



Republic of Zambia

APPROVED FINAL RESTRUCTURING REPORT FOR TOWN COUNCIL

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Cabinet Office
LUSAKA

In Consultation with:
Local Government Service Commission
Lusaka

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1.0 INTRODUCTION

The Zambian Constitution Act No. 2 of 2016 provides for the establishment of a Local Government system under Article 151. Further, Article 152 provides that, a Local Authority shall:

- a) Administer the District;
- b) Oversee programs and projects in the District;
- c) Make bylaws; and
- d) Perform other prescribed functions.

The Local Government Act No. 2 of 2019 under Section 3 (1) gives powers to the Minister to establish a City, Municipal and Town Council for a given District whose name shall include the name of the District.

This report presents the Organization structure for the Town Council.

1.1. Background

Government adopted the National Decentralisation Policy in November 2002 which was subsequently launched in August 2004. Organization structures for the City, Municipal and District Council were developed in line with the Decentralization Policy. However, the decentralization programme did not proceed as envisaged due to among others, lack of enabling legal environment, political economy and unwillingness by the sector institutions to devolve functions to the Local Authorities. Consequently, the developed structures were not implemented.

In 2011, the decentralisation policy was revised and re-launched in December 2012 with a specific focus of devolving selected sector functions to local Authorities. In 2016, the decentralisation agenda was given fresh impetus following the enactment of the Constitution of Zambia (amendment) Act No. 2. of 2016 which provided the overarching legal framework on devolution. This was followed by the repeal and replacement of the Local Government Act of 1991 that resulted in the enactment of the Local Government Act No. 2 of 2019.

In view of these developments, the structures were reviewed to align them to the policy. The structures were piloted under Chibombo Town Council in order to determine their suitability to support a devolved system of Government. Thereafter the structures were partially implemented by the Local Government Service Commission across the Councils Countrywide.

Following the 2021 General elections, which ushered in a new Government, the decentralisation agenda was given an uplift as the UPND Government's developmental programmes are anchored on decentralisation as outlined in the UPND party manifesto. The government had demonstrated its commitment to decentralisation by allocating more responsibilities to the Local Authorities (Councils) coupled with the increased budgetary allocations while at the same time, the Constituency Development Fund (CDF) was also increased from one million six hundred kwacha (K1,600,000.00) to twenty-five million seven hundred thousand Kwacha (K25,700,000.00) in 2021 and K28.3 million in 2022. The increased responsibilities for the Councils therefore, required a corresponding increase in human capacity as the current structures are inadequate to deliver efficiently. It is imperative to design appropriate structures that will accommodate the devolved functions from the central Government and provide the optimum staffing levels for the current functions as well as the devolved ones.

It is in view of the foregoing that, the Management Development Division (MDD) was tasked to review organisation structures for the Councils in line with the mandates of the Local Authorities as enshrined in the Constitution. Consequently, organisation structures were developed for Lusaka City Council, four other City Councils, Municipal Councils and Town Councils.

1.2. Terms of Reference

The following Terms of Reference guided the development of the organisation structure for the Town Council: -

- a) To review and develop an appropriate organisation structure and optimum staffing levels, appropriate post titles and grading that will reflect the core business of the Town Council; and
- b) To determine and define the appropriate roles and functions of Departments/Sections/Units in order to ensure clarity of responsibility and accountability.

2.0 METHODOLOGY

The re-organisation of the Councils with related staffing levels, roles, functions and reporting relationships contained in this report are arising from the analysis of information contained in a number of documents that included, the Zambian Constitution (Amendment) Act No. 2 of 2016, Local Government Act No. 2 of 2019, the 2014 organization structure reports, the sector devolution plans, approved salary structure and staff returns.

The recommendations were also informed by findings from the site visits to selected councils across the Country and the consultative Organisation Structure Review Workshop held at Legacy Hotel, Chongwe District from 12th December, 2022 to 10th January, 2023. The meetings were subsequently followed by validation meetings with representatives from Sector Devolving Institutions, Local Authority Unions and Associations.

The meeting was attended by key staff from Local Government Service Commission, Decentralisation Secretariat and was facilitated by the Organisation Design Systems, MDD.

3.0 FINDINGS AND RECOMMENDATIONS

3.1. Findings

The discussions during the organisation structure review, revealed a number of critical issues, which generally provided a framework to guide the reorganisation and restructuring. These issues included: -

a) Inappropriate structures to support decentralization

The current Organisational structures for the Local Authorities are inadequate to support devolution of functions from the Central Government to the Local Authorities. This is due to the fact that some functional areas are exclusively found in the Central Government and have no equivalence in the Council. These include Health Services, Livestock, Fisheries and Veterinary Services, Tourism and Culture among others. Devolving these functions without first realigning the structures will result in disjointed operations and lack of coordination among functional areas. Further, reporting lines will be distorted.

Further the existing Council structures are not appropriate to administer the enhanced Constituency Development Fund (CDF). The enhanced CDF has resulted in an increase in the volume and thresholds of procurements and projects as well as the need for engineering, auditing, finance, planning and monitoring and evaluation services. However, the staff complements have remained the same resulting in work overload, inadequate skills and delays in the execution of projects.

It is therefore, imperative to design an appropriate structure that will accommodate the devolved functions from the central Government and provide the optimum staffing levels for the current functions as well as the devolved ones.

b) Inconsistency between the Constitution and the 2013 National Decentralization Policy

It was established that the Councils were implementing the directives as prescribed under Cabinet Office Circular No. 10 of 2014 which was derived from the 2013 National decentralisation policy. The Circular was in conflict with the provision of the Zambian Constitution (Amendment) Act No. 2 of 2016 in that it gave the Councils the mandate to oversee functional areas that were not allocated to the Councils by the Constitution such as the Education and Agriculture sectors.

There is need to withdraw the Circular and provide fresh directives in line with the Zambian Constitution (Amendment) Act No. 2 of 2016.

c) Inconsistent placement of Posts in salary Scales

It was established that, the existing Council salary grading structure has 18 Scales with a number of Posts being placed without following any particular criteria. The salary grading for the Council was not consistent as some Posts of similar weight and competence requirements were placed in different salary Scales. For example, the Post of Chief Settlement Officer, Senior Systems Analyst, Stores Controller, Valuation Officer and Planner are in LGSS/07 while Senior Human Resource Officer, Assistant Internal Auditor, Assistant Market Manager, Health Inspector, Education Health Officer and Senior Programmer are in salary scale LGSS/08.

