



Local Government Association of Zambia



Annual Report
2022

**Local Government
Association of Zambia**

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Published by: Local Government Association of Zambia
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ACRONYMS

AMICAALL	Alliance of Mayors and Municipal Leaders Initiative for Community Action on AIDS at the Local Level
CLGF	Commonwealth Local Government Forum
CDF	Constituency Development Fund
COVID-19	Coronavirus Disease 2019
D4D	Decentralisation for Development
ELGCDP	Enhancing Local Government Capacity for Development Project
EU	European Union
FCDO	Foreign Commonwealth and Development Office
FCM	Federation of Canadian Municipalities
GAC	Global Affairs Canada
GESI	Gender Equality and Social Inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit /German International Cooperation
CLGTI	Chalimbana Local Government Training Institute
DACA	District AIDS Coordination Advisor
KRA	Key Result Area
LGAs	Local Government Associations
LGAE	Local Government Award for Excellence
LGAZ	Local Government Association of Zambia
LGEC	Local Government Gender Equality Committee
MoFNP	Ministry of Finance and National Planning
MLGRD	Ministry of Local Government and Rural Development
NAC	National AIDS Council
PAC	Project Advisory Committee
PMI-WILL	Partnerships for Municipal Innovation-Women in Local Leadership
SDGs	Sustainable Development Goals
SOLACE	Society of Local Authorities Chief Executives
UCLG	United Cities and Local Governments
UCLGA	United Cities and Local Governments of Africa
UNAIDS	Joint United Nations Programme on HIV/AIDS
USAID	United States Agency for International Development
VNR	Voluntary National Review
WDCs	Ward Development Committees
WLGF	Women in Local Government Forum
YWLGN	Young Women in Local Government Networks
ZAFOD	Zambia Federation of Disability Organisation
ZNWL	Zambia National Women's Lobby

Foreword

It is with profound delight for me to present the 2022 Annual Report of the Local Government Association of Zambia (LGAZ) on behalf of the Executive. This report responds to the need for LGAZ to share relevant information on its operations with member local authorities, stakeholders, and the public, in the spirit of good corporate governance. It is my hope and expectation, therefore, that our stakeholders and the public will find the report to be comprehensive for them to appreciate the work of the Association in advancing local governance in the country.



LGAZ President - Vincent Lilanda

The Joint 66th LGAZ Conference and 20th General Assembly of AMICAAL was held in Lusaka during the period 6th to 10th September 2022, under the theme, 'Actualising Decentralisation for Sustainable Development: Harnessing Opportunities and Mitigating Challenges.' The Conference being the supreme policy-making body provided a unique platform for government to provide policy guidance on local government. Accordingly, the Joint conference was graced by His Excellency Mr. Hakainde Hichilema who gave a keynote address through the Minister of Local Government and Rural Development, Hon Gary Nkombo, MP. I want to place on record my sincere appreciation to my colleagues in local government for the support rendered to enable us hold a successful conference. The football match between Mayors/ Council Chairpersons and Members of Parliament added pomp to the conference programme. This was an important activity which enabled the leaders from the two levels of national governance, appreciate their distinct but complementary roles in national development.

We continued engagements with government on various issues hindering the smooth functioning of local authorities in general, including the outstanding matter relating to the welfare of the elected local government leadership. While some engagements have yielded positive results such as those relating to decentralizing the approval process of Constituency Development Fund (CDF), others are still on-going, and we remain hopeful that the unity of purpose which has kept us together since the organisation's founding in 1947 will continue to be our strength as we look forward to yielding positive results from our efforts.

At international local government level, LGAZ continued to maintain active membership of the United Cities and Local Governments of Africa (UCLG Africa) and the Commonwealth Local Government Forum (CLGF). In this regard, LGAZ was elected to sit on the UCLG-Africa Southern African Region and as member of the Executive Committee. Further, LGAZ actively participated in the 9th Edition of the Africities Summit held in Kisumu, Kenya, from the 17th to the 21st of May 2022, under the theme, 'The role of intermediary cities in the implementation of Agenda 2030 of the United Nations and Agenda 2063 of the African Union'.

The summit highlighted the network of cities and territories as the backbone of the continent in deepening the approach of the Africa Regional Forum of Intermediate Cities, to take stock of the implementation of global agendas in intermediary cities.

The summit focused on four key aspects, namely development and planning program for intermediate cities, a revision of planning and development methods in Africa, a redefinition of the African urban framework giving greater visibility to African intermediary cities; and a refocusing of African development on the territories.

Zambia was represented by 16 delegates comprising officials from the Ministry of Local Government and Rural Development (MLGRD), LGAZ and local authorities, led by the Minister of Local Government and Rural Development Hon. Gary Nkombo.

The declaration of the summit dubbed as the 'Kisumu Declaration' was adopted by the 67th Annual Conference as part of the work of the Association.

At this stage, I wish to take this opportunity to remember our fellow civic leaders, both elected and appointed, who have answered to the Lord's call during the last twelve months, for their commitments in advancing the ideals of local governance in the country. Through unity of purpose, we continue to champion what they stood for and that is 'a better local government system for all.' Lastly, my heartfelt gratitude goes to all our member local authorities for their support without which the progress recorded over the past year would not have been possible. Similarly, I wish to express sincere gratitude to our cooperating partners the Deutsche Gesellschaft für Internationale Zusammenarbeit /German International Cooperation (GIZ), the United States Agency for International Development (USAID), the United Nations (UN) System in Zambia, the International Centre for Local Democracy (ICLD), Global Affairs Canada (GAC), and the Federation of Canadian Municipalities (FCM) whose contributions enabled us to achieve planned activities during the year under review.

I wish to end by expressing our gratitude to the corporate world for their support in the operations of key organs of the Association such as the Annual Conference. These include the Zambia National Commercial Bank (ZANACO), Toyota Zambia by CFAO, Zambia State Insurance, Barloworld Equipment, Hitachi, SARO, CAMCO, Savanna, Mika Meats and Moss Breed Investments. We look forward to their continued support.



Vincent Lilanda
President, LGAZ

1 Key Developments in the Local Government Sector

The Year 2022 was another exciting and busy one for the local government fraternity, raising a lot of public expectations on local authorities to deliver on their assigned functions including the management of the increased scope and annual allocation of Constituency Development Fund (CDF) from K1.6 million to K25.7 million per constituency. This development meant local authorities working beyond their usual frameworks to effectively deliver on their responsibilities by ensuring that resources were prudently utilised.

The implementation of CDF projects took up much of the time of local authorities working within the precincts of revised guidelines and relevant pieces of legislation such as the Constituency Development Fund Act No 11 of 2018 and the Public Procurement Act No. 8 of 2020.

In his 2023 National Budget address, Minister of Finance and National Planning, Hon Situmbeko Musokotwane, announced another progressive increase in the annual allocation of CDF from K25.7 million to K28.3 million per constituency. This unprecedented policy decision will ultimately contribute to the social and economic wellbeing of communities across the country.

While the country witnessed a substantial increase in CDF, the Local Government Equalisation Fund (LGEF) remained static at K1, 339,252,754. While the Association expresses its gratitude for government's continued support to local authorities, we are concerned that maintaining the LGEF allocation at the current levels is likely to negatively affect operations of local authorities because the extent and magnitude of the services administered by local authorities is wide. The functions and responsibilities of local authorities are not matched with sufficient resources at their disposal. As such, most of the local authorities are struggling to fund public service delivery as well as personnel emoluments including timely remittance of statutory obligations such as pension contributions.

In an effort to address the fiscal gap in local authorities, the Association continued to call upon government to re-instate the 5% LGEF minimum threshold of national income tax by amending the Local Government Act. Further, there is need for government to speed up the revision and implementation of the Inter-Governmental Fiscal Architecture in full, to provide the much-needed stability, predictability and transparency to support the implementation of the National Decentralisation Policy.

The revision of the National Decentralisation Policy was another key development during the year under review. This is in line with the government's pronouncement and commitment to actualize decentralization in line with the Constitution.

District sub-structures such as Ward Development Committees (WDCs) are expected to play a critical role in the implementation process. However, for them to play that meaningful role, they need financial and technical support to function effectively. Unfortunately, the work of these sub-structures has been hampered by several factors, key among these being the lack of finance to enable them perform their roles. This defeats the whole purpose of decentralisation as it is the people themselves that are expected to take centre stage in making decisions that affect them while holding their representatives and leaders accountable.

In an effort to be more responsive to the needs of its membership, the Association with support from GIZ D4D Programme established an Advisory Desk to strengthen the Association's research work which is key in informing its lobby and advocacy agenda. The Advisory Desk developed knowledge products for local authorities as well as policy briefs to inform decision making in the local government sector. GIZ D4D support towards the Advisory Desk was for a period of one year six months effective February 2022.

Further, LGAZ in partnership with GIZ D4D programme implemented the COVID-19 Vaccination Campaign project between July 2022 to December 2022. The Project centred around promoting the uptake of COVID-19 vaccination which was relatively low at the time. Community mobilisation and sensitisation campaign activities were conducted in Luapula, North-western and Southern provinces. The results from the interventions were overwhelming, as evidenced by increased uptake of COVID vaccination in the target provinces.

The Association also continued to implement the Partnership for Municipal Innovation- Women in Local Leadership (PMI-WILL) project. The six-year (April 2021- March 2027) project which is being implemented in collaboration with FCM with financial support from Global Affairs Canada (GAC), seeks to enhance the enjoyment of rights for women and girls, particularly those from marginalised groups.

More information on grant aided projects namely, the Advisory Desk, PMI-WILL project and the COVID-19 Vaccination Campaign is provided in section 5 of the report.



Minister of Local Government and Rural Development, Hon. Gary Nkombo (fifth from right) poses for a group photo with PMI-WILL Project Local Authorities and other dignitaries during the PMI-WILL Project Launch at Radisson Blu.

2 About LGAZ and Changes in the Constitution

Since its founding in 1947, the Association has not departed from its sole mandate of promoting the interests and autonomy of Local Government Authorities in Zambia. In realizing this objective, the Association has set for itself a Mission ‘to promote and protect the autonomy and interests of local authorities for them to effectively and efficiently deliver quality basic and developmental municipal services, through evidence-based advocacy, capacity building, institutional strengthening and information sharing,’ with the Vision being ‘Strengthened, effective and accountable local authorities delivering quality municipal services.’



Delegates deliberating on issues during an Executive Committee meeting in Kabwe.

During the year under review, the Association reviewed its constitution to reposition itself in coping with the changing environment and membership expectations. The following were the salient amendments effected to the Constitution as adopted by the 67th Annual Conference on 6th September 2022:

- i. Expansion of the scope of activities to explore and engage in investment opportunities in order to build its financial sustainability.
- ii. The composition of the Executive Committee was amended to include Provincial Chairpersons and the Chairperson of the Local Government Gender Equality Committee.
- iii. The Chairpersons and Secretaries of Sub-committees to be drawn from the same council to ensure smooth coordination of the work of the sub-committees.
- iv. The Provincial Vice President shall preside over the first Provincial Committee meeting where elections of the Provincial Chairperson shall take place.
- v. The composition of the Environment, Health, Social Services and HIV/AIDS Sub-Committee was amended to include members of the Steering Committee of the Alliance of Mayors and Municipal Leaders Initiative for Community Action on AIDS at the Local Level (AMICAALL) and District AIDS Coordination Advisors (DACAs) within respective provinces.

