dissemination about privatisation and its effects to employees of KTZ/ATZ in Kafue Estates. Four said the internet was ineffective, four said somewhat effective, one said effective and one said very effective.

5.37 Effectiveness of Brochures, Pamphlets and Posters in Disseminating Information by ZPA



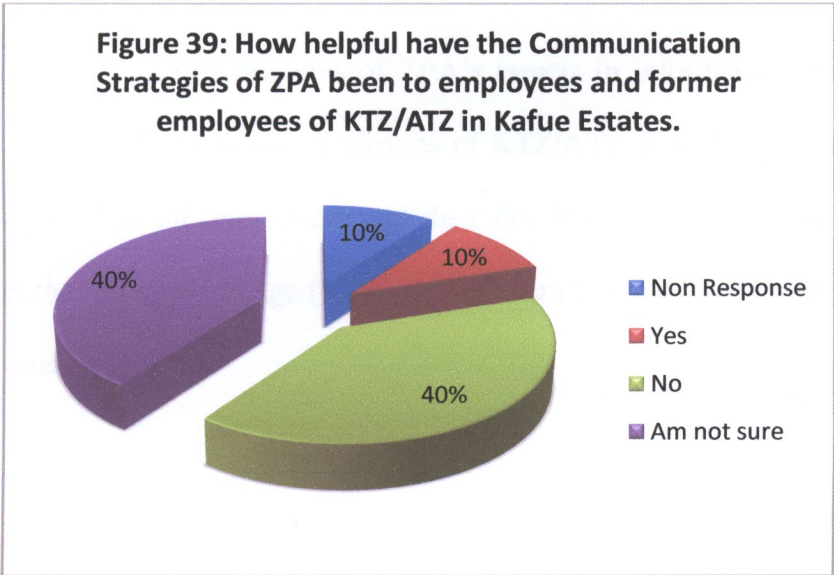
The above graph shows the frequencies with which the ZDA employees thought brochures, posters and pamphlets were effective in information dissemination about privatisation and its effects to employees of KTZ/ATZ in Kafue Estates. Four said the brochures, pamphlets and posters were somewhat effective, 4 said somewhat effective, 1 said effective and 1 said very effective.

5.38 Effectiveness of Public Address in Disseminating Information by ZPA



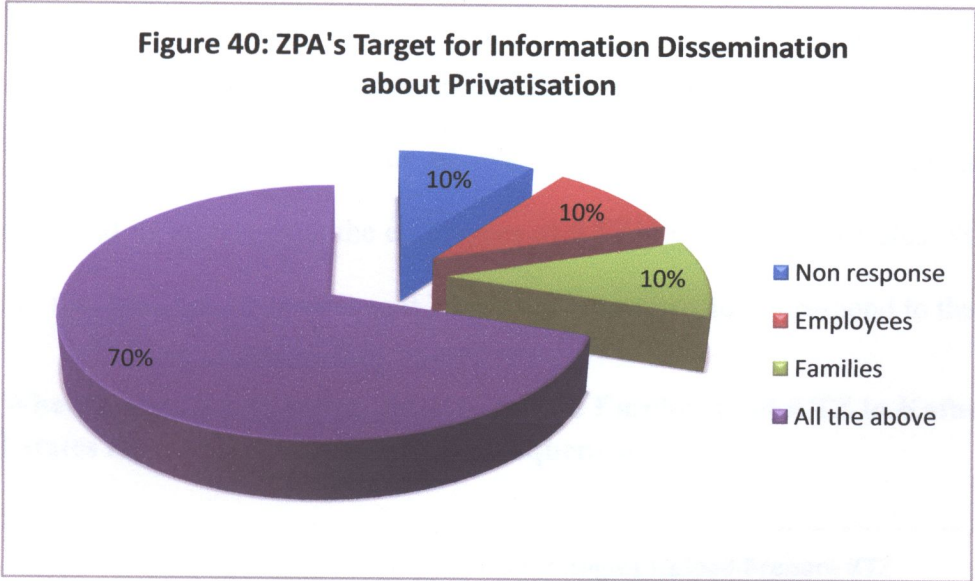
The above graph shows the frequencies with which the ZDA employees thought the internet was effective in information dissemination about privatisation and its effects to employees of KTZ/ATZ in Kafue Estates. Six said somewhat effective, 2 did not answer the question, 1 said ineffective and another one said effective.