Further, Posts with similar salary Scales had different prefixes to the titles such as Chief Architect, Senior Quantity Surveyor, Electrical Engineer, Civil Engineer were all in LGSS/06 which also affected the titles and gradings of Posts below these heads of functional areas.

There is need for standardization in the nomenclature of Post titles within the Town Council.

d) Inconsistency in salary gradings

It was established that, the salary grading for the Council was not consistent as some Posts of similar weight and competence requirements were placed in different salary Scales. For example, the Post of Chief Settlement Officer, Senior Systems Analyst, Stores Controller, Valuation Officer and Planner are in LGSS/07 while Senior Human Resource Officer, Assistant Internal Auditor, Assistant Market Manager, Health Inspector, Education Health Officer and Senior Programmer are in salary scale LGSS/08.

Further, Posts with similar salary Scales had different prefixes to the titles such as Chief Architect, Senior Quantity Surveyor, Electrical Engineer, Civil Engineer were all in LGSS/06 which also affected the titles and gradings of Posts below these heads of functional areas.

There is need for standardization in the nomenclature of Post titles within the Town Council.

e) Limitations in the Prototype Organisational Structures

In the current set up, the approved Council organisational structures are prototypes for each category of the Local Authority. These structures are vital for providing a common operational framework that focuses on standardisation. However, the structures do not address certain peculiarities of some Councils. For example, it was found that, Councils such as Mpika were engaged in farming activities, while Lavushimanda had embarked on construction of a dry port. These activities though vital in generating revenue to sustain council operations are not provided for the prototype structures.

There is need to further adapt the prototype structures to the needs of each council in order to address the unique structures for each Council.

f) Nomenclature of heads of functional areas

In the current structures for the Town Councils, the Post of Deputy Council Secretary is provided for and performs human resource and administration functions. The nomenclature suggests that the Post deputises the Council Secretary. However, it was established that, in practise all functional heads report directly to the Council Secretary and are therefore eligible to assume the functions of the office whenever the jobholder was out of station. The nomenclature has often resulted in confusion during times when the substantive jobholder is out of station as it is not clear on who should act.

The exercise further established that, the nomenclature for the functional heads responsible for Finance, Planning and Engineering were not resonating well with best practice. For instance, the head of Finance was called Council Treasurer while that of engineering services was called Director of Works and that of Planning was District Planning Officer.

There is need to review the nomenclature of the job title in line with the functions performed.

g) Absence of Legal Services

The current structures for the Town Councils do not provide for the performance of the Legal function. This has led to most Councils subcontracting legal services, a situation that had become expensive and unsustainable resulting in delayed execution of services and increased client complaints. In some instances, the situation had resulted in Councils losing money due to litigations arising from failure to follow legal provisions in the execution of its mandate. Given the increased resources being channelled to local authorities in terms of devolution and CDF, the demand for legal services is also envisioned to increase.

There is need to provide for legal services functions in order to strengthen compliance to legal provisions.

h) Low Profile for Audit, Procurement and Public Relations

In the current configuration, the Heads for Internal Audit, Procurement and Public Relations functional areas have been placed in lower salary Scales in comparison to other functional heads. For example, the Posts were placed in LGSS 10 or below, thus, making them unionised and not part of management. The implication of this configuration is that, decision making and provision of quality advice to management on matters relating to fiduciary matters, governance and procurement is compromised. Internal Audit and Procurement functions are cardinal in safeguarding public resources and enhancing governance systems, the profile of these functional areas needs to be raised.

Further, in order to strengthen the institution's corporate image, there is need to raise the profile for the Public Relations function as it plays a strategic role in communicating the institution's mandate, programmes and other interventions to the Public.

i) Placement of functions under Planning and Finance Departments

The current structures for the Planning and Finance Departments include functions that are not related to the core business of the Departments. For example, the ICT and Valuation functions though not accounting in nature were placed under the Finance Department for the purposes of preparation

of payroll and revenue collection using ICT systems. On the other hand, the functions for HIV/AIDS Coordination, Buildings Inspections and Environment were also placed under Planning whose core focus is on spatial planning. This configuration is not aligned to some of the principles of organisation design in which similar functions should be coordinated together. Thus, the arrangement had limited the scope of operations for the above critical functional areas in that they were overshadowed by the Finance function. There is need to streamline the functions in order to enhance performance.

j) Tall Hierarchical Management Layers under Human Resource & Administration, Finance and Engineering Departments

It was established that the existing Council structures had tall management hierarchical layers for certain functional areas such as Engineering Services, Human Resource and Administration and Finance Departments. This resulted in some Posts having less work and subsequently redundant. For example, the Fire and Rescue Services had Posts of Chief Fire Officer; Deputy Chief Fire Officer; Divisional Fire Officer; Station Fire Officer; Sub-Fire Officer; Leading Fireman/Leading Firefighter; Firefighter; and Firefighter Driver. Further, the tall hierarchical structure under Finance with 10 layers which did not add value in the production of outputs. It was also difficult to determine the scope of work for every layer in the hierarchy of Posts. There is need therefore, to streamline the functional areas in order to provide for appropriate structures for the effective delivery of services.

3.2. Recommendations

In order for the Town Council to operate more effectively, it will need a relevant and appropriate structure and systems which shall address the issues raised in the findings. It is therefore, recommended that: -

- a) New organisational structures for the Councils that will take into account the devolved functions as well as the enhanced CDF be developed; Further, the structures should take into consideration the uniqueness of each Council;
- b) The following Posts be retitled in order to provide more clarity and be in conformity with best practice:
 - (i) Deputy Council Secretary (LGSS05) be retitled as Director, Human Resource & Administration (LGSS05);
 - (ii) Council Treasurer (LGSS 05) be retitled as Director Finance (LGSS05) in the same vein the Deputy Council Treasurer (LGS06) be retitled as Chief Accountant (LGSS06) and in this regard the