- vi. Under the composition of the Local Government Gender Equality Sub-Committee, there was an inclusion of two (2) male members of which one (1) would be an elected official and the other one (1) being and appointed officials.
- vii. The Chairperson and Vice Chairperson of the Local Government Gender Equality Committee (LGGECC) sub-committee shall be female elected officials.
- viii. The term of office for all elected officers was maintained at two and half years.
- ix. If the office of President becomes vacant, a special meeting of the Executive Committee shall be called by the Executive Director within 60 days of such vacancy occurring and the Executive Committee shall then fill the vacancy by one of the Provincial Vice Presidents who shall hold office of President until the end of the next Annual Conference. If the office of President filled by the Provincial Vice President or the office of Provincial Vice President falls vacant, the process of filling the vacancy shall mutatis mutandis apply.

Provided further that casual vacancies occurring in any office established under the Association constitution shall be filled by the Executive Committee. Persons filling casual vacancies shall hold office until the conclusion of the next Annual Conference held for the purposes of electing officers under this clause.



Minister of Local Government and Rural Development, Hon. Gary Nkombo, addressing delegates at the Joint 66th LGAZ Annual Conference and 19th AMICAALL General Assembly.

3 Progress on the Implementation of the 2022 Annual Work Plan

Since 2000, LGAZ's activities have been guided by time-bound strategic plans developed in a consultative and participative manner with its members and key stakeholders, at five-year intervals. The implementation of the strategic plans is operationalised through Annual work plans. Accordingly, this section highlights progress made during the review period based on the 2022 annual work plan. These highlights are organised according to the Key Results Areas (KRAs) of the Strategic Plan. A summarised progress report in table form is also attached hereto for ease of reference, as Annexure I.

3.1 Research and Advocacy

The strategic objective under this KRA is a *'well-structured and supportive legal framework for local Government by 2025.'* One of the areas of focus was to generate evidence based local authority related information to influence advocacy and inform policy engagement. Accordingly:

- i. The Association through its Advisory Desk continued with the activity relating to scoping of best practices with some of these being documented in form of knowledge products. Further, the 2022 Local Government Awards for Excellence (LGAE) provided useful insights to inform the Association's lobby and advocacy agenda.
- ii. In terms of research and documentation of case studies, the Association under the Advisory Desk fared with a measure of success by producing knowledge products on revenue enhancement strategies as well as the legal and policy constraints facing the decentralisation process.
- iii. The knowledge products under this objective, were disseminated during the Joint 66th LGAZ Annual Conference and 19th AMICAALL General Assembly. These were also shared through the Association's newsletter, website, newsflash and facebook,



L-R: LGAZ ED Ms. Mpatanji Namumba, Charter Cities Institute Africa Lead Ms. Mwanda Phiri, USAID-LIP Chief of Party Mr. Wilfred Mwamba, LGAZ President Cllr. Vincent Lilanda and MLGRD Permanent Secretary Administration Mr. Maambo Haamaundu Congratulating winners of the LGAE during the gala dinner.

The second specific objective is ‘to engage the *MLGRD and National Assembly to initiate and enact legislation and policies that will support the operations of Local Authorities*’. During the year under review, the focus was around the Constituency Development Fund following the substantial increase in the amount from K 1.6 million in 2021 to K 25.7 million in 2022. The increase and revision of guidelines raised public expectations while implementation was marred by several concerns. Key among these concerns included the delays in the approval process which prompted the Association and its stakeholders to call for the revision of the CDF Act No 11 of 2018. Accordingly, LGAZ made its input towards the CDF Act revision exercise with the basis being the Constitution of Zambia (amendment) Act No.2 Of 2016.

Further, the Association continued with its engagements with government to ensure that all the pieces of legislation earmarked for revision as announced in the 2022 Budget Speech by the Minister of Finance and National Planning, Hon. Dr. Situmbeko Musokotwane, were in line with the Constitutional provisions relating to local government and decentralisation in particular.

The Association also actively participated in the review of the National Decentralisation Policy by making policy proposals. The proposals were derived through consultations with the organs of the Association.

As regards upscaling of advocacy and lobbying for the MLGRD to improve conditions of service for elected and non-unionized officials, the Association continued engaging the government on this matter. The Emoluments Commission Act No. 1 of 2022 was enacted followed by the establishment of the Emoluments Commission to guide the process. The Association remains confident that government would address all pending matters in this regard expeditiously.

3.2 Resource Mobilisation

The strategic objective under this KRA is ‘well-resourced local authorities and LGAZ by 2025’. One of the specific objectives is to mobilise member local authorities to explore new revenue sources and enhance on existing ones. In this regard, the Association continued lobbying government on the need to fully implement constitutional, legislative and policy provisions on local government financing. As highlighted earlier in the report, knowledge products on best and innovative practices from some local authorities were produced with some of the innovations showcased during the 2022 Local Government Awards for Excellence(LGAE) and the newsletter.

The knowledge products can be accessed under the learning lab on the Association’s website www.lgazambia.org.zm.

The other specific objective is to ‘*mobilise external resources for effective operations of the Association*’. Development partners continued to play a key role in supporting the work of the Association, these include GIZ, USAID and UNAIDS. The World Bank came on board through the Devolution Support Programme which presents another opportunity for collaboration. Further, it is worth noting that the corporate world was instrumental in supporting the operations of the Association and the Annual Conference in particular. The corporate entities that provided support included the Zambia National Commercial Bank (ZANACO), Toyota by CFAO, Zambia State Insurance, Barloworld Equipment, Hitachi, SARO, CAMCO, Savanna, Mika Meats and Moss Breed investments. In addition, sister organisations such as the Charter Cities Institute came on board with a view to establishing relations through an MoU with the Association. The Association remains grateful to all the partners for their massive support in furtherance of local governance.

The Association also continued to engage several partners with a view to mobilising support for the development of the Association’s capital project which involves the construction of a modern office

complex in Lusaka. Once developed, the office complex will substantially enhance the Association's revenue base which in turn will be key in sustaining its operations.

3.3 Capacity Building

The strategic objective under this KRA is a *'well-developed and skilled human resource effectively delivering on local authorities' mandate by 2025'*. The first specific objective under this KRA is to support capacity building of human resources in the local authorities to effectively carry out their mandate. To design capacity building interventions that accurately respond to actual capacity needs at the local level, capacity needs assessments must be systematically conducted to form the basis of such interventions. Accordingly, a capacity needs assessment tool was developed to inform LGAZ capacity building interventions such as training programmes.



L-R: PMI-WILL Director Ms. Mary Heather-White, LGAZ Lusaka Province Vice President Councillor Christopher Habeenzu and LGAZ ED Ms. Mpatanji Namumba at a GESI workshop at Chalimbana.

Further, the Association collaborated with Chalimbana Local Government Training Institute (CLGTI) to deliver some tailor-made capacity building training programmes targeting local authorities. To complement this effort, discussions were also initiated with the National Institute of Public Administration (NIPA) to have relations established through an MoU.

In terms of facilitating development of training packages for the Association, performance appraisals were done to inform the filling of capacity gaps.

To provide support and building capacity of local authorities on cross-cutting issues such as gender, pandemics and disasters, a training in Gender Equality and Social Inclusion (GESI) was conducted for members of the Local Government Gender Equality Committee who were expected to spearhead similar trainings at Provincial level in collaboration with the LGGEC Provincial sub-committees and Provincial Coordinators.

The Association also continued to support local authorities through the COVID-19 vaccination Campaign with support from GIZ D4D Programme.

Further, Members of the AMICAALL Steering Committee were capacitated in transformative leadership in HIV and AIDS through support from the Joint United Nations Programme of HIV/AIDS (UNAIDS) and the National AIDS Council (NAC).

3.4 Information Sharing



Enhanced information sharing mechanisms for LGAZ by 2025 is a strategic objective under this KRA. In terms of the specific objective relating to sensitizing member local authorities on the role of LGAZ in local governance, constitutional meetings remained a strategic platform for facilitating information sharing. Other information sharing avenues included the newsletter, the website and the LGAZ Toll-Free Line **3900** which is currently on MTN mobile network and aims at facilitating regular interaction between local authorities and the Association in finding solutions to some of the day-to-day operational challenges.

The Annual Conference was successfully held from 6th to 10th September 2022 at Mulungushi International Conference Center, Lusaka. The conference declaration is attached to the report as **Annexure II**. Further, the Executive committee held two meetings.

Three (3) meetings of the Presidency were held in June, September, and December 2022. The Local Government Gender Equality Committee convened on four (4) occasions under the PMI-WILL Project and the USAID supported Local Impact Programme activity. Provincial Committees also convened in their respective areas.

Under the specific objective focusing on building a functional information management System, the Association with support from the USAID-Local Impact Governance Project started developing an online learning lab hosted on the Association's website. The learning lab presented a unique platform to member local authorities and stakeholders in accessing relevant local government information to enhance decision making at the local level in a cost-effective way. The activity was being implemented in collaboration with CLGTI and Caritas Zambia.

Further, five knowledge products were produced on:

- i. Legal and Policy Constraints on Decentralisation.
- ii. Revenue Enhancement Strategies
- iii. Effect of Staff Transfers on Local Authorities and Possible Mitigation Strategies.
- iv. Good Practices in the implementation of CDF, and
- v. Innovative Practices in Service Delivery

Two editions of the newsletter were produced as well as two issues of the newsflash on key activities and programmes. In addition, a dissemination event was organized to share lessons from the European Union (EU) supported Enhancing Local Government Capacity for Development Project (ELGCDP) which ended in 2021 co-finance by Foreign Commonwealth and Development Office (FCDO).



Minister of Local Government and Rural Development Hon. Gary Nkombo, MP, Flanked by EU, CLGF, FCDO and LGAZ ED Ms. Mpatanji Namumba.

3.5 Strategic Networking and Alliance Building

This KRA focuses on enhancing collaboration and networking with government and relevant stakeholders by 2025. Accordingly, the Association continued its regular engagements with the MLGRD on several aspects affecting the operations of local authorities. Similarly, LGAZ collaborated with the Ministry of Finance and National Planning (Unit responsible for reporting on Sustainable Development Goals Implementation) to facilitate LGAZ's contribution towards the Voluntary National Review (VNR) exercise with the view to highlighting the contribution of local authorities in the implementation of Sustainable Development Goals (SDGs).

The Association also signed a partnership agreement with the Swedish International Center for Local Democracy (ICLD) to complement national capacity building interventions.

Further, several meetings were held with Government on various aspects relating to local government such as capacity building programmes for local authorities, CDF, Decentralisation and the CDF Act and remuneration for local government officials both elected and appointed.

Other strategic meetings were held with development partners such as GIZ, USAID, UNDP, UNAIDS and the World Bank.

As regards participation in local and international local government conferences, information on such events was shared through the organs of the Association, website and social media platforms. At local level, LGAZ participated in the Society for Local Authorities Chief Executives (SOLACE) and the Zambia United Local Authorities Workers Union (ZULAWU) annual meetings.