5.39 How Helpful the Communication Strategies of ZPA have been to Employees and Former Employees of KTZ/ATZ in Kafue Estates.



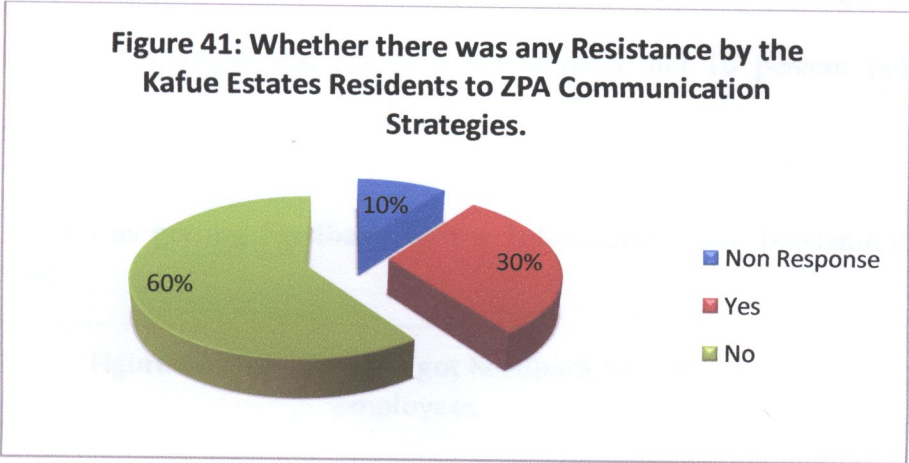
The above pie chart shows percentages of employees of ZDA thought on how effective their communication strategies had been to employees of KTZ/ATZ in Kafue Estates in relation to privatisation and its effects. Forty percent thought it did not help the residents, another 40 percent were not sure, 10 percent did not respond to the question, and 10 percent said yes their strategies have been helpful to the residents of Kafue Estates in relation to privatisation and its effects.

5.40 ZPA's Target for Information Dissemination about Privatisation



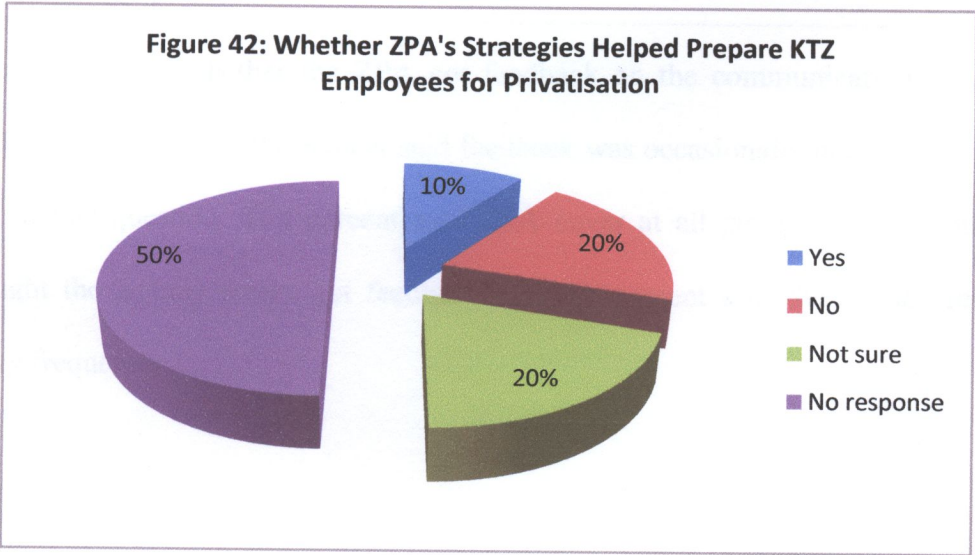
The above pie chart shows the percentages of ZPA’s targets in information dissemination about privatisation and its effects to the employees of KTZ/ATZ in Kafue Estates. Seventy percent said the targets were all (employees and their families), 10 percent said target was employees and with the same percentage (10) target was families and another 10 percent did not respond to the question.