- Department be retitled from Council Treasury to Department of Finance;
- (iii) Director of Works (LGSS05) be retitled to Director of Engineering (LGSS05); in the same vein the Deputy Director of Works (LGSS06) be retitles as Assistant Director-Engineering (LGSS06); and
 - (iv) District Planning Officer (LGSS05) retitled to Director Planning (LGSS05).
- c) A Legal Unit be established to be headed by a Council Advocate (LGSS 06) in order to strengthen legal services and eliminate litigations arising from flawed legal processes;
- d) The structures for Audit, Procurement and Public Relations be elevated as follows:
- (i) The profile for Internal Audit be elevated to be headed at the level of Chief Internal Auditor (LGSS06). In the same vein the Posts of Internal Auditor (LGSS10) be upScaled to LGSS08 and subsequently 2 Posts be created in order to strengthen internal controls and mitigate risks;
 - (ii) The profile for Procurement be elevated to be headed at the level of Chief Procurement Officer (LGSS06). In the same vein the Posts of Procurement Officer (LGSS10) be upScaled to LGSS08 and subsequently 2 Posts be created in order to strengthen the procurement system; and
 - (iii) The salary Scale for Public Relations Officer be upScaled from (LGSS13) to (LGSS08).
- e) The following functional areas be realigned as follows:
- (i) Valuation and ICT Units be transferred from District Treasurer (Department of Finance) to the newly created Planning Department;
 - (ii) The Social Services functions from the devolved Ministry of Community Development and Social Services be realigned to the newly created Department of Community Services; and
 - (iii) The Public Health function be transferred from the retitled District Planning Department and be placed under the newly created Department of Health Services together with the devolved Health Services function.
- f) The Cabinet Office Circular No. 10 of 2014 be withdrawn and provide fresh directives in line with the Zambian Constitution (Amendment) Act No. 2 of 2016;
- g) A Job Evaluation and Salary Grading exercise be conducted in order to facilitate for fair salary grading and ranking of jobs for equitable rewards.

- h) A change management programme be implemented in order to inculcate the desired organization culture for the Council employees. This process will facilitate the integration of the different work cultures of the current workforce that emanates from the mainstream Civil Service and Council while recognizing the power of diversity in a work environment; and
- i) The prototype structures be reviewed in order to have specific organisation structures for each Municipal Council that considers all the peculiarities. This will allow for fostering growth and optimal utilisation of resources.

4.0 RE-ORGANISATION

Following the restructuring exercise for Local Authorities, the Town Council structure shall be organised as follows: -

- Office of the Council Secretary;
 - Public Relations Unit
- Department of Engineering;
- Department of Community Services;
- Department of Planning;
- Department of Health Services;
- Department of Fisheries and Livestock and Veterinary Services;
- Department of Human Resource and Administration;
- Department of Finance;
- Legal Services Unit;
- Procurement Unit; and
- Internal Audit Unit.

The higher-level organisation structure for the Town Council is at Appendix “A”.

4.1. Office of the Council Secretary

The Council Secretary shall be the Chief Executive Officer responsible for overseeing the operations of the Town Council. The Office shall provide overall policy guidance and an oversight role while the functional heads shall be responsible for executing the technical and administrative aspects of the Council. It shall also interpret Government policies into implementable programmes and projects in the context of the National Decentralisation Policy.

In addition, the Office of the Council Secretary will ensure that there are effective linkages among and within the Departments/Units in order to

strengthen internal systems and improve communication for effective performance of the Council. Overall, the Council Secretary will be responsible for effective strategic management of the Council.

The Office of the Council Secretary shall comprise a Public Relations Unit.

4.1.1. Public Relations Unit

The Unit shall be responsible for performing public relations functions in the Council in order to inform the public and enhance the image of the Council.

The Unit shall perform the following specific functions:

- a) Coordinate press releases in order to update the public on the operations of the Council;
- b) Prepare responses to press and public queries in order to facilitate decision making;
- c) Coordinate production of brochures, magazines, newsletters, radio and television programmes in order to disseminate information about the Council;
- d) Manage digital media content in order to interact with the Public and stakeholders; and
- e) Coordinate the hosting of Council functions and events.

The Unit shall be headed by a Public Relations Officer (LGSS08) and assisted by one (1) Assistant Public Relations Officer (LGSS10).

The summary of staffing for the Office of the Council Secretary is shown below:

Post	Salary Scale	Proposed Establishment
Council Secretary	LGSS03	1
Personal Secretary	LGSS10	2
Driver	G1	1
Office Orderly	G3	1
Sub-total		5
Public Relations Unit		
Public Relations Officer	LGSS08	1
Assistant Public Relations Officer	LGSS10	1
Sub-total		2
Total		7

4.2. Department of Engineering

The Department shall be responsible for the provision of engineering services, fire and rescue services, management of parks and gardens and maintenance of motor vehicles, plant and equipment. It shall also be responsible for provision of fire and rescues services. Further, the Department shall be responsible for inspection of vehicles, dredging and pontoon crossing services (in selected districts only).

The Department shall perform the following specific functions:

- a) Construct and maintain local roads, drainages and buildings;
- b) Facilitate the provision of electricity services;
- c) Supervise the construction and maintenance of roads, drainages, District airports, aerodromes and airstrips;
- d) Conduct motor vehicle inspections in order to facilitate registration and issuance of licences;
- e) Prepare bills of quantity and forms of tender in order to quantify construction works and facilitate tendering;
- f) Provide architectural services in the design of Public infrastructure in order to ensure adherence to standards, specifications, statutory and design requirements;
- g) Install and maintain street and traffic lights in order to improve security and safety on the roads;
- h) Manage the operations of the mechanical workshop in order to ensure the repair and maintenance of the Council's fleet of vehicles and machinery;
- i) Provide dredging and pontoon crossing services (applicable to Councils with water bodies);
- j) Manage parks, gardens and open spaces in order to ensure a green environment and beautify the District;
- k) Provide fire and rescue services in order to safeguard lives and property;
- l) Facilitate the provision of rural water supply and sanitation services for improved hygiene; and
- m) Implement CDF projects related to infrastructure development.

The Department shall be headed by a Director - Engineering (LGSS05) and assisted by one (1) Assistant Director - Engineering (LGSS06) and one (1) Divisional Fire Officer (LGSS08).

The Department shall comprise one (1) Section and one (1) Unit as follows:

- Engineering; and
- Fire and Rescue Services.

4.2.1. Engineering Section

The Section shall be responsible for planning and implementing engineering services, construction of parks and gardens, and maintenance of motor vehicles, plant and equipment as well as dredging and pontoon crossing services. It shall also be responsible for conducting inspections on vehicles in order to facilitate issuance of licenses.