At international level, LGAZ participated in two (2) meetings of the United Cities and Local Governments Africa Southern African Region (UCLG-Africa SARO), the 9th Edition of the Africities and the UCLG Africa Executive Committee. Further, LGAZ participated in the annual conference of the Botswana Association of Local Authorities (BALA). LGAZ also participated in several virtual meetings organized by UCLG Africa and CLGF.



LGAZ honorary member also former LGAZ President, Colonel Maximo Ng'andwe (fifth from left) flanked by delegates after being conferred the honorary membership of the UCLG-A at the Africities Summit in Kisumu. On the far-right is UCLG-A Deputy Secretary General Mr. Maurice Mbolela (also former LGAZ ED).

3.6 Institutional Strengthening

Under this KRA, the Association looks forward to having a well-coordinated and managed Association effectively carrying out its operations and mandate by 2025. This is expected to be realized through the development and implementation of key policies and manuals for the operations and management of the Association. Accordingly, a draft operational and procedure manual was developed in the year under review. Further, the Association commenced engagements with the FCM to develop a resource mobilization manual, a financial sustainability strategy as well as a Gender Equality and Social Inclusion strategy. Other policy documents were being reviewed taking into account emerging issues.

4 The AMICAALL Programme and Key Developments

In 2002, the Association launched the AMICAALL Programme to coordinate the political and technical capacity of local government to effectively lead the multi-sectoral response to HIV and AIDS at the local level in accordance with the Abidjan Declaration. The organizational structure of AMICAALL comprises the General Assembly, National Steering Committee, National Coordination Office, Local authority HIV Committees, Ward HIV and AIDS Committee. The objectives of the Alliance are to:

- i. Support local authorities and community stakeholders in analysing the impact of the HIV/AIDS epidemic on their communities focusing specifically on those most affected such as key populations and defining appropriate strategies and actions to alleviate the impact of the epidemic on affected communities.
- ii. Provide appropriate tools for strengthening the capacities of local authorities, civil society organisations and communities to conduct participatory problem identification, solving and develop appropriate actions, programmes and interventions responsive to the issues identified by communities themselves.
- iii. Strengthen the capacities of local authorities in coordination, monitoring, evaluating and documenting project processes, methodologies and experiences and finding the means and appropriate forums for extending the processes to other local authorities.
- iv. Intensify awareness of communities, local leaders and decision makers of the specific determinants and consequences of the AIDS epidemic and associated development challenges leading to behavioral change.
- v. Provide a forum for members to network, consult and exchange experiences in order to reinforce solidarity amongst members and their partners and to influence policy.
- vi. Facilitate the promotion, implementation and evaluation of effective multi-sectorial responses to the HIV/AIDS epidemic in local authorities in Zambia.
- vii. Support and strengthen the capacity of local authorities and community stakeholders to provide wellness policies and programmes.

The Alliance has continued to support its membership in the provision of decentralized response to HIV and AIDS. It is through the advocacy work by the Alliance and the Association that the coordination of the HIV and AIDS response function was the first function to be devolved to local authorities under Cabinet Circular No. 10 of 2014.

4.1. The AMICAALL Programme Steering Committee

The Association, through AMICAALL, continued to implement various programmes relating to the Alliance.

Accordingly, during the period under review, the AMICAALL Steering Committee held two (2) meetings in Lusaka in March and June 2022, respectively. The AMICAALL Programme Steering Committee implements decisions of the General Assembly.

Since the launch of the Lusaka Fast Track Action Plan in October 2020, the AMICAALL Programme continued to render support to Lusaka City Council in the coordination and implementation of the

Fast Track agenda. Various lessons emerging from the fast-track initiative were shared with other local authorities.



Minister of Local Government and Rural Development Hon. Gary Nkombo flanked by members of the AMICAALL National Steering Committee and the Lusaka Fast Track Cities at the Transformative Leadership Training in Livingstone.

To support the Fast Track agenda, UNAIDS supported a Transformative Leadership Training which brought together the AMICAALL Steering Committee as well Councillors under the Lusaka Fast Track Cities Initiative. The aim of the training was to orient members of the National Steering Committee on the basics of the HIV and AIDS pandemic and the general operations of local authorities with specific reference to the HIV and AIDS as well as to afford Lusaka City Council an opportunity to share its experiences in the implementation of the Fast Track City initiative.



Livingstone Mayor Councillor Constance Muleabai giving her remarks at the Transformative Leadership Training workshop in Livingstone.

4.2 The General Assembly

The 19th General Assembly of the Alliance was held on 7th September 2022 at Mulungushi International Conference, Lusaka.



Delegates at the 19th General Assembly in Lusaka.

5 Grant Aided Projects

This section provides an account of activities undertaken by the Association in the implementation of grant aided projects during the period under review.

5.1 Advisory Desk

In furtherance of its mandate as a lobby and advocacy organisation for local authorities in Zambia, LGAZ in collaboration with GIZ D4D Programme established the Advisory Desk in February 2022. The Advisory Desk was anchored on several considerations such as: the need to enhance the capacity of LGAZ as a repository for information on local government; generate empirical evidence to enhance the Association's lobbying and advocacy; disseminate good practices to inform service delivery and to respond to the dynamic demands of the citizenry, among others.

The Association subscribes to the power of information and knowledge sharing for enhanced institutional performance as espoused in the LGAZ 2021 - 2025 strategic plan which touts enhanced information sharing as one of its strategic objectives. It was envisaged that the activities of the Advisory Desk would positively impact the administration and management of local government and effectively reinvigorate LGAZ's role as a mouthpiece of local authorities.



Ward Development Committee members in Kanchibiya District pose for a photo by the grader which was procured through CDF.

The Advisory Desk conducted research on a range of themes pertinent to local government which included Revenue Collection Enhancement Strategies by Local Authorities in Zambia; Legal and Policy Constraints to Decentralisation in Zambia; Service Delivery Innovations in Local Authorities: Lessons, Challenges and Opportunities; Effects of Staff Transfers in Local Authorities and Possible Mitigation Strategies and; Major Approaches in CDF Implementation in Zambia. These research studies culminated in the production of five (5) knowledge products which were produced in a bid to generate evidence-based information and best practices which could contribute to the actualisation of decentralisation in Zambia. A synopsis of each publication is outlined below.

5.1.1 Revenue Collection Enhancement Strategies by Local Authorities in Zambia

The ability to maximise revenue collection is fundamental for the financial stability of local authorities and determines the extent to which they can perform their functions. The publication highlights case studies on strategies which could be replicated. These include: Discounts and instalment payment; Public-Private and Public-Public Partnerships; Cashless payment innovations; Involvement of elected officials in revenue collection; Establishment of satellite offices; Streamlining by-laws; Revenue collection taskforce; Automated billing system; Outsourcing and Commercial ventures and; Geographic Information System.

5.1.2 Legal and Policy Constraints to Decentralisation in Zambia

This is a policy briefing paper which highlights constraints to decentralisation in Zambia. Although Government has, as a matter of expressed policy, accepted devolution as one of the central elements in good governance as espoused in the Republican Constitution, decentralisation is being derailed by several impediments. The briefing paper highlights legislative provisions which infringe on constitutional provisions on decentralisation by devolution such as the Local Government Act, No.2 of 2019, Constituency Development Fund Act No. 11 of 2018, Service Commissions Act No. 10 of 2016, Public Finance Management Act No.1 of 2018, Public Private Partnerships Act No.9 of 2018, Rating Act No. 21 of 2018 and the Market and Bus Stations Act No 7 of 2007. While policy constraints bordering on human resource, fiscal, capacity, operational and community participation are discussed, the paper offers suggestions on how these impediments can be ameliorated.

5.1.3 Effects of Staff Transfers in Local Authorities and Possible Mitigation Strategies

Government re-established the Local Government Service Commission (LGSC) in 2011 on the backdrop of human resource challenges which had beset local authorities. The policy brief shades light on the effect of staff transfers in local authorities. These include, inter alia: loss of institutional memory; disruption of project implementation; undermined donor support; derailed team building; increased financial burden, loss of morale and social breakdown. The publication further proposes policy alternatives on how to mitigate the adverse effects of staff transfers.

5.1.4 Service Delivery Innovations in Local Authorities: Lessons, Challenges and Opportunities

Service delivery is the most fundamental objective of local authorities and is key to improving the wellbeing of people in communities. Thus, the publication provides lessons in resource complementarity through case studies on how local authorities can leverage Corporate Social Responsibility (CSR), Public Private Partnerships (PPPs), donor support, Civil Society Organisations (CSOs) and community participation to enhance service delivery. The publication also underscores Information and Communication Technology (ICT) and the use of service delivery plans as fundamental to optimising service delivery by local authorities.

5.1.5 Major Approaches to CDF Implementation

CDF has become the flagship policy for social and economic development in Zambia. Government is channelling a significant proportion of national resources to constituencies so that local communities can identify their priorities and meet developmental needs of their communities. The publication take stock of how project implementation is being undertaken and identifies nuanced approaches which could be replicated with respect to implementation of secondary school bursaries and skills training, economic empowerment, and community projects.

5.2 PMI-WILL Project



Participants pose for a photo after a GESI capacity building training in Chongwe under the PMI-WILL project.

The Association in collaboration with FCM has been implementing a six-year PMI-WILL project. The project was designed to enhance the enjoyment of rights for women and girls particularly those from marginalized groups in Zambia as well as Benin, Ghana, Cambodia, and Sri Lanka. Funded by the Canadian government through Global Affairs Canada, the project envisions to meet its ultimate objective by actualizing the following desired outcomes:

- i. Increased participation of women, as leaders and decision-makers, in local governance;
- ii. Enhanced capacity of local authorities to deliver inclusive, gender responsive services.

The project has made great strides since commencement of its implementation phase in April 2022. Outlined below were the key activities undertaken in collaboration with FCM during the year under review:

5.2.1 Formation of the Project Advisory Committee

The Association in collaboration with FCM formed a Project Advisory Committee (PAC) which is a national-level project governing body that provides overall strategic direction and guidance to project implementation. The PAC comprises senior officials from the following organisations:

- i. The Ministry of Local Government and Rural Development;
- ii. Gender Division under Cabinet Office;
- iii. Canadian High Commission in Lusaka;

- iv. Zambia Federation of Disability Organisations (ZAFOD);
- v. Zambia National Women's Lobby (ZNWL);
- vi. Federation of Canadian Municipalities;
- vii. Principal Officers for selected five (5) local authorities participating in the project (Chifunabuli, Kafue, Kasama, Lunte and Nakonde Councils);
- viii. Local Government Association of Zambia (Secretariat).

PAC meetings are held annually to review progress, approve national annual workplans and budgets, and make policy recommendations to LGAZ and FCM. The first PAC meeting was held in March 2022.

5.2.2 Research Studies to Inform Activity Programming

Independent researchers were engaged to conduct two (2) studies for purposes of generating evidence to the inform design of project activities aimed at increasing participation of women as leaders and decision makers in local government. The studies focused on:

- i. Barriers to women's greater participation in local government elections.
- ii. Challenges faced by female administrators in local government.