5.41 Whether there was any Resistance by the Kafue Estates Residents to ZPA Communication Strategies



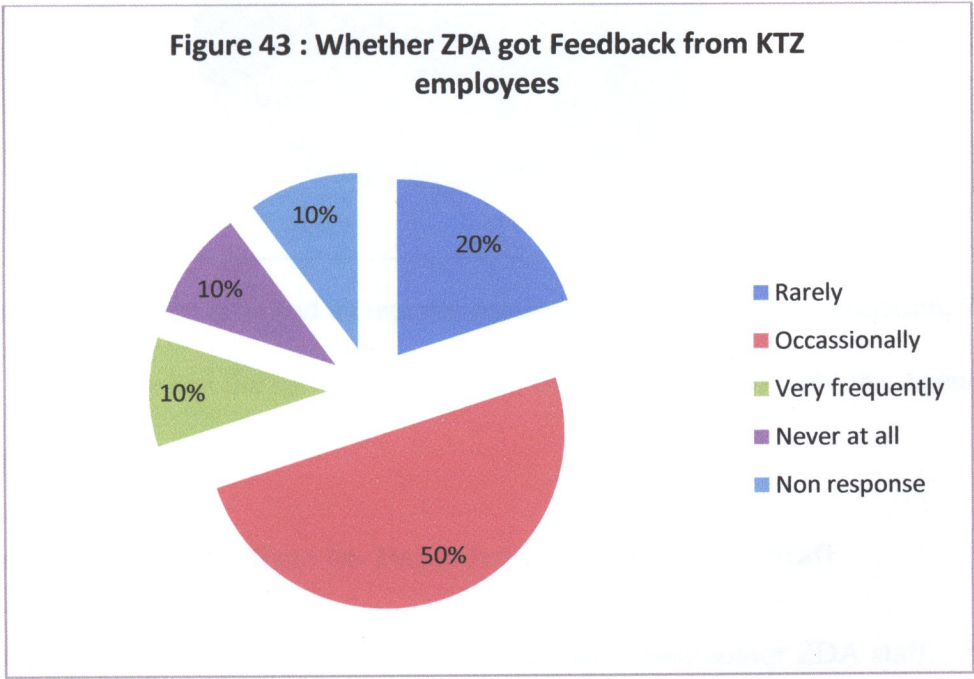
The pie chart above shows the percentages of ZDA’s employees’ response to the question on whether they encountered any form of resistance in information dissemination about privatisation and its effects from the employees of KTZ/ATZ in Kafue Estates. Sixty percent said NO to the question, 30 percent said YES and 10 percent did not respond to the question.