The Section shall perform the following specific functions:

- a) Prepare infrastructure designs in order to facilitate construction and maintenance of local roads, drainages and buildings;
- b) Facilitate the provision of electricity services;
- c) Supervise the construction and maintenance of District airports, aerodromes and airstrips;
- d) Conduct inspections on motor vehicles and vessels in order to facilitate registration and issuance of licences;
- e) Prepare bills of quantity and forms of tender in order to facilitate quantification of construction works and tendering;
- f) Provide architectural services in the design of Public infrastructure in order to ensure adherence to standards, specifications, statutory and design requirements;
- g) Conduct installation and maintenance of street and traffic lights in order to improve security and safety on the roads;
- h) Manage the operations of the mechanical workshop in order to ensure the repair and maintenance of the Council's fleet of vehicles and machinery;
- i) Provide dredging and pontoon crossing services (applicable to Councils with water bodies);
- j) Manage parks, gardens and open spaces in order to ensure a green environment and beautify the District;
- k) Facilitate the provision of rural water supply and sanitation services for improved hygiene; and
- l) Implement CDF projects related to infrastructure development.

The Section shall be headed by an Assistant Director - Engineering (LGSS06) and assisted by one (1) Mechanical Engineer (LGSS07), one (1) Electrical Engineer (LGSS07), one (1) Civil Engineer - Roads & Drainages (LGSS07), one (1) Quantity Surveyor (LGSS07), one (1) Architect (LGSS07), one (1) Manager - Parks & Gardens (LGSS07) and one (1) Engineer - Rural Water & Sanitation (LGSS07).

The Section shall comprise seven (7) Units as follows:

- i. Maintenance and Electrical Engineering;
- ii. Quantity Surveying;
- iii. Architecture;

- iv. Parks and Gardens;
- v. Rural Water and Sanitation;
- vi. Roads and Drainages;
- vii. Mechanical Services;
 - a) Pontoons and Ferries;
 - b) Harbours; and
 - c) Vehicle Maintenance Services.

4.2.1.1. Maintenance and Electrical Engineering Unit

The Unit shall be responsible for installation and maintenance of electrical systems, street and traffic lights; and provision of other electrical services. The Unit shall also be responsible for maintenance and management of public buildings and properties in order to prolong serviceability and their life span.

The Unit shall perform the following specific functions:

- a) Install and maintain street and traffic lights in order to improve security and safety on the roads;
- b) Facilitate the provision electricity services;
- c) Prepare Electrical designs in order to meet client requirements and ensure adherence to standards, specifications, statutory and design requirements;
- d) Maintain and rehabilitate public buildings and properties to sustain their life span and ensure safety;
- e) Supervise contractors undertaking maintenance and rehabilitation of buildings to ensure adherence to standards;
- f) Conduct inventory and conditional surveys of buildings; and
- g) Prepare and implement maintenance plans.

The Unit shall be headed by an Electrical Engineer (LGSS07) and assisted by one (1) Assistant Electrical Engineer - Design (LGSS10) and one (1) Maintenance Superintendent (LGSS10).

The proposed summary of staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Electrical Engineer	LGSS07	1
Electrical Unit		
Assistant Electrical Engineer	LGSS10	1
Electrician	LGSS14	2
Sub-Total		3
Maintenance Unit		
Maintenance Superintendent	LGSS10	1
Plumber	LGSS15	2
Bricklayer	LGSS15	2

Post	Salary Scale	Proposed Establishment
Carpenter	LGSS15	2
Painter	LGSS15	1
General Worker	G3	2
Sub-Total		10
Total		14

4.2.1.2. Quantity Surveying Unit

The Unit shall be responsible for the preparation of Bills of Quantities, forms for tender, estimates of cost, schedules of works and administration of contracts in order to control costs and facilitate the construction of public buildings and properties.

The Unit shall perform the following specific functions:

- a) Prepare estimates in order to determine the approximate cost of a given project;
- b) Prepare Bills of Quantities and forms of tender in order to quantify construction works and facilitate tendering; and
- c) Monitor and evaluate the costs associated with implementation of building projects in order to provide information for decision making.

The Unit shall be headed by a Quantity Surveyor (LGSS07) and assisted by two (2) Assistant Quantity Surveyor (LGSS10).

The proposed summary of staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Quantity Surveyor	LGSS07	1
Assistant Quantity Surveyor	LGSS10	2
Total		3

4.2.1.3. Architecture Unit

The Unit shall be responsible for preparation of architectural designs and working drawings. It shall also supervise, administer and manage contracts for the construction of public buildings in order to ensure quality infrastructure.

The Unit shall perform the following specific functions:

- a) Prepare architectural designs in order to meet client requirements and ensure adherence to standards, specifications, statutory and design requirements;
- b) Produce working drawings in order to facilitate tender documentation and construction;

- c) Supervise the construction of public buildings in order to ensure adherence to set standards and safety; and
- d) Administer and manage construction contracts in order to ensure adherence to contractual obligations.

The Unit shall be headed by an Architect (LGSS07) and assisted by two (2) Assistant Architects (LGSS10).

The proposed summary of staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Architect	LGSS07	1
Assistant Architect	LGSS10	2
Senior Clerk of Works	LGSS10	1
Draughtsman	LGSS15	1
Total		5

4.2.1.4. Parks and Gardens Unit

The Unit shall be responsible for the management of parks, gardens and open spaces in order to ensure a green environment and beautify the District.

The Unit shall perform the following specific functions:

- a) Manage parks, gardens and open spaces in order to ensure a green environment and beautify the District;
- b) Develop parks and gardens in order to beautify the District; and
- c) Undertake landscaping and horticultural services in public spaces.

The Unit shall be headed by a Parks Manager (LGSS07) and assisted by one (1) Parks Supervisor (LGSS15).

The proposed summary of staffing for the Parks & Gardens Unit is shown below:

Post	Salary Scale	Proposed Establishment
Parks Manager	LGSS07	1
Parks Supervisor	LGSS15	1
General Worker	G1	4
Total		6

4.2.1.5. Roads and Drainages Unit

The Unit shall be responsible for the design, construction and maintenance of roads and drainages.

The Unit shall perform the following specific functions:

- a) Facilitate the design of roads, drainages and other related road infrastructure;
- b) Construct and maintain roads, drainages, District airports, aerodromes and airstrips; and
- c) Facilitate the general procurement of projects.

The Unit shall be headed by a Civil Engineer - Roads & Drainages (LGSS07) who shall be assisted by two (2) Assistant Civil Engineer (LGSS10).

The proposed summary of staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Civil Engineer	LGSS07	1
Assistant Civil Engineer	LGSS10	2
Engineering Assistant	LGSS14	2
Total		5

4.2.1.6. Mechanical Services Unit

The Unit shall be responsible for providing mechanical services in order to enhance Council operations.