Focus group discussions and key informant interviews were conducted to collect primary data at both national and community levels. The studies Identified a range of socio-cultural, institutional, political, individual, and economic factors that limit women's participation in elective and administrative leadership. Further, evidence-based actions plans were developed to address the identified barriers and include activities such as community sensitisation, advocacy with relevant authorities, and engagement of political parties.

5.2.3 Formulation of Capacity Development Action Plan for the Local Government Gender Equality Committee

The Association facilitated a series of meetings to develop a Capacity Development Action Plan for the LGGEC. This was undertaken following the successful completion of the capacity self-assessment exercise at the end of the year 2021. The action plan will serve as a framework to guide capacity building interventions for LGGEC around five (5) priority areas, namely communications, organisational strengthening, social inclusion, resource mobilisation and advocacy. These capacity areas are key to fulfilling the mandate of the LGGEC.

5.2.4 Orientation of Participating Local Authorities

Five (5) local authorities, namely Chifunabuli, Kafue, Kasama, Lunte and Nakonde, were selected to participate under a project component that involves capacity building to deliver inclusive, gender responsive services. The Association conducted orientation sessions in each participating local authority to enable traditional leaders, elected leaders, and management to gain full understanding of the project and its administrative and implementation arrangements. Further, project launch events were successfully held at each local authority after orientation sessions.

5.2.5 District Stakeholder Mapping

The Association supported all the participating local authorities to carry out a stakeholder mapping exercise aimed at identifying key organisational stakeholders to be engaged in capacity development initiatives under the project. The stakeholders identified comprised non-governmental and community-based organisations working around gender equality, women empowerment, human rights, local governance, and development at district level.

5.2.6 Formulation of Capacity Development Action Plans for Participating Local Authorities

Having identified organisational gaps in participating local authorities through a capacity self-assessment exercise, the participating local authorities were supported to formulate their respective Capacity Development Action Plans centered around the five (5) priority areas outlined below:

Local Authority	Priority Capacity Areas
Chifunabuli	<ul style="list-style-type: none"> i. Develop a GESI strategy. ii. Engagement in global networks relevant to gender and inclusion. iii. Conduct service satisfactory survey. iv. Promote inclusive human resource and gender equality at the workplace. v. Integration of environment and climate change dimensions in management.
Kafue	<ul style="list-style-type: none"> i. Integration of gender equality and diversity dimensions. ii. Devise mechanisms to promote women's participation. iii. Develop a communications and engagement strategy. iv. Enhance accessibility/mobility to council facilities. v. Come up with a waste recycling mechanism.
Kasama	<ul style="list-style-type: none"> i. Develop a GESI strategy. ii. Devise mechanisms to promote women's participation. iii. Develop a communications and engagement strategy. iv. Conduct a service satisfaction survey. v. Integration of environment and climate change dimensions in management.
Lunte	<ul style="list-style-type: none"> i. Develop a GESI strategy. ii. Promote partnerships and stakeholder engagements. iii. Improve quality of municipal services. iv. Use of technology to convene virtual meeting. v. Come up with a waste recycling mechanism.
Nakonde	<ul style="list-style-type: none"> i. Develop a GESI strategy. ii. Engagement in global networks relevant to gender and inclusion. iii. Devise mechanisms to promote women's participation. iv. Improv quality of municipal services v. Enhance project management capacities.

5.2.7 Support towards the 66th LGAZ Annual Conference

The project provided support towards the 66th LGAZ Annual Conference held from 6th to 10th September 2022 in Lusaka under the theme “Actualising Decentralisation for Sustainable Development: Harnessing Opportunities and Mitigating Challenges.” The support mainly covered the following aspects:

- i. Organisation of break-away, interactive sessions on “innovative approaches to inclusive and gender responsive local government” and “strengthening local government capacity for inclusive local development.”
- ii. Participation of two (2) female elected leaders at the conference for purposes of networking and knowledge exchange. The leaders were drawn from Chifunabuli and Nakonde Town Councils.

5.2.8 Finalisation of Capacity Self-Assessment of LGAZ

The Association completed a capacity self-assessment exercise that commenced in 2021. The exercise culminated in the prioritization of the following five (5) capacity areas that will inform the design of capacity building interventions for the Association:

- i. Develop a GESI strategy.
- ii. Develop a financial sustainability strategy to enable the Association to mobilise funds from alternative sources to complement membership subscription and conference fees.
- iii. Strengthen the Association's capacity to provide quality services to member local authorities and stakeholders.
- iv. Strengthen the Association's capacity to deliver virtual meetings and quality online tailor-made capacity building trainings.
- v. Strengthen the Association's advocacy and knowledge sharing activities around environment and climate change.

5.2.9 Participation at the Global Partners Group Meeting

The Association attended the PMI-WILL Global Partners Group (GPG) inaugural annual meeting from 3rd to 7th October 2022 in Accra, Ghana. The GPG is a global-level committee established to provide FCM with strategic guidance and direction on issues of strategic importance in the implementation of the PMI-WILL project. The GPG is also a forum for fostering dialogue and lessons- sharing among the national local government associations in Benin, Cambodia, Ghana, Sri Lanka and Zambia to enrich project programming.

LGAZ was represented by the President, Councillor Vincent Lilanda and the Executive Director, Ms. Mpatanji Namumba. The PMI-WILL National Project Coordinator, Mr. Stanley Chanda, was also in attendance.



LGAZ President (sixth from left) with delegates at the PMI-WILL Global Partners Group (GPG) inaugural annual meeting which took place in Ghana. At the far-right end is PMI-WILL National Project Coordinator Mr. Stanley Chanda.

5.3 COVID-19 Vaccination Campaign



Participants pose for a photo after a COVID-19 training in Risk Communication and Community Engagement in Southern Province.

To complement government's efforts to enhance the uptake of the COVID-19 vaccination, between June and December 2022, LGAZ mobilized support from GIZ D4D Programme to help local authorities reach out to the citizenry within their localities, with a particular focus on the rural population. The campaign used an integrated approach and implemented along local government's mandate of coordinating and enhancing service delivery at the local level. The approach took cognizance of the need for complementarity and supplementation in implementation to allow for each local authority to operate within the time and capacities available. The engagement in the COVID-19 vaccination campaign contributed to the increase in the readiness of citizens to protect themselves against COVID-19 through vaccination as well as strengthened the operations and coordination mechanisms of local authorities and sub-district structures to prepare and respond to future outbreaks (COVID-19, Cholera, or any other natural disasters).

The campaign was implemented in Southern, Northwestern and Luapula Provinces through the following strategies: -

- i. Printing and distribution of COVID-19 vaccination campaign IEC and Promotional materials to the remotest parts of the local authorities through the Ward Development committees (WDCs)
- ii. Promotion of Local Arts and Culture activities to encourage the uptake of the COVID-19 vaccination and dispel myths and misconceptions on the vaccine.
- iii. The use of Local community radio stations and social media platforms to disseminate correct and appropriate information on COVID-19
- iv. The Training of Multipliers preferably the DACAs and selected WDCs officials on civic education aimed at not only bring about social behavior change relating to COVID-19 vaccination but all other developmental issues affecting the communities.

6 Networks

The Association continued to play its role in advancing the objectives of international municipal platforms to which it maintained active membership, and these included, the United Cities and Local Governments of Africa (UCLG-Africa) and its regional office and the CLGF.

6.1. THE UNITED CITIES AND LOCAL GOVERNMENTS OF AFRICA (UCLG- AFRICA)

Under UCLG-Africa, LGAZ participated in several meetings through the President and Executive Director both virtually and in person. Further, member local authorities had the opportunity to participate in the 9th Edition of the Africities summit which took place in Kisumu, Kenya, from 17 to 21 May 2022, under the theme, “The role of intermediary cities in the implementation of Agenda 2030 of the United Nations and Agenda 2063 of the African Union”.

Zambia was represented by a delegation of 16 people led by the Minister of Local Government and Rural Development Hon. Gary Nkombo, MP.



The Minister of Local Government and Rural Development Honourable Gary Nkombo MP and part of the Zambian delegation at the 9th Edition Africities Summit in Kenya.

The summit highlighted the network of cities and territories as the backbone of the continent in deepening the approach of the Africa Regional Forum of Intermediate Cities to take stock of the implementation of global agendas in intermediary cities.

The summit focused on four key aspects namely development and planning program for intermediate cities, a revision of planning and development methods in Africa, a redefinition of the African urban framework giving greater visibility to African intermediary cities; and a refocusing of African development on the territories.

The knowledge and experiences shared on the four key areas were reflected in the final declaration in which, the African mayors, local and regional elected representatives and leaders of local and regional authorities in Africa stressed that Africa could be the continent of resilience and become a model for other regions of the world. They called for more efforts in Africa and beyond with the support of States, the African Union, international partners and the diasporas.

The summit also expressed the need to make intermediary cities as structuring poles for the sustainable development of Africa, by giving them a prominent place in regional planning which also called for the creation of new territorial dynamics favoring links of exchange and articulation between the rural and urban environment.

Affirming the will to establish a constructive political dialogue between the different spheres of government to respect the principle of subsidiarity, the summit emphasized the importance of giving priority to urban planning as an instrument for controlling the growth of urban and peri-urban territories by putting in place the institutional, legal, regulatory and operational instruments as well as the conditions for a participatory dialogue with the population.

The summit further called for the strengthening of links between intermediary cities and with the capitals of the States through the construction of secure road networks, rail infrastructures and air links among others.

The Association is also a member of the United Cities and Local Governments (UCLG) a world body, through UCLG Africa which is a regional body representing local governments.

6.2 THE COMMONWEALTH LOCAL GOVERNMENT FORUM (CLGF)

The CLGF Conference initially scheduled for June 2022 did not take place and this was rescheduled to 2023. However, the Association participated in a regional dissemination workshop organized by CLGF to promote women participation in local government focusing on southern Africa. The aim of the workshop was to highlight key lessons from the “Connecting the dots: Local Actions for Women Political and Economic Empowerment,” Project implemented in Eswatini, Lesotho, Zambia, and Zimbabwe; funded by FCDO to the tune of £1000 000; and implemented over two years (October 2019 to September 2021). The project aimed to contribute to strengthening the political and economic empowerment of women and girls in Southern Africa by increasing the participation of women in local politics and economic development in the four countries in Southern Africa. The initiative was jointly implemented by CLGF and Gender Links (GL) in collaboration with Local Government Associations (LGAs), local governments, ministries responsible for local government and civil society organisations in the respective countries.

One of the key lessons from the project was that working with critical stakeholders such as LGAs, and relevant government ministries in women empowerment projects was essential in addressing some of the institutional barriers to gender equality. Further, involving these key stakeholders ensured that the project was institutionalised within existing organisations for sustainability. For example, women’s networks had been institutionalised within LGAs and local governments. Moreover, central and local governments played a role in regulating and providing services and access to resources critical to ensuring gender equality.

Further, working with men and boys in promoting gender equality, particularly men who occupy positions of power, cannot be overemphasized. This was highlighted by how the male Minister of Local Government in Zimbabwe, was critical in facilitating meetings between women councillors and key stakeholders including the country’s President to present their position on the importance of the 30% women’s quota to local government. Also, the Young Women in Local Government Networks (YWLGN) in Zambia and Eswatini invited men and young men to be part of critical



Local Government Gender Equality Committee members showcasing their placards during the International Women's Day Celebrations. In the middle is LGAZ Director Finance and Gender focal point person Mr. Sangulukani Isaac Zulu.

processes such as the formulation of network strategies who provided valuable suggestions on women's participation in politics and supported the cause.