5.42 Whether ZPA's Strategies Helped Prepare Employees of KTZ in Kafue Estates for Privatisation and its Consequences



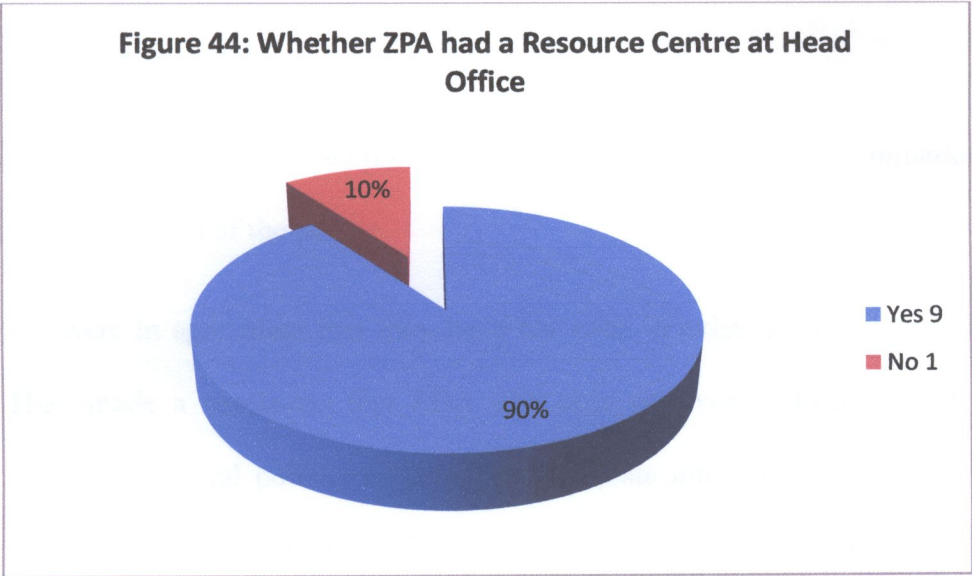
From the pie chart above, it was found that 50 percent did not answer the question, while 20 percent were not sure if the strategies used for communication helped KTZ employees. And 20 percent thought the strategies did not help the workers and 10 percent believe the strategies did help the workers.

5.43 Whether ZPA was getting Feedback on the Information they Disseminate about Privatisation



The figure above shows whether the ZPA got feedback on the communication they were doing from KTZ employees. Fifty percent said feedback was occasionally got, 20 percent did not respond to this question. Ten percent said ZPA never at all got feedback, another 10 percent thought the agency rarely got feedback, and 10 percent said the agency received feedback very frequently.

5.44 Existence of Resource Centre for Information, Education and Communication Materials at ZPA office- Lusaka



To the question whether ZPA had a resource centre for information dissemination, 90 percent said YES the Agency had the resource centre and only 10 percent thought the Agency did not have a resource centre.

5.45 Presentation of Data from In- Depth Interviews with ZDA Staff

The study also made use of the In-Depth Interviews with three senior ZDA staff. The prompt list of questions was devised and used to bring out communication strategies used by ZPA to disseminate information about privatisation and its effects.

5.46 ZPA’s Dissemination of Information on Privatisation and its Effects

All the three staff attested to the point that in the interim period; between when ZPA was abolished out and when ZDA was established, there was a problem in terms of information dissemination.

The interviewees made a point that the change of agencies to handle privatisation made information not easy to access in the sense that ZDA is starting all over and has been in existence only for two years.

They said that they have a deliberate policy in place about information dissemination to bring about wider participation of the people.

All the three were in agreement that they have not been in existence for a long time as an Agency. They made a revelation that ZDA was only two years old and so in terms of reaching out to the general public and providing adequate information was just taking off. The officers made mention that the basics in dissemination they did carry out and that for them their target group benefits more in their outreach programs.

5.47 Media used to Disseminate Privatisation Information

They shared that they have been running radio, TV programs. The officers told the researcher that they do organise and conduct workshops with their stakeholders who comprised the local entrepreneurs, employees, experts and farmers.

They mentioned that they have been participating in shows in the country. They are opening provincial centres with the view of broadening their scope of reach and to work with communities. The staff talked of plans that were under way to launch a website.

5.48 Success Stories about Privatisation

In the discussions with officers they mentioned KTZ is not attractive for private sector investment because it is run down and has huge liabilities. They did mention that the investors preferred to start a new company than buying a plant in a deplorable state.

On the other hand, there have been success stories with companies like Zambia Sugar Company, Chilanga Cement and the mines.

5.49 Improving ZPA's Communication Strategies

They said that they are going round the country in provinces and are establishing centres to cater for outreach programs.