The Unit shall perform the following specific functions:

- a) Prepare maintenance plans for pontoon, motor vehicle, plant and equipment in order to ensure compliance to prescribed maintenance requirements;
- b) Repair and maintain pontoons, motor vehicles, plant and equipment in order to prolong their lifespan;
- c) Provide equipment leasing services in order to generate income;
- d) Conduct rehabilitation, construction, upgrading and maintenance of dredging canals, ports and harbours in order to enhance smooth water transport;
- e) Conduct motor vehicle and vessel inspections in order to facilitate registration and issuance of licences;
- f) Develop and review standards and procedures for the workshop operations;
- g) Generate estimates for lease of equipment in order to facilitate the preparation of quotations; and
- h) Maintain a database of maintenance and repair works.

The Unit shall be headed by a Mechanical Engineer (LGSS07) and assisted by one (1) Pontoon Supervisor (LGSS09), one (1) Harbour Master (LGSS10) and one (1) Assistant Mechanical Engineer (LGSS10).

4.2.1.6.1. Pontoons and Ferries Sub-Unit

The Sub-Unit shall be responsible for providing pontoon crossings in order to facilitate movement of vehicles, goods and people across water bodies.

The Sub-Unit shall perform the following specific functions:

- a) Provide Pontoon crossing services in order to facilitate movement of vehicles, goods and people across water bodies;
- b) Provide logistical support services to pontoon stations;
- c) Facilitate for servicing and repair of pontoons in order to ensure they are safe and also prolong their lifespan;
- d) Conduct sensitisation to water transport users on the pontoon safety;
- e) Implement safety standards and procedures for pontoon operations;
- f) Maintain Pontoon records in order to ease storage, reference and retrieval of information; and
- g) Collect pontoon user fees in order to generate revenue.

The Sub-Unit shall be headed by a Pontoon Supervisor (LGSS09) and assisted by one (1) Pontoon Superintendent (LGSS10), one (1) Accounts Assistant (LGSS11), one (1) Stores Officer (LGSS11), one (1) Welder (LGSS11), two (2) Mechanics (LGSS12), two (2) Senior Pontoon Operators (LGSS12), four (4) Pontoon Operators (LGSS14), one (1) Driver (G1), two (2) Watchmen (G3) and one (1) General Worker (G3).

The Sub-Unit shall have presence in the following Districts and Regions:

- i. Northern Region (Kashiba);
- ii. North-western Region (Zambezi);
- iii. Central Region (Machiya); and
- iv. Luangwa District Office.

A. Northern Region

The Northern Region shall oversee Kashiba, Safwa, Kasoma Lwela and Mbesuma pontoon stations.

Note: *Kashiba Station (Mwense District) will not to be devolved because it's a cross border pontoon site, Zambia – DRC)*

The summary of staffing for Northern Region is shown below:

Post	Salary Scale	Proposed Establishment
Safwa Station (Kasama District)		
Pontoon Superintendent	G	1
Revenue Collector	D	1

Post	Salary Scale	Proposed Establishment
Pontoon Operator	D	3
Pontoon Handyman	A	2
Security Guard	A	2
Total		9
Kasoma Lwela Station (Chembe District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Security Guard	A	2
Total		6
Mbesuma Station (Kasama District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Security Guard	A	2
Sub-Total		6
Kapalala (Milengi) Station (Milenge District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Security Guard	A	2
Sub-Total		6
Total		27

B. North-Western Region

The North-western Region shall oversee Zambezi, Chavuma, Watopa, Meso-Akawa, Lukulu and Kabompo pontoon stations.

The Region shall be headed by a Pontoon Supervisor (H) who shall be assisted by five (5) Senior Pontoon Operators (E), one (1) Accounts Assistant (F), one (1) Stores Officer (F), one (1) Welder (F), one (1) Mechanic (E).

The summary of staffing for North-western Region is shown below:

Post	Salary Scale	Proposed Establishment
Zambezi Station (Zambezi District)		
Pontoon Supervisor	H	1
Accounts Assistant	F	1
Stores Officer	F	1
Welder	F	1
Mechanic	E	1
Revenue Collector	D	1
Pontoon Operator	D	3
Pontoon Handyman	A	2

Post	Salary Scale	Proposed Establishment
Watchman	A	2
General Worker	A	1
Sub-Total		14
Chavuma Station (Chavuma District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Watchman	A	2
Sub-Total		6
Watopa Station (Kabompo District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Meso-Akawa Station (Mitete District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Watchman	A	2
Sub-Total		6
Lukulu Station (Lukulu District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Kabompo Station (Kabompo District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Total		50

C. Central Region (Machiya)

The Central Region shall oversee Kalongola, Ngabwe, Lunga, Lubungu, and Namwala pontoon stations.

The region shall be headed by a Pontoon Supervisor (H) who shall be assisted by one (1) Pontoon Superintendent (G) and four (4) Senior Pontoon Operators (E).

The summary of staffing for Central Region is shown below:

Post	Salary Scale	Proposed Establishment
Machiya Station (Mpongwe District)		
Pontoon Supervisor	H	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Kalongola Station (Sioma District)		
Pontoon Superintendent	G	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Ngabwe Station (Ngabwe District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Watchman	A	2
Sub-Total		6
Lunga Station (Kasempa District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Lubungu Station (Mumbwa District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Sub-Total		6
Namwala Station (District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Total		44

4.2.1.6.2. Harbours Sub-Unit

The Sub-Unit shall be responsible for rehabilitation, construction, upgrading and maintenance of canals, ports and harbours.

The Sub-Unit shall perform the following specific functions:

- a) Conduct rehabilitation, construction, upgrading and maintenance of canals, ports and harbours in order to ensure safe passage of people and goods;
- b) Conduct search and rescue services on all the waterways;
- c) Conduct marine accident investigations in order to ascertain the cause of accidents for decision making;
- d) Promote research and development in marine transport and related matters;
- e) Maintain and rehabilitate dredging equipment and water vessels in order to ensure their safety; and
- f) Install and maintain Navigation Aids (beacons and buoys) on international shared waters.

The Sub-Unit shall be headed by a Harbour Master (LGSS10) who shall be assisted by one (1) Surveyor of Vessels (LGSS11).