Capacity building is a critical component of women's empowerment. Under the project, women could do more after gaining confidence and agency through capacity building. The benefits of capacity building initiatives were well documented in the stories of change which highlighted the importance of knowledge, skills, and confidence in enabling women to make decisions that affect their lives. However, capacity-building initiatives needed to be complemented by enabling the environment and access to resources such as finance, services, and technology, among others.

Political parties are among the most important institutions affecting women's political participation. Therefore, governments, development partners and women networks needed to engage political parties to create an enabling environment for women's participation. Political parties should be encouraged to amend political party constitutions to promote women's participation in local government leadership, adopt more women, and support them through training, mentorship, and campaign funding.

Consideration should be given to ensuring women's access to campaign funding. Experiences from the August 2021 elections in Zambia highlighted that access to campaign finance could determine who gets adopted by their party. From this experience, it became apparent that there was a need to focus on how best women could access campaign finance. Given the role that finance plays in elections, there is a need to raise awareness to ensure that women candidates are not discriminated against because of lack of finance. As such, Women in Local Government Forum (WLGF) and women parliamentarians should advocate for additional funding for political parties that field female candidates. Also, there is a need to build the capacity of women in raising campaign funding. Further, WLGFs should also explore setting up networks for mobilising campaign finance for women candidates.

Working with male counterparts, including youth, to promote women's participation in local government is critical to achieving gender equality. The need to continue working with men to address the barriers to women's participation in local government, including structural barriers, discriminatory practices, violence, unequal access to education, and laws that prevent women from being recruited, among other issues, was underscored. Working with men, particularly men occupying senior positions in relevant institutions, can help lead the cause by enacting enabling laws and policies, recruitment policies, and becoming advocates for women's empowerment.

LGAZ also participated in a two-day conference organized by CLGF in partnership with the South African Department of Cooperative Governance and Traditional Affairs (COGTA) and the South African Local Government Association (SALGA). The objective of the workshop was to facilitate dialogue and peer learning on the role of local government in Post Covid response.

7 Financial Highlights for the Year Ended 31st December 2022

STATEMENT OF COMPREHENSIVE INCOME

	31-Dec-22 ZMW	31-Dec-21 ZMW
Membership Fees	1,913,250	1,913,250
Other Income	8,627,687	10,332,712
Total Income	10,540,937	12,245,962
Operating Costs	(2,884,367)	(2,050,659)
Projects, workshops and conferences	(6,886,410)	(8,916,390)
Total Expenditure	(9,770,777)	(10,967,050)
Other Comprehensive Income/(loss)	4,224	53,085
Operating surplus for the year	774,384	1,331,997

STATEMENT OF FINANCIAL POSITION

	31-Dec-22 ZMW	31-Dec-21 ZMW
Non-Current Assets	3,494,694	3,100,021
Current Assets	4,458,275	3,367,356
Total Assets	7,952,969	6,467,377
Non-Current Liabilities	-	-
Current Liabilities	2,308,038	1,937,766
Total Liabilities	2,308,038	1,937,766
Capital Grant	1,189,070	848,135
Accumulated fund	4,455,861	3,681,476
	5,644,931	4,529,611
Total Fund and Liabilities	7,952,969	6,467,377

7.1 PERFORMANCE OVERVIEW

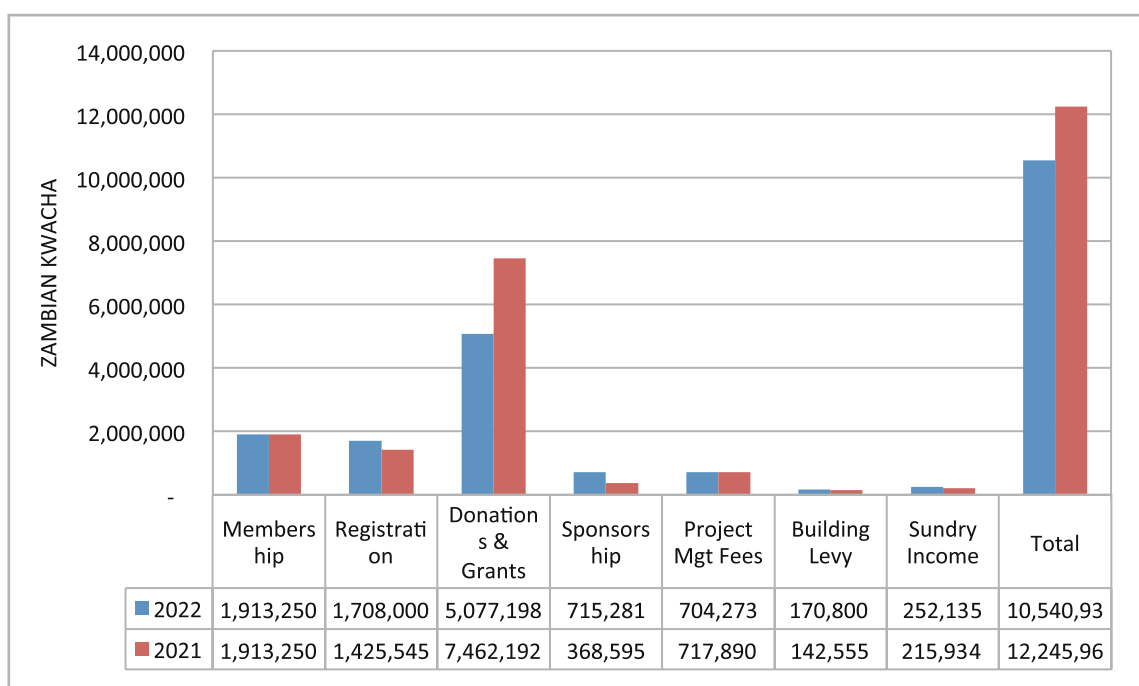
During the year under review, the Association recorded an operating surplus of K0.774 million, compared to K1.332 million attained in 2021, representing a decline 42%. The decline in the operating surplus was mainly attributed to increase in operating costs while revenue remained static and other income declined by 17%. This was exacerbated by the decline in grant income which accounted for 61% of total income in 2021 against 48% of total income in 2022.

7.2 INCOME – 14% decline

The total income for the period under review was K10.541 million compared to K12.246 million that was realised in 2021. This represented an overall decline rate of 14% for 2022 compared to the 80% increase recorded in 2021. The decrease in income for 2022 compared was mainly attributed to the reduction in support from cooperating partners as some of the projects that were running in 2021 ended during 2022. Other income received in 2022 amounted to K8.628 million compared to K10.333 million received in 2021, which represented a decline of 17%. Specifically, total grants amounting to K5.077 million were received from the FCM for the implementation of the PMI-WILL project, GIZ D4D, USAID Local Impact Governance Project, and UNAIDS for the Cities Fast Track HIV/AIDS programme. In the preceding fiscal year, K7.462 million was received in the form of project grants, representing a reduction in grant amounts of 32% in 2022. The other part of total income included registration fees, project management fees and event sponsorship fees corporate organisations during the 2022 Annual Conference which accounted for 34% of the total income.

Membership/annual subscription fees continued to be the Association's main source of revenue. The respective charges for membership/annual subscriptions remained unchanged during the year under consideration. Consequently, the Association's revenue remained at the same level of K1.913 million as was the case in 2021 despite the continued increase in the demand for services and support to members.

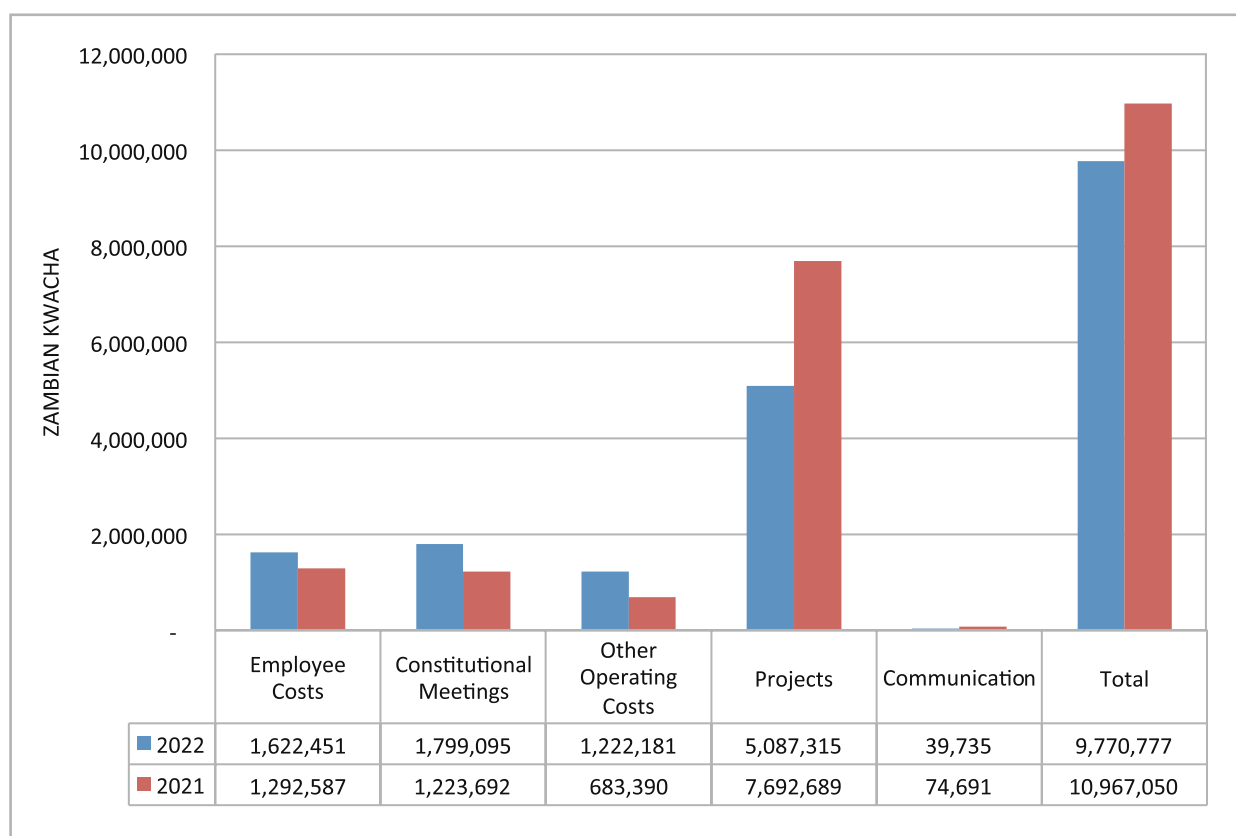
Figure 1: Total Income for the year ended 31 December 2022



7.3 EXPENDITURE – overall reduction of 11%

For the fiscal year ended 31 December 2022, the Association incurred a total expenditure of K9.771 million compared to K10.967 million spent in 2021, which represented an overall downward change of 11% when compared to the 2021 expenditure. The notable reduction in expenditure was commensurate with the reduced income levels attained in 2022. Expenditure on project and workplan activities amounted to K6.886 in 2022, compared to K8.916 million incurred in 2021 which accounted for 71% and 81% respectively. LGAZ's operating costs, which accounted for 30% of the total expenditure amounted to K2.884 million for the year ended 31 December 2022, compared to K2.051 million incurred in 2021, resulting in an overall increase of 41%. Employee costs made up 12% of the total expenditure and 43% of the total operating costs for the period under review.