They also work with partners to disseminate information; the management at KTZ and NCZ were instrumental in disseminating information.

They observed that much as they would want to improve in their communication strategies, they also know that they are limited because their programs are grant aided by government. They have budgetary limitations.

CHAPTER SIX

6.0 DISCUSSION OF FINDINGS

6.1 Use of Radio by ZPA to Disseminate Information

From the data collected the (30 percent) members of staff at ZDA who participated in the research said radio is occasionally used to disseminate information about privatisation and its effects to employees of KTZ in Kafue Estates. Against this it was found that of the total respondents less than half said they have listened to the radio and they got information from ZPA about privatisation and its effects.

Though there was information about privatisation through the radio, the strategies used were not effective because the messages were not tailored for them. The information was usually in form of news.

6.2 Use of TV by ZPA

The researcher found that the respondents in Kafue Estates received ZPA's information about privatisation and its effects through news on TV. This means that TV was the better way of communicating information to employees of KTZ in Kafue Estates. This is so because the majority of the respondents are working either for government /private sector, thus they have access at least to TV.

6.3 Use of Newspapers by ZPA

The researcher has observed that ZPA used the newspapers to disseminate information in form of news and advertisements. And the respondents in Kafue Estates indicated that they have accessed ZPA information through the newspapers. However, it appears the information

that ZPA had disseminated through the newspapers was general. It had no specific target but the general public.

This is what has led to the residents of Kafue Estates not to access the specific information about privatisation and its effects. Thus, the manner in which ZPA used newspapers to communicate about privatisation to employees of KTZ in Kafue Estates specifically and the country in general has not helped to prepare the residents for privatisation and its effects.

6.4 Use of Group Meetings by ZPA

The researcher found that 90 percent of the ZDA staff who answered the questionnaire stated that the Agency had also held group meetings to disseminate general information about privatisation to the general public. And the respondents in Kafue Estates stated that there have never been any group meetings in Kafue Estates to sensitise them about privatisation and its effects by ZPA. Thus ZPA must have only used group meetings probably among residents not including the bracket of the affected employees of KTZ in Kafue Estates. Mostly, as confirmed by ZDA staff, they held public meetings with mostly senior members of staff of KTZ.

6.5 Use of Internet by ZPA

At the time when KTZ was privatised ZPA had a website but 46 respondents out of 85 had never accessed ZPA's information about privatisation on the internet. It was observed that internet had not been effectively used to disseminate information about privatisation and its effects.

6.6 Use of Magazines by ZPA

The staff that participated in the study believed the Agency had not done enough in the area of using magazines to disseminate information about privatisation and its effects. The employees did not equally access information through magazines.

ZPA had been limited in terms of the media it used to disseminate information about privatisation and its effects generally to employees of KTZ in Kafue Estates. The dissemination of information was limited to news on TV and in newspapers. This accounts for the failure in ZPA’s communication strategies.

CHAPTER SEVEN

7.0 CONCLUSION AND RECOMMENDATIONS

7.1 Conclusion

It cannot be disputed that privatisation has taken centre stage in various spheres of economic renewal in Zambia. Both positive and negative results have been witnessed and recorded. At the helm of these economic renewal programmes is the ZDA.

One of its cardinal responsibilities is to inform citizens vis-a-vis privatisation and its effects. In this evaluation the study focused on the communication strategies used by the ZPA in the process of privatisation in Zambia. Kafue Estates was the residential area of study.

The study has shown that ZPA failed in disseminating information about the impact of privatisation to the citizens of Zambia the reason being that the messages were not specific with regard to target adopters.

The study has revealed that regardless of its communication strategies the ZPA had a lot more to do in order for the citizens to have more knowledge about privatisation. It comes out that though Kafue Estates residents have access to both electronic and print media; more than 80 percent of the residents had little knowledge about the activities of the ZPA. Increased levels of knowledge about privatisation would empower people and widen participation consequently bringing in the paradigm shift in the approach of development from top-down to bottom up and horizontal (participatory communication).