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Mpulungu District		
Harbour Master	G	1
Surveyor of Vessels	F	2
Tally Clerk	D	1
Coxswain	B	1
Sub-Total		5
Samfya District		
Harbour Master	G	1
District Waterways Superintendent - Samfya	G	1
Plant Mechanic	E	1
Dredger Operator	D	2
Coxswain	B	1
Sub-Total		6
Mongu District		
Harbour Master	G	1
Tally Clerk		1
Dredger Operator	D	2
Coxswain	B	1
Sub-Total		5
Nchelenge District		
District Waterways Superintendent		1
Surveyor of Vessels		1
Harbour Master	G	1
Plant Mechanic	E	1
Dredger Operator	D	2
Coxswain	B	2
Sub-Total		8
Chiengi District		

Post	Salary Scale	Proposed Establishment
Harbour Master	G	1
District Waterways Superintendent	G	1
Coxswain	B	1
Sub-Total		3
Siavonga District		
Surveyor of Vessels	F	1
Harbour Master	G	1
Vessel Inspectors	E	3
Coxswain	B	1
Sub-Total		6
Ndola District		
Dredger Operator	D	2
Watchman	A	2
Sub-Total		4
Mwansabombwe District		
Surveyor of Vessels	F	1
Coxswain	B	1
Sub-Total		2
Lunga District		
Dredger Operator	D	2
Coxswain	B	1
Sub-Total		3
Chilubi District		
Dredger Operator	D	2
Sub-Total		2
Kafue District		
Dredger Operator	D	2
Sub-Total		2
Mwense District		
Coxswain	B	1
Sub-Total		1
Total		47

4.2.1.6.3. Vehicle Maintenance Services Sub-Unit

The Sub-Unit shall be responsible for maintaining and repairing vehicles in order to ensure their mobility and safety. It shall also be responsible for conducting motor vehicle and vessel inspections in order to facilitate issuance of licenses.

The Unit shall perform the following specific functions:

- Prepare maintenance plans for pontoon, motor vehicle, plant and equipment in order to ensure compliance to prescribed maintenance requirements;
- Repair and maintain pontoon, motor vehicles, plant and equipment in order to prolong their lifespan;

- c) Conduct motor vehicle inspections in order to facilitate registration and issuance of licences;
- d) Generate estimates for lease of equipment and motor vehicle repairs in order to facilitate the preparation of quotations; and
- e) Maintain a database of maintenance and repair works.

The Sub-Unit shall be headed by an Assistant Mechanical Engineer (LGSS10) who shall be assisted by one (1) Motor Vehicle Examiner (LGSS11).

The summary staffing for Mechanical Services Sub-Unit is shown below:

Post	Salary Scale	Proposed Establishment
Assistant Mechanical Engineer	LGSS10	1
Motor Vehicle Examiner	LGSS11	1
Auto Electrician	LGSS14	1
Mechanic	LGSS14	2
Excavator Operator	LGSS14	1
Scaler Operator	LGSS14	1
Mechanical Handyman	G1	2
Welder	LGSS15	1
Sub-total		10

4.2.2. Fire and Rescue Services Unit

The Unit shall be responsible for the provision of fire and rescue services in order to safeguard lives and property.

The Unit shall perform the following specific functions:

- a) Provide firefighting and rescue services;
- b) Conduct training on firefighting and rescue services in order to build capacity;
- c) Conduct research on fire and rescue services;
- d) Inspect premises and provide advice on fire prevention;
- e) Collaborate with relevant stakeholders on infrastructure design for fire safety; and
- f) Facilitate the repair and maintenance of the Firefighting vehicles and machinery.

The Unit shall be headed by a Divisional Fire Officer (LGSS08) and assisted one (1) Station Officer (LGSS11).

The proposed summary of staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Divisional Fire Officer	LGSS 08	1
Station Officer	LGSS 11	1

Post	Salary Scale	Proposed Establishment
Sub-Officer	LGSS 12	1
Leading Firefighter	LGSS 13	2
Fire Fighter	LGSS 14	4
Fire Fighter Driver	LGSS 14	2
Total		11

4.2.3. Rural Water and Sanitation Unit

The Unit shall be responsible for coordinating the provision of water supply in rural areas in order to make it available to consumers. It shall also be responsible for coordinating the provision of sanitation services in peri-urban and rural areas in order to safeguard the health of communities and the environment.

The Unit shall perform the following specific functions:

- Coordinate the designs for water supply and onsite sanitation facilities in order to ensure compliance with guidelines and national standards;
- Coordinate provision of water supply services in rural areas in order to ensure safe and clean water;
- Coordinate operations of onsite sanitation services and private sanitation providers in rural and peri-urban areas in order to safeguard the health of communities and the environment; and
- Facilitate the maintenance of equipment and infrastructure for provision of water supply and sanitation services in peri-urban and rural areas in order to ensure smooth operations.

The Unit shall be managed by a Water and Sanitation Engineer (LGSS07).

The summary staffing for the Department of Engineering is shown below:

Post	Salary Scale	Proposed Establishment
Director of Engineering	LGSS05	1
Sub-Total		1
Engineering Section		
Assistant Director - Engineering	LGSS06	1
Sub-Total		1
Maintenance and Electrical Engineering Unit		
Electrical Engineer	LGSS07	1
Electrical Unit		
Assistant Electrical Engineer	LGSS10	1
Electrician	LGSS14	2
Sub-Total		3
Maintenance Unit		
Maintenance Superintendent	LGSS10	1

Post	Salary Scale	Proposed Establishment
Plumber	LGSS15	2
Bricklayer	LGSS15	2
Carpenter	LGSS15	2
Painter	LGSS15	1
General Worker	G3	2
Sub-Total		10
Quantity Surveying Unit		
Quantity Surveyor	LGSS07	1
Assistant Quantity Surveyor	LGSS10	2
Total		3
Architecture Unit		
Architect	LGSS07	1
Assistant Architect	LGSS10	2
Senior Clerks of Works	LGSS10	1
Draughtsman	LGSS15	1
Total		5
Parks and Gardens Unit		
Parks Manager	LGSS07	1
Parks Supervisor	LGSS15	1
General Worker	G1	4
Total		6
Roads and Drainages Unit		
Civil Engineer	LGSS07	1
Assistant Civil Engineer	LGSS10	2
Engineering Assistant	LGSS14	2
Total		5
Mechanical Services Unit		
Mechanical Engineer	LGSS 07	1
Pontoons and Ferries Sub-Unit		
A. Northern Region		
Safwa Station (Kasama District)		
Pontoon Superintendent	G	1
Revenue Collector	D	1
Pontoon Operator	D	3
Pontoon Handyman	A	2
Security Guard	A	2
Total		9
Kasoma Lwela Station (Chembe District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Security Guard	A	2
Total		6
Mbesuma Station (Kasama District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2