Figure 2: Total Expenditure for the year ended 31 December 2022



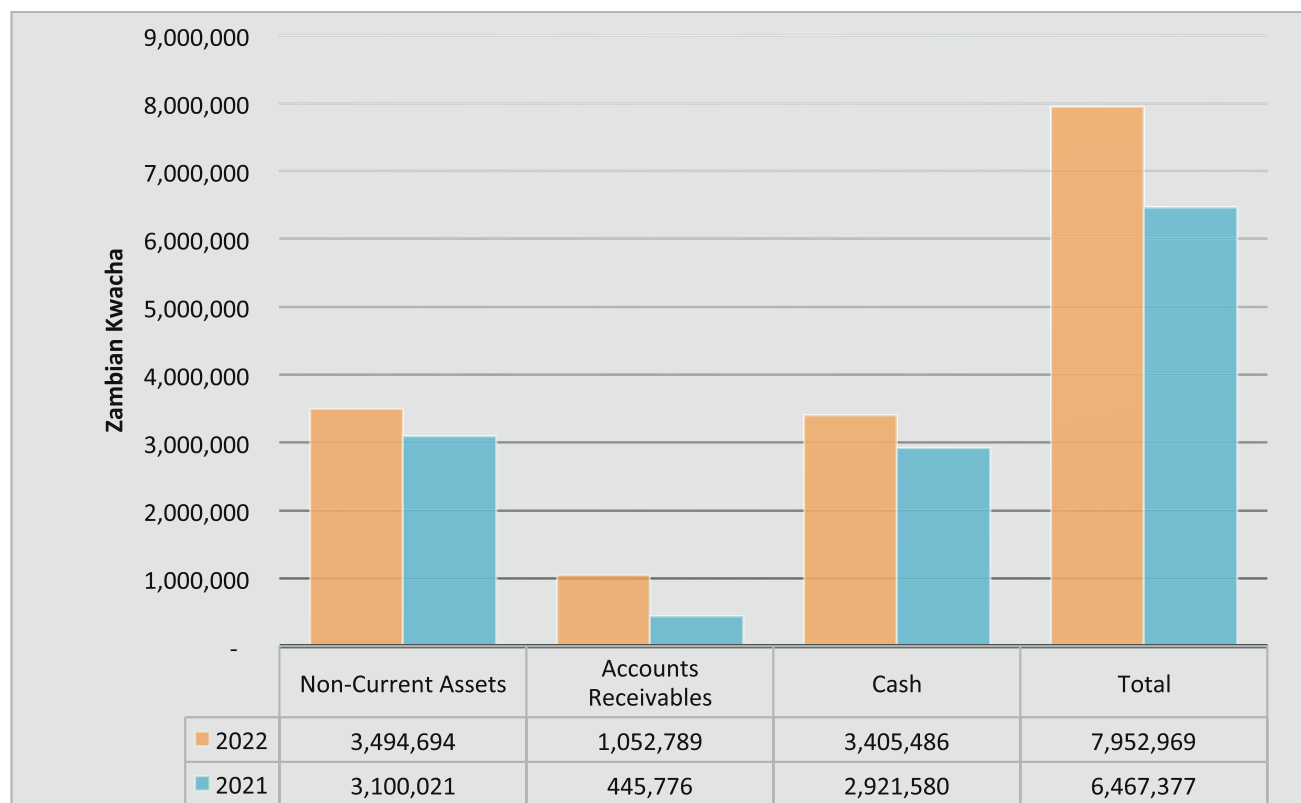
7.4 TOTAL ASSETS

The Association's total assets increased to K7.953 million in 2022 from K6.467 million in 2021, representing an increase of 23%. On 25 August 2022, the Association received a donation of a motor vehicle, Toyota Hilux, from USAID Local Impact Governance Project, valued at K0.564 million for operations. The Association's asset base was further enhanced by the acquisition of office equipment and computers amounting to K0.076 million.

'Cash and cash equivalents' stood at K3.406 million as at 31 December 2022, compared to K2.921 million as at the end of 2021. The rise in cash and bank balances was mainly due to the timing of cash collections in respect of annual subscriptions, annual conference registration fees and project activities. These funds were received in the third (3rd) quarter of the year which resulted in most of the cash being unutilised by the year end. Besides, some project activity funds were also received during the last quarter of 2022 and as such remained unspent at the year end.

'Accounts receivables' increased by 136% to K1.053 million in 2022 from K0.446 million as at 31 December 2021 mainly due to a reduction in the collection efficiency recorded during the year under review. Membership/annual subscription fees due from members amounting to K0.723 million compared to K0.352 million that was outstanding as at 31 December 2021. By close of business on 31 December 2022, a total of 42 local authorities had not yet paid their 2022 subscriptions in full, compared to a total of 23 local authorities at 31 December 2021. Consequently, the collection efficiency for 2022 plummeted to 62% from 82% that was achieved in 2021.

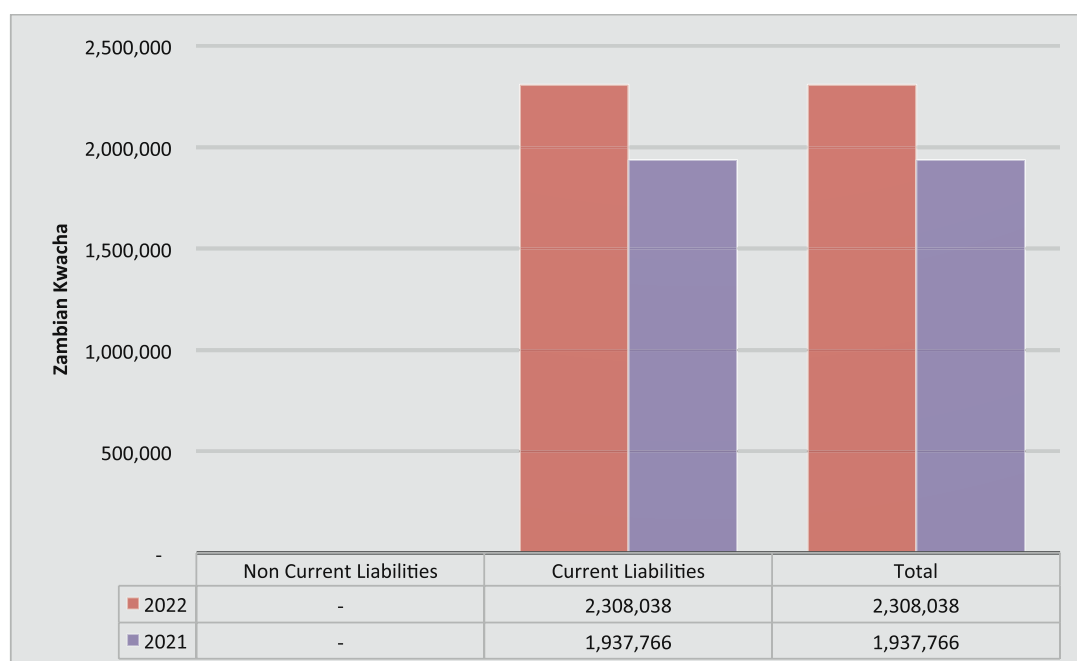
Figure 3: Total Assets as at 31 December 2022



7.5 TOTAL LIABILITIES

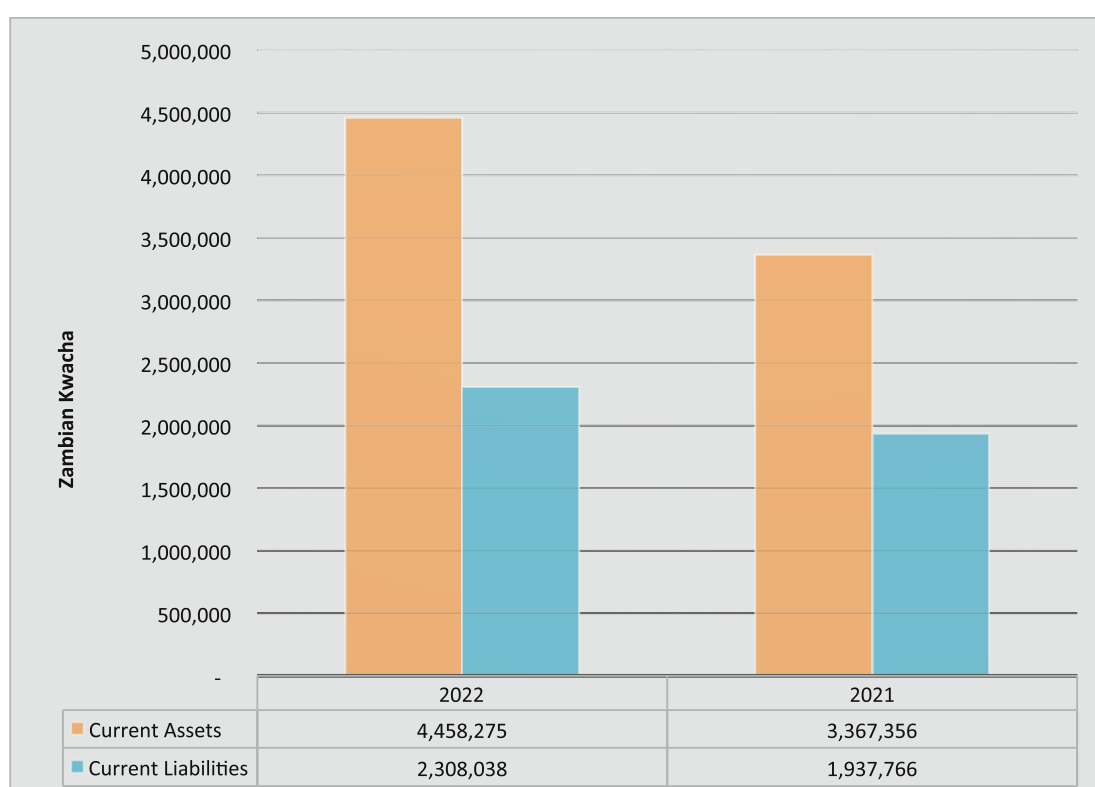
Total liabilities for the Association stood at K2.308 million as at the close of the fiscal year 2022, compared to K1.938 million as at 31 December 2021. Liabilities increased by 19% when compared to 2021 mainly due to the increase in the cost of annual subscriptions UCLG-Africa. With effect from January 2022, UCLG – Africa increased their annual subscriptions by 100% from Euro 5,000 to Euro10,000.