The study has also revealed that for ZDA to be effective with regard to information dissemination about privatisation and its effects, a new approach must be developed. This new approach will enable citizens understand the consequences of privatisation. Here under

are some recommendations for ZDA as it continues to embark on this vital task of informing
Zambians and other stakeholders about privatisation.

7.2 Recommendations for ZDA

After the researcher collected, analysed and discussed the information, the following
recommendations are made:

- a. ZDA needs to work on its outreach programmes; it needs to conduct workshops/seminars, group meetings, school debates around the country.
- b. Since ZDA is a government Agency, government must increase budgetary allocation to the agency to improve its communication efforts.
- c. ZDA to come up with a communication profile and consider which media are cost effective that can work in resonance with their budgetary allocation.
- d. ZDA to translate into local languages media programmes, magazines/brochures/pamphlets, etc to widen the scope of their reach and encourage citizens to participate in the development process so that citizens are not viewed as mere beneficiaries but key stakeholders/partners in development.
- e. ZDA to take advantage of the resource centres in schools, institutions dotted around the country by providing print materials like brochures, flyers, magazines, pamphlets, explaining its activities.
- f. ZDA to create synergies with other partners, such as NGOs working in developmental areas. They could have better localised communication strategies that could be effective and cheaper.

- g. Since privatisation is a huge on-going economic reform programme, it should be incorporated in school curricula in order to empower citizens in terms of knowledge on privatisation to steer wider participation.
- h. ZDA to repackage and evaluate its timing in airing privatisation programs; radio is the most versatile and cheaper medium of communication but it scored low statistics meaning there could have been trends and dynamics such as timing and language used.
- i. ZDA to put in place a deliberate monitoring and evaluation (M & E) programme to assess its communication strategies.

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APPENDICIES

APPENDIX I

QUESTIONNAIRE FOR RESIDENTS OF KAFUE ESTATES

Kindly answer the questions by simply ticking what applies for you.

THE ANSWERS PROVIDED WILL ONLY BE USED FOR ACADEMIC PURPOSES

1. Sex

1. Male ☐

2. Female ☐

2. Age

1. 10-15 years ☐

2. 16-21 years ☐

3. 22-27 years ☐

4. 28-33 years ☐

5. 34-39 years ☐

6. 40-45 years ☐

7. Above 46. ☐

3. Education

- | | |
|---------------------|-----|
| 1. Nil | [] |
| 2. Primary | [] |
| 3. Junior Secondary | [] |
| 4. Senior Secondary | [] |
| 5. Tertiary | [] |

4. Occupation

- | | |
|-------------------------------|-----|
| 1. In school | [] |
| 2. Employed by government | [] |
| 3. Self employed | [] |
| 4. Employed by private sector | [] |
| 5. Unemployed | [] |

5. Do you know what Privatisation is?

- | | |
|--------|-----|
| 1. Yes | [] |
| 2. No | [] |

6. Do you think it is important for people to be sensitized on the issues of

Privatisation?

- | | |
|--------|-----|
| 1) Yes | [] |
| 2) No | [] |

7. Do you know anything about the Zambia Development Agency (ZDA)?

1. Yes []

2. No []

8. Has ZPA addressed Privatisation and its effects to residents of Kafue Estates?

1. Yes []

2. No []

9. Are you aware of the activities undertaken by the ZPA to sensitize the residents of Kafue Estates?

1. Very aware []

2. Aware []

3. Moderately aware []

4. Vaguely aware []

5. Not aware []

10. How would you describe the information you receive from ZPA?

1. Excellent []

2. Very adequate []

3. Adequate []

4. Fairly adequate []

5. Inadequate []

6. Very inadequate []

11. Does the information provided by ZPA on Privatisation help prepare the community?

1. Yes []

2. No []

3. Not sure. []

12. Is the information provided easy for everyone to understand?

1. Very easy []

2. Easy []

3. Moderately easy []

4. Difficult []

5. Very difficult []

13. Which of the following media is the most appropriate for you?

1. Radio []

2. TV []

3. Newspapers []

4. Public Address Systems []

4. What do you think about the levels of participation by the Kafue Estates Community In the Process of privatisation?

1. Very adequate []
2. Adequate []
3. Moderately adequate []
4. Inadequate []
5. Very inadequate []

15. How would you rate the communication strategies used by ZPA to address

Concerns with regards to privatisation and its consequences?