Post	Salary Scale	Proposed Establishment
Security Guard	A	2
Sub-Total		6
Kapalala (Milengi) Station (Milenge District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Security Guard	A	2
Sub-Total		6
B. North-Western Region		
Zambezi Station (Zambezi District)		
Pontoon Supervisor	H	1
Accounts Assistant	F	1
Stores Officer	F	1
Welder	F	1
Mechanic	E	1
Revenue Collector	D	1
Pontoon Operator	D	3
Pontoon Handyman	A	2
Watchman	A	2
General Worker	A	1
Sub-Total		14
Chavuma Station (Chavuma District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Watchman	A	2
Sub-Total		6
Watopa Station (Kabompo District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Meso-Akawa Station (Mitete District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Watchman	A	2
Sub-Total		6
Lukulu Station (Lukulu District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2

Post	Salary Scale	Proposed Establishment
Sub-Total		8
Kabompo Station (Kabompo District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Total		16
C. Central Region (Machiya)		
Machiya Station (Mpongwe District)		
Pontoon Supervisor	H	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Kalongola Station (Sioma District)		
Pontoon Superintendent	G	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Ngabwe Station (Ngabwe District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Watchman	A	2
Sub-Total		6
Lunga Station (Kasempa District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Lubungu Station (Mumbwa District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2
Pontoon Handyman	A	2
Sub-Total		6
Namwala Station (District)		
Senior Pontoon Operator	E	1
Revenue Collector	D	1
Pontoon Operator	D	2

Post	Salary Scale	Proposed Establishment
Pontoon Handyman	A	2
Watchman	A	2
Sub-Total		8
Harbours Sub-Unit		
Mpulungu District		
Harbour Master	G	1
Surveyor of Vessels	F	2
Tally Clerk	D	1
Coxswain	B	1
Sub-Total		5
Samfya District		
Harbour Master	G	1
District Waterways Superintendent - Samfya	G	1
Plant Mechanic	E	1
Dredger Operator	D	2
Coxswain	B	1
Sub-Total		6
Mongu District		
Harbour Master	G	1
Tally Clerk	D	1
Dredger Operator	D	2
Coxswain	B	1
Sub-Total		5
Nchelenge District		
District Waterways Superintendent	G	1
Harbour Master	G	1
Surveyor of Vessels	F	1
Plant Mechanic	E	1
Dredger Operator	D	2
Coxswain	B	2
Sub-Total		7
Chiengi District		
Harbour Master	G	1
District Waterways Superintendent	G	1
Coxswain	B	1
Sub-Total		3
Siavonga District		
Harbour Master	G	1
Surveyor of Vessels	F	1
Vessel Inspector	E	3
Coxswain	B	1
Sub-Total		6
Ndola District		
Dredger Operator	D	2
Watchman	A	2
Sub-Total		4
Mwansabombwe District		

Post	Salary Scale	Proposed Establishment
Surveyor of Vessels	F	1
Coxswain	B	1
Sub-Total		2
Lunga District		
Dredger Operator	D	2
Coxswain	B	1
Sub-Total		3
Chilubi District		
Dredger Operator	D	2
Sub-Total		2
Kafue District		
Dredger Operator	D	2
Sub-Total		2
Mwense District		
Coxswain	B	1
Sub-Total		1
Vehicle Maintenance Services Sub-Unit		
Assistant Mechanical Engineer	LGSS10	1
Motor Vehicle Examiner	LGSS11	1
Auto Electrician	LGSS14	1
Mechanic	LGSS14	2
Excavator Operator	LGSS14	1
Scaler Operator	LGSS14	1
Mechanical Handyman	G1	2
Welder	LGSS15	1
Sub-total		10
Fire and Rescue Services Unit		
Divisional Fire Officer	LGSS08	1
Station Officer	LGSS11	1
Sub-Officer	LGSS12	1
Leading Firefighter	LGSS13	2
Fire Fighter	LGSS14	4
Fire Fighter Driver	LGSS 14	2
Total		11
Rural Water and Sanitation Unit		
Water and Sanitation Engineer	LGSS 07	1
Sub-Total		1
Departmental Total		232

4.3. Department of Community Services

The Department shall be responsible for the provision of community development services and social protection programmes. The Department shall also be responsible for the management of Council properties and housing services, as well as administration of bus stations and market

facilities. Further, it shall be responsible for provision of library services, management of Archives, cultural matters, sports and recreation activities and skills development.

The Department shall perform the following specific functions:

- a) Coordinate and implement social protection programmes;
- b) Conduct registration of community voluntary organisations;
- c) Manage Council properties and housing;
- d) Coordinate the upgrading of unplanned settlements in the District;
- e) Manage bus stations and markets in order to facilitate smooth operations and enhance revenue collection;
- f) Provide library information services;
- g) Develop and rehabilitate culture infrastructure and facilities in the District;
- h) Develop cultural and creative industries in order to promote cultural goods and services in the District;
- i) Maintain inventory of all cultural practices, activities, assets, tools and equipment in the District;
- j) Facilitate the mobilisation of communities in the participation and promotion of cultural activities;
- k) Manage Archives in order to preserve historical events;
- l) Manage sports and recreational activities; and
- m) Coordinate skills development.

The Department shall be headed by a Director - Community Services (LGSS05) and assisted by one (1) Assistant Director - Social Services (LGSS06), one Assistant Director - Bus Stations, Markets & Housing (LGSS06) and one (1) Tourism Officer (I).

The Department shall comprise the two (2) Sections and one (1) Unit as follows:

- i. Social Services Section;
 - a) Community Development
 - b) Social Welfare
 - c) Sports;
 - d) Cultural Affairs; and
 - e) Library and Archiving Services Unit.
- ii. Bus Stations, Markets and Housing Section; and
 - a) Bus Stations;
 - b) Markets; and
 - c) Housing Services.
- iii. Tourism Unit.

4.3.1. Social Services Section

The Section shall be responsible for the provision of social welfare and community development services, cultural affairs, sports and recreation activities and skills development in order to promote the wellbeing of the community. It shall also provide library and archiving services in order to provide reference materials and preserve information.

The Section shall perform the following specific functions:

- a) Provide community development services;
- b) Coordinate and implement social protection programmes;
- c) Manage cultural matters;
- d) Manage sports and recreational activities;
- e) Manage skills development programmes; and
- f) Provide library and archiving services.

The Section shall be headed by an Assistant Director - Social Services (LGSS06) and assisted by one (1) Community Development Officer (LGSS07), one (1) Social Welfare Officer (I), one (1) Sports Development Officer (I), one (1) Cultural Affairs Officer (I) and one (1) Library and Archives Officer (I).