The other liabilities related to annual subscriptions payable to CLGF, audit fees, statutory contributions to the Zambia Revenue Authority (ZRA) for Pay-As-You-Earn (PAYE), National Pensions Scheme Authority (NAPSA), National Health Insurance Management Authority (NHIMA), and deferred income arising from specific grants received during the year. There were no non-current liabilities at the end of the year under review.

Figure 4: Total liabilities as at 31 December 2022

7.6 LIQUIDITY

The Association continued to record improvement in its liquidity position. The current ratio (i.e., current assets/current liabilities) increased by 11% from 1.74 in 2021 to 1.93 in 2022. The improvement was mainly attributed to inflows recorded during the 2022 Annual Conference and continued budgetary support from partners. However, while LGAZ was able to meet all its short-term financial obligations as and when they fell due, there was minimal cash available during most part of the year to enable it to undertake planned activities highlighted in the 2022 work plan.

Figure 4: Total liabilities as at 31 December 2022

Annexure I

REPORT ON IMPLEMENTATION OF 2022 WORK PLAN

KRA1: RESEARCH AND ADVOCACY						
STRATEGIC OBJECTIVE 1: Well-structured and supportive legal framework for local Government by 2025						
Specific Objective 1.1: To generate evidence based LA related information to influence advocacy and inform policy engagement						
Expected Result	Activities	I	II	III	IV	Responsible
Enhanced availability of data on best practices for knowledge sharing	1.1.1. Carry out scoping on best practices					DCS
	1.1.2. Carry out research and document case studies					DCS
	1.1.3. Disseminate findings (Newsletter, News flash, Facebook, Website & Twitter)					DCS
Implementation Status as at 31st December 2022						
This was done through the Advisory Desk as well as the Local Government Awards for Excellence.						
This was done under the Advisory Desk from which knowledge products were developed on revenue enhancement strategies, legal and policy constraints to Decentralisation.						
The case studies were disseminated during the Joint 66th LGAZ Annual Conference and 19th AMICAALL General Assembly.						
Specific Objective 1.2: To engage Ministry of Local Government and Rural Development and National Assembly to initiate and enact legislation and policies that will support the operations of Local Authorities						
Expected Result	Activities	I	II	III	IV	Responsible
Relevant Acts of Parliament and policies reviewed and revised and new legislation and policies enacted	1.2.1. Identify legislation that is inconsistent with the constitution (2)					ED
Implementation Status as at 31st December 2022						
The CDF Act No 11 of 2018 was identified. Proposals were made and submitted to Government for consideration.						
Further, the Local Government Act No 2 of 2019 was identified. Engagements have commenced with the view to ensuring that whatever amendments are made to the Act are in line with the Constitution as regards local government and decentralisation in particular.						

	1.2.2. Identify other pieces of legislation that are outdated. (2)							ED	This is an on-going activity
	1.2.3. Identify like-minded stakeholders and allies							ED	CSPR and Charter Cities and have been identified
	1.2.4. Facilitate legislation review meetings with identified stakeholders.							ED	Legislation review meetings were held on CDF
	1.2.5. Propose amendments to and/or development of new legislation and policies.							ED	Proposals were made through consultations with organs of the Association, key among these being Provincial Coordinators. These informed the engagements. Further, the Association proposed amendments on the Revised National Decentralisation Policy.
Specific Objective 1.3: To upscale advocacy and lobbying for the Ministry of Local Government and Rural Development to improve conditions of service for elected and non-unionized officials									
Expected Result	Activities	I	II	III	IV	Responsible	Implementation Status as at 31st December 2022		
Improved conditions of service for elected and non-unionized officials	1.3.1. Undertake a needs assessment on conditions of service					ED	The needs assessment was done for elected local government officials while that of non-unionized officials is still being awaited from SOLACE.		
	1.3.2. Prepare a memorandum of demands					ED	A memorandum of demands was prepared for elected officials while SOLACE was engaged to prepare one accordingly.		
	1.3.3. Conduct structured engagements with the MLGRD and other relevant institutions.					ED	The matter has been discussed extensively at all levels of governance. Following the enactment of the Emoluments Commission Act No 1 of 2022, the matter is now being pursued with the Emoluments Commission.		

KRA2: RESOURCE MOBILIZATION**STRATEGIC OBJECTIVE 2: Well-resourced local authorities and LGAZ by 2025****Specific Objective 2.1: To mobilize member Local Authorities in exploring new and accessing revenue sources and enhance existing ones**

Expected Result	Activities	I	II	III	IV	Responsible	Implementation Status as at 31st December 2022
Revenue base for LAs broadened	2.1.1. Lobby for full implementation of constitutional, legislative and policy provisions on local government financing					ED	This is an on-going activity which the Association continues to engage government on at various levels from time to time.
	2.1.2. Explore strategic public interest litigation					ED	This will be implemented as and when need arises.
	2.1.3. Encourage LAs to identify and exploit potential revenue sources					DF & FAO	This has been done through production of knowledge products under the Advisory Desk as well as the LGAE to highlight best and innovative practices by some local authorities.
	2.1.4. Encourage LAs to develop service charters by sharing best practices					DF & DCS	This has been implemented through the LGAE and the knowledge products being developed from time to time under the Advisory Desk.
	2.1.5. Promote the use of ICT by LAs in maximizing revenue collection by sharing best practices					DF & FAO	Best practices on use of ICT platforms in revenue collection have been documented under the Advisory Desk and disseminated during the Annual Conference, LGAE and through the Newsletter
	2.1.6. Facilitate peer learning and sharing of best practices in resource mobilization					DF & DCS	As above. Further, a memorandum of understanding has been signed with the Association of Local Authorities of Namibia

Specific Objective 2.2: To mobilize external resources for the effective operations of LGAZ

Expected Result	Activities	I	II	III	IV	Responsible	Implementation Status as at 31st December 2022
Sustainability of LGAZ programmes Strengthened	2.2.1. Identify and engage potential sources for external support					ED	The USAID supported Local Impact Activity, GlZ, EU, the World Bank and some Corporate Institutions have been identified as potential funders to support various programmes from time to time.
	2.2.2. Develop Investment Proposal for LGAZ Office block					DF & DCS	The Investment proposal was developed supported by the Bill of Quantities.

	2.2.3. Write financing proposals (3)					DF & DCS	This was developed and formed the basis for engagement with potential funders.
KRA3: CAPACITY BUILDING							
STRATEGIC OBJECTIVE 3: Well developed and skilled human resource effectively delivering on local authorities' mandate by 2025							
Specific Objective 3.1: To support capacity building of human resource in the local authorities to effectively carry out their mandate							
Expected Result	Activities	I	II	III	IV	Responsible	Implementation Status as at 31st December 2022
Enhanced member LAs capacity delivering on their mandate	3.1.3. Facilitate development of a tool for local authority capacity needs assessment.					ED	The capacity needs assessment tool has been developed.
	3.1.4. Facilitate capacity building programmes for LAs and other key stakeholders					DCS	Tailor made capacity building programmes have been offered in collaboration with the Chalimbana Local Government Training Institute
Specific Objective 3.2: To facilitate development of training packages for the Association							
Enhanced capacity of LGAZ and its stakeholders to effectively implement activities	3.2.1. Conduct a training needs assessment/ gap analysis					ED	This was done through annual performance appraisals
	3.2.2. Identify appropriate learning institutions					DF	A MoU has been signed with NIPA to address the Associations learning needs in addition to CLGTI.
	3.2.3. Facilitate training					DF	Training to be conducted based on availability of resources
Specific Objective 3.3: To provide support and building capacity of LAs on cross cutting issues, pandemic and disasters							
Increased capacity of LAs to mainstream cross cutting issues, pandemic and disasters in programmes and operations	3.3.1. Facilitate training of LAs in mainstreaming Gender Equality and Social Inclusion (GESI), HIV & AIDS and Wellness aspects in their programming (2)					DCS & NPC	Training in GESI has commenced with the Local Government Gender Equality Committee who are expected to spearhead similar training at Provincial level in collaboration with the LGGEC Provincial sub-committees. Further, Members of the AMICAALL Steering Committee have also been capacitated in transformative leadership in HIV and AIDS
	3.3.2. Facilitate capacity strengthening of LAs in responding to pandemics and disasters					DCS & NPC	The Association has continued to support LAs in this area through the COVID-19 vaccination Campaign and the Advisory Desk.

	3.3.3. Facilitate mainstreaming of environmental management and climate change programmes in LAs.						DCS & NPC	This is in progress; the Association is exploring potential partnership with ZEMA and other stakeholders.
	3.3.4. Document and disseminate best practices on mainstreaming of cross cutting issues, pandemics and disasters. (10)						DCS & NPC IAO	This is being done through the Advisory Desk and the Newsletter.
KRA4: INFORMATION SHARING								
STRATEGIC OBJECTIVE 4: Enhanced information sharing mechanisms for LGAZ by 2025								
Specific Objective 4.1: To sensitize member local authorities on the role of LGAZ in local governance								
Expected Result	Activities	I	II	III	IV	Responsible	Implementation Status as at 31st December 2022	
Increased understanding and appreciation of the work of LGAZ	4.1. 1. Produce, package and disseminate appropriate information during LGAZ/AMICAALL constitutional meetings and online platforms					DCS	This is an on-going activity with information disseminated during constitutional meetings, through the Newsletter, the Website and the LGAZ toll free line 3900 on MTN mobile network.	
	4.1.2. Hold Annual LGAZ Conference					ED	The Annual Conference was successfully held in Lusaka from 6th to 9th September 2022.	
	4.1.3. Hold LGAZ Executive Committee Meetings					ED	Two meetings were held on 25th March and 3rd August 2022.	
	4.1.4. Hold LGAZ presidency meetings					ED	Three meetings of the Presidency were held in June, September and December 2022.	
	4.1.5. Hold LGAZ Gender Equality Committee meetings					ED	4 Gender Equality Committee meetings were held under the PMI-WILL Project and the USAID supported Local Impact Programme activity.	
	4.1.6. Hold LGAZ Provincial Committee meetings					ED	Provincial Meetings were held in respective provinces	
	4.1.7. Hold Annual AMICAALL General Assembly					DCS	The General Assembly was successfully held on 7th September 2022.	
	4.1.8. Hold AMICAALL National Steering Committee meeting					DCS	Two meetings were held in March and June 2022.	
	4.1.9. Hold annual Media personnel workshop					DCS	Activity is pending subject to availability of resources.	

Specific Objective 4.2: To build a functional information management System							
Expected Result	Activities	I	II	III	IV	Responsible	Implementation Status as at 31st December 2022
Improved availability and access to Local Government information by stakeholders and the public	4.2.1. Redesign and strengthen knowledge hub					DCS	This is being done under the USAID-Local Impact Governance Project to make the hub more responsive to the needs of the membership and stakeholders. The activity is being implemented in collaboration with Chalimbana Local Government Training Institute and Caritas Zambia.
	4.2.2. Collect and analyse relevant data on local government					DCS	This is being done under the Advisory Desk
	4.2.3. Develop knowledge products					DCS	As above. In 2022, five knowledge products were produced on: i. Legal and Policy Constraints on Decentralisation. ii. Revenue Enhancement Strategies iii. Effect of Staff Transfers on Local Authorities and possible mitigation measures. iv. Good Practices in the implementation of CDF, and v. Innovative best practices in service delivery
	4.2.4. Upload information to online platforms					IAO	This was done with focus on enhanced website. This is an on-going activity
	4.2.5. Produce Newsletter					IAO	Two issues were produced and disseminated using the various platforms .
	4.2.6. Produce LGAZ Annual Report					DCS	This was produced and disseminated during the Annual Conference.
	4.2.7. Produce Newsflash					IAO	Two News Flash issues were produced
	4. 2.11. Produce 10 by 3 m banner					IAO	This was produced and disseminated during the Annual Conference.
	4.2.13. Hold virtual/physical dissemination sessions					DCS	One session was held during the Enhancing Local Government Capacity for Development Project dissemination event, to showcase the support of the project to decentralization.