1. Very good []
2. Good []
3. Fairly good []
4. Poor []
5. Very poor []

16. Would you recommend the ZPA to provide information on privatisation?

1. Yes []
2. No []
3. Not sure []

Which of the following media used by ZPA on privatisation have you had access to?

MEDIUM	1. Regularly	2. Sometimes	3. Rare	4. Never
17. Radio				
18. TV				
19. Group Discussions				
20. Internet				
21. Public Address				
22. Magazines				
23. Newspapers				
24. Brochure, Pamphlets & Posters				
25. Billboards				

26. How would you describe the communication programmes by ZDA?

- | | |
|-------------------------|--------------------------|
| 1. Very successful | ☐ |
| 2. Successful | ☐ |
| 3. Moderate | ☐ |
| 4. Unsuccessful | ☐ |
| 5. Totally unsuccessful | ☐ |

Thank you for kindly answering all the questions.

QUESTIONNAIRE FOR ZDA STAFF
--

Please kindly answer the following questions. Simply tick what is applicable.

The answers given will only be used for academic purposes.

SECTION A

Identification!

1. **Sex**

- | | |
|-----------|-----|
| 1. Male | [] |
| 2. Female | [] |

2. **Your age**

- | | |
|-------------------|-----|
| 1. 16-19 years | [] |
| 2. 20 -24 years | [] |
| 3. 25 -29 years | [] |
| 4. 30 -34 years | [] |
| 5. 35 -39 years | [] |
| 6. 40 -44 years | [] |
| 7. 45 -49 years | [] |
| 8. 50 -54 years | [] |
| 9. 55 -59 years | [] |
| 10. 60 and above. | [] |

3. **Marital status**

- | | |
|------------------|-----|
| 1. Single | [] |
| 2. Married | [] |
| 3. Divorced | [] |
| 4. Widow/widower | [] |

4. For how long have you being working with ZDA?

- | | |
|-----------------------|-----|
| 1. Less than one year | [] |
| 2. 1-2 years | [] |
| 2. 3-5 years | [] |
| 3. 6-9 years | [] |
| 4. 10 years and above | [] |

SECTION B.

How much use do you make of the following in disseminating information about privatisation?

	1. Very Frequently	2. Frequently	3. Often	4. Occasionally	5. Never
5. TV					
6. Radio					
7. Newspaper					
8. Magazines					
9. Internet					
10. Brochures, Pamphlets and Posters					
11. Theatre for Community Action(TCA)					
12. Workshops					
13. Talks					
14. School Debates					
15. Meetings					
16. Others, Specify					

From your experience how effective are the following media in communicating information about Privatisation?

	1. Very effective	2. Effective	3. Somewhat effective	4. Somewhat not effective	5. Ineffective
17. TV					
18. Radio					
19. Newspaper					
20. Magazines					
21. Internet					
22. Brochures, Pamphlets & Posters					
23. Public Addresses					

24. Have your communication strategies been helpful to the residents of Kafue Estates?

1. Yes ☐
2. No ☐
3. Am not sure ☐

26. Which group has been your main target in your communication strategies?

1. Employees ☐
2. Youth ☐
3. Families ☐
4. All the above ☐

27. With regard to the communication strategies have you ever faced any resistance from the residents of Kafue Estates?

1. Yes ☐
2. No ☐

28. According to your observations have your communications helped to prepare the residents of Kafue Estates Vis-a –Vis privatisation and its consequences?