KRA5: STRATEGIC NETWORKING AND ALLIANCE BUILDING

STRATEGIC OBJECTIVE 5: Enhanced collaboration and networking with government and relevant stakeholders by 2025

Specific Objective 5.1: To initiate and promote platforms for information sharing and exchange

Expected Result	Activities	I	II	III	IV	Responsible	Implementation Status as at 31st December 2022
Enhanced platforms for information sharing and exchange	5.1.1. Identify strategic collaborators and partners and initiate formal relations.					DCS	The Unit responsible for reporting on SDG Implementation under the Ministry of Finance and National Planning was identified to facilitate LGAZ's contribution towards the Voluntary National Review Exercise with the view to highlighting the contribution of local authorities in the implementation of SDGs.
	5.1.2. Hold quarterly meetings with Government					ED	Further, the Association signed partnership agreements with the Swedish International Center for Local Democracy (ICLD) as well as HSH Global.
	5.1.3. Hold meetings with Development Partners and CSO's					DCS	Several meetings were held with Government on various aspects relating to local government such as capacity building for local authorities, CDF, Decentralisation and the CDF Act, the Emoluments Commission, among others. Meetings were held with GIZ, USAID, UNDP, UNAIDs and the World Bank

Specific Objective 5.2: To participate in local and international Conferences and workshops on LA matters

Local Government Representation on Local & International platforms maintained	5.2.1. Conduct survey on up-coming conferences relating to local government					DF	Conferences relating to local government were shared through the organs of the Association, website and social media platforms.
	5.2.2. Attend local conferences					DF	LGAZ was represented at the SOLACE AGM and ZULAWU Conference.
	5.2.3. Attend International Conferences 5 UCLG, UCLGA, UCLGA SARO, CLGF					ED & DF	LGAZ was represented at two SARO meetings, the 9th Edition of the Africities and the UCLG Africa Executive Committee as well as the Botswana Association of Local Authorities (BALA) meeting. LGAZ Also attended several virtual meetings organized by UCLG Africa and the Commonwealth Local Government Forum (CLGF).

KRA 6: INSTITUTIONAL STRENGTHENING**Strategic Objective 6: A well-coordinated and managed Association effectively carrying out its operations and mandate by 2025****Specific Objective 6.1: To develop and implement key Policies and Manuals for the operations and management of the Association**

Expected Result	Activities	I	II	III	IV	Responsible	Implementation Status as at 31st December 2022
Enhanced operational, management and institutional systems for effective running of the Association	6.1.1. Develop operational and procedure manual					DCS	The manual is in draft form and will be finalized in the 2nd quarter of 2023.
	6.1.2. Develop resource mobilization manual					DF	In progress with support from the Federation for Canadian Municipalities under the PMI-Project
	6.1.3. Develop Institutional Sustainability Strategy					ED, DCS & DF	As above.
	6.1.5. Update financial manual					DF	The LGAZ Financial Policy and Regulations document has been updated to take into account emerging issues and is yet to be approved by the Executive Committee.
	6.1.6. Develop Human Resources Policies and Procedures					DF	The manual is in draft form and will be finalized in the 1st quarter of 2023.
	6.1.7. Update M & E strategy					DF	Work is underway to update the Monitoring Evaluation and Learning (MEL) strategy. This is expected to be launched by the 2nd quarter of 2023.

Annexure II:

CONFERENCE DECLARATION



JOINT 66TH LGAZ ANNUAL CONFERENCE AND 19th AMICAALL GENERAL ASSEMBLY, 6-9TH SEPTEMBER 2022

2022 LUSAKA DECLARATION

We, the delegates comprising Mayors, Council Chairpersons, Deputy Mayors, Deputy Council Chairpersons, Ward Councillors, Town Clerks, Council Secretaries, Senior Government Officials and other Stakeholders, meeting as the Joint 66th Annual Conference of LGAZ and 19th General Assembly of AMICAALL at the Mulungushi International Conference Centre, Lusaka, from 6th to 9th September under the theme: **“Actualizing Decentralization for Sustainable Development: Harnessing Opportunities and Mitigating Challenges.”**

Lauding His Excellency Mr. Hakainde Hichilema, President of the Republic of Zambia’s fatherly and inspirational counsel for local authorities to be innovative and resourceful in developing and implementing strategies and priorities that attract investment;

Affirming the call by His Excellency the President, for local authorities to play a key role in national development for improved local service delivery

Appreciating the unwavering support His Excellency the President has for local government and the decentralisation process;

Acknowledging the positive steps taken by government to reposition local government into a strategic sphere in national development;

Noting the importance of various stakeholders participating in the formulation, implementation and monitoring of development programmes in their respective areas;

Appreciating the continued support rendered by Cooperating Partners, including the GIZ, USAID, EU, Global Affairs Canada and the UN System to enhance the capacity of the Association and its member local authorities;

Expectant of government’s resolve to actualize decentralisation through devolution in line with the provisions of the Republican Constitution;

Considering the catalytic role of the media in local government and the decentralisation process;

Reaffirming our commitment to the implementation of the Paris Declaration and Fast-Track Cities Initiatives of ending the AIDS epidemic by 2030;

Reaffirming our commitment to create platforms for civic engagement and citizen empowerment particularly the marginalized such as the youth, women, persons with disabilities and the poor in our communities;

Declare as follows:

1. To express sincere appreciation to His Excellency Mr. Hakainde Hichilema, President of the Republic of Zambia for his commitment and passion to actualize decentralization by devolution.
2. Call upon Government to expedite the implementation of Constitutional provisions on local government which include Articles 147 (2), on exclusive functions for local government and 149 in fulfillment of the will of the people of Zambia on these and other provisions.
3. Implore government to invoke the provisions of Article 148 (2) of the Republican Constitution with a view to strengthening Ward Development Committees to play a meaningful role in local development programmes.
4. Call upon government to ensure that all devolved functions are accompanied by matching resources through a clear and equitable intergovernmental fiscal transfer system.
5. We commit to adopt innovative approaches to ensure the delivery of qualitative, inclusive and responsive services to the citizenry.
6. Call upon the Chalimbana Local Government Training Institute to develop tailor made capacity building programmes for elected officials.
7. Commit ourselves to apply SMART technologies with a view to enhancing own source revenues for improved local service delivery and local development.
8. Call upon government to review the CDF Act No 11 of 2018 to be in line with the spirit of devolution as espoused in the Republican Constitution.
9. Call upon government to harmonize conflicting pieces of legislation on local government, to be in line with the Constitution and the Decentralisation Policy.
10. Lobby government to amend the Rating Act to enable local authorities levy a rate on all properties within their jurisdiction regardless of tenure.
11. Call upon government to start the process of amending Article 47 of the Republican Constitution to allow for mixed member representation on councils.
12. Commit to closely work with the media with a view to connecting with communities in our respective areas by highlighting key local development programmes and the decentralization process.
13. Endorse the use of initiatives such as the Join-In-Circuit as a way of creating demand for the uptake of HIV and AIDS and related services, to attain the 95-95-95 HIV treatment targets in our cities and towns.

14. Endeavour to allocate funds to HIV related coordination and community initiatives and explore additional funding sources from local stakeholders to sustain the response.
15. Commit to ensure prudent utilization of public resources.
16. Letters of appreciation be sent to cooperating partners expressing gratitude for the assistance being rendered to LGAZ and member local authorities.

Notes

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Members of the Local Government Association of Zambia

FULL MEMBERS

Chadiza Town Council
Chama Town Council
Chasefu Town Council
Chavuma Town Council
Chembe Town Council
Chibombo Town Council
Chifunabuli Town Council
Chilanga Town Council
Chiengi Town Council
Chikankata Town Council
Chililabobwe Municipal Council
Chilubi Town Council
Chisamba Town Council
Chitambo Town Council
Chingola Municipal Council
Chinsali Municipal Council
Chipangali Town Council
Chipata City Council
Chipili Town Council
Chirundu Town Council
Choma Municipal Council
Chongwe Municipal Council

Gwembe Town Council

Isoka Town Council
Itezhi- Tezhi Town Council
Ikelenge Town Council

Kabompo Town Council
Kabwe Municipal Council
Kafue Town Council
Kalabo Town Council
Kalomo Town Council
Kalumbila Town Council
Kalulushi Municipal Council
Kanchibiya Town Council
Kaoma Town Council
Kapiri Mposhi Town Council
Kaputa Town Council
Kasenengwa Town Council
Kasama Municipal Council
Kasempa Town Council
Katete Town Council
Kawambwa Town Council
Kazungula Town Council

Kitwe City Council
Lavushimanda Town Council
Limulunga Town Council
Livingstone City Council
Luampa Town Council
Luangwa Town Council
Luanshya Municipal Council
Lufwanyama Town Council
Lukulu Town Council
Luano Town Council
Lumezi Town Council
Lunga Town Council
Lundazi Town Council
Lunte Town Council
Lusaka City Council
Lusangazi Town Council
Lupososhi Town Council
Luwingu Town Council

Mafinga Town Council
Mambwe Town Council
Mansa Municipal Council
Manyinga Town Council
Masaiti Town Council
Mazabuka Municipal Council
Mbala Municipal Council
Milenge Town Council
Mitete Town Council
Mkushi Town Council
Mongu Municipal Council
Monze Town Council
Mpika Town Council
Mpongwe Town Council
Mporokoso Town Council
Mpulungu Town Council
Mufulira Municipal Council
Mufumbwe Town Council
Mulobezi Town Council
Mumbwa Town Council
Mungwi Town Council
Mushindamo Town Council
Mwandi Town Council
Mwansabombwe Town Council
Mwense Town Council
Mwinilunga Town Council

Nakonde Town Council
Nalolo Town Council
Namwala Town Council
Nchelenge Town Council
Ndola City Council
Ngabwe Town Council
Nkeyema Town Council
Nsama Town Council
Nyimba Town Council

Pemba Town Council
Petauke Town Council

Rufunsa Town Council

Samfya Town Council
Senga Town Council
Senanga Town Council
Serenje Town Council
Sesheke Town Council
Shangombo Town Council
Shibuyunji Town Council
Shiwang'andu Town Council
Sinda Town Council
Siavonga Town Council
Sioma Town Council
Sikongo Town Council
Sinazongwe Town Council
Solwezi Municipal Council

Vubwi Town Council

Zambezi Town Council
Zimba Town Council

ASSOCIATE MEMBER

Institute of Local Government
Administrators of Zambia
(ILGAZ)

HONORARY MEMBERS

Several