1. Yes ☐
2. No ☐
3. I am not sure ☐

29. How often do you get feedback on the information you disseminate about Privatisation?

- | | |
|--------------------|--------------------------|
| 1. Very frequently | ☐ |
| 2. Frequently | ☐ |
| 3. Occasionally | ☐ |
| 4. Rarely | ☐ |
| 5. Very rarely | ☐ |
| 6. Never at all | ☐ |

30. What print materials do you produce as ZDA for your target groups?

- | | |
|----------------------|--------------------------|
| 1. Brochures/ flyers | ☐ |
| 2. Magazines | ☐ |
| 3. Posters | ☐ |
| 4. Newspapers | ☐ |

30. Who are the target groups for the materials in question 30?

- | | |
|------------------------|--------------------------|
| 1. Employees | ☐ |
| 2. Youths | ☐ |
| 3. Families | ☐ |
| 4. Retirees/retrenches | ☐ |
| 5. All the above | ☐ |

31. Do you have a resource centre for Information, education and Communication materials?

- | | |
|--------|--------------------------|
| 1. Yes | ☐ |
| 2. No | ☐ |

32. If the answer is "yes", what resources do you have in the resource centre?

.....

Thank you for answering the questions

APPENDIX III Prompt List for Focused Group Discussion- Kafue Estates Residents-12TH

JULY, 09

INSTRUCTIONS: Don't write your name. You are free to write brief answers in the spaces provided. Return the question paper to the researcher/assistant.

- 1) How did you know about privatisation?
- 2) Why do you think it is important for residents to be sensitized about privatisation issues?
- 3) What do you know about Zambia Development Agency-ZDA?
- 4) What activities has ZPA undertaken to sensitize the residents of Kafue Estates about privatisation and its effects?
- 5) Have you ever received any form of information about privatisation and its effects from ZPA?-has it been helpful in preparing the residents?
- 6) Why do you think the following mediums are appropriate for you as an individual and as a community? —
TV.....
RADIO.....
NEWSPAPERS.....
PUBLIC ADDRESS SYSTEMS- PA.....
MAGAZINES/BROCHURES, PAMPHLETS.....
- 7) How did you participate in the process of privatisation?
- 8) Do you think ZPA did its work?
- 9) What communication strategies would you recommend to ZDA?
- 10) What type of information would you want to receive from ZDA?

The end! Thank you so much for participating in the discussion. God bless you all.

APPENDIX IV. PROMPT LIST INDEPTH INTERVIEW WITH ZDA EMPLOYEES

IN – DEPTH INTERVIEW	
ZDA EMPLOYEES	
Position:	Date of interviews:

1. For how long have you been working for ZDA?
2. Have you been involved in the on-going process of privatisation and its related issues?
3. Have you ever gotten any feedback from the public with regard to privatisation?
4. What information do you have so far with regard to the feedback?
5. It appears that some people are not aware of your activities. Why does this appear to be the case?
6. Is there any deliberate policy on how to disseminate /commercialization information at ZDA or the former ZPA? If yes explain? Or no explain?
7. What are the strong points vis-à-vis the communication strategies you are using in disseminating information?
8. How effective has the dissemination of the information about privatisation to Kafue Estates residents by ZDPA been?
9. What indicators do you have for success or failure of your communication strategies on information dissemination about the privatisation and its effects to the residents of Kafue Estates?
10. Which media is the ZPA supposed to use to disseminate its information regarding privatisation and its effects?
11. Are there any success stories about privatisation in Kafue Estates? Or anywhere else in the country?

12. What is your view of the way you receive and send official information at ZDA?
13. What is that you think needs to be done in order to improve the communication strategies used by ZDA in information dissemination with reference to residents of Kafue Estates?
14. What would you recommend to stakeholders regarding communication gaps in information dissemination with reference to Kafue Estates residents?

The end.

Thank you for participating in this interview.