The Section shall comprise five (5) Units as follows:

- i. Community Development;
- ii. Social Welfare;
- iii. Sports;
- iv. Cultural Affairs; and
- v. Library and Archiving Services.

4.3.1.1. Community Development Unit

The Unit shall be responsible for the provision of community development services in order to improve the wellbeing of the community.

The Unit shall perform the following specific functions:

- a) Conduct registration of community voluntary organisations;
- b) Facilitate the mobilisation of communities to participate in community development activities; and
- c) Coordinate the implementation of skills development in order to enhance availability of skills in the communities.

The Unit shall be headed by a Community Development Officer (LGSS07) and assisted by two (2) Assistant Community Development Officers (LGSS10).

The summary staffing for the Community Development Unit is shown below:

Post	Salary Scale	Proposed Establishment
Community Development Officer	LGSS07	1
Assistant Community Development Officer	LGSS10	2
Community Development Assistant	LGSS17	4
Sub-total		7

4.3.1.2. Social Welfare Services Unit

The Unit shall be responsible for coordinating and implementing social protection programmes in the District.

The Unit shall perform the following specific functions:

- a) Develop and implement social welfare strategies for children, youth, men, women, older persons and persons with disabilities;
- b) Protect and promote the rights of victims of abuse from human trafficking and gender-based violence;
- c) Provide physical, mental, emotional, spiritual and economic support to disadvantaged children, youth, men, women, older persons and persons with disabilities;
- d) Provide adoption, foster care; and Juvenile Correctional and Probation Services;
- e) Establish and manage Places of Safety for victims of Human Trafficking and Gender Based Violence;
- f) Regulate registered Children's Homes;
- g) Conduct research in social welfare programmes and projects; and
- h) Collaborate with local and regional stakeholders on issues related to social welfare.

The Unit shall be headed by a Social Welfare Officer (LGSS07) and assisted by two (2) Assistant Social Welfare Officer (LGSS10).

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Social Welfare Officer	I	1
Assistant Social Welfare Officer	H	2
Sub-Total		3

4.3.1.3. Sports Unit

The Unit shall be responsible for coordinating the development of community sport in the district.

The Unit shall perform the following specific functions:

- a) Promote the establishment of community sport and health clubs across the district;
- b) Coordinate the implementation of school and community sports programmes;
- c) Conduct research on sport and related issues to enhance implementation of sports programmes; and
- d) Create and maintain a data base on sports development programmes.

The Unit shall be headed by a Sports Development Officer (I) and one (1) Assistant Sports Development Officer (F).

4.3.1.4. Cultural Affairs Unit

The Unit shall be responsible for preservation and promotion of tangible and intangible cultural heritage for posterity.

The Unit shall perform the following specific functions:

- a) Build capacities among communities to safeguard Zambia's folklore, the tangible and intangible cultural heritage;
- b) Collaborate with local stakeholders on Culture and folklore;
- c) Facilitate training in culture and folklore;
- d) Facilitate and promote research in culture and folklore; and
- e) Provide entertainment at state and public functions.

The Unit shall be headed by a Cultural Affairs Officer (I).

4.3.1.5. Library and Archiving Services Unit

The Unit shall be responsible for the provision of Library information services. It shall be responsible for the collection, care and control of semi-current and non-current records in order to safeguard them and ensure lawful access.

The Unit shall perform the following specific functions:

- a) Implement appropriate rules for reference services in order to safeguard records and facilitate access and use of information;
- b) Provide library services to support research;
- c) Storage and preservation of archive information for future reference;
- d) Facilitate the digitalisation of archived information to make it compatible to current technology;
- e) Conduct record surveys in public institutions to determine records due for transfer to the Records Centre;
- f) Collect semi-current and non-current records to ensure their safe custody and facilitate lawful access; and

- g) Arrange and describe semi-current and non-current records in order to facilitate access.

The Unit shall be headed by a Library Officer (LGSS09) and assisted by one (1) Assistant Library Officer (LGSS10) and one (1) Conservator (LGSS10).

The summary staffing for the Section is shown below:

Post	Salary Scale	Proposed Establishment
Library Officer	LGSS09	1
Conservator	LGSS10	1
Assistant Library Officer	LGSS10	1
Sub-Total		3

4.3.2. Bus Stations, Markets and Housing Section

The Section shall be responsible for the administration and management of bus stations and markets. It shall also provide housing services and manage Council properties.

The Section shall perform the following specific functions:

- Manage bus stations and markets;
- Provide Housing Services; and
- Manage Council Properties.

The Section shall be headed by an Assistant Director - Bus Stations, Markets & Housing (LGSS06) and assisted by one (1) Housing Officer (LGSS08), one (1) Bus Stations Manager (LGSS07), one (1) Markets Manager (LGSS07).

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Assistant Director - Bus Stations, Markets & Housing	LGSS06	1
Housing Officer	LGSS08	1
Assistant Housing Officer	LGSS14	2
Sub-Total		3
Bus Stations Unit		
Bus Stations Manager	LGSS07	1
Assistant Bus Stations Manager	LGSS08	1
Bus Station Master	LGSS16	2
Sub-Total		4
Markets Unit		
Markets Manager	LGSS07	1

Post	Salary Scale	Proposed Establishment
Assistant Markets Manager	LGSS08	1
Markets Master	LGSS16	2
Sub-Total		4
Total		12

4.3.3. Tourism Unit

The Unit shall be responsible for promotion of local tourism in order to market the district and contribute to revenue collection.

The Unit shall perform the following specific functions:

- Implement tourism sector development plans, programs and projects;
- Collaborate with local institutions on matters related to tourism development;
- Conduct local tourism research in order to generate information to inform decision making;
- Promote local tourism product development; and
- Promote Tourism Business Development and investment.

The Unit shall be headed by a Tourism Officer (LGSS08).

The summary staffing for the Department is shown below:

Post	Salary Scale	Proposed Establishment
Director-Community Services	LGSS 05	1
Social Services Section		
Assistant Director - Social Services	LGSS 06	1
Community Development Unit		
Community Development Officer	LGSS07	1
Assistant Community Development Officer	LGSS10	2
Community Development Assistant	LGSS17	4
Sub-total		7
Social Welfare Services Unit		
Social Welfare Officer	I	1
Assistant Social Welfare Officer	H	3
Sub-Total		4
Sports Unit		
Sports Development Officer	I	1
Assistant Sports Development Officer	F	1
Sub-Total		2
Cultural Affairs Unit		
Cultural Affairs Officer	I	1
Sub-Total		1

Post	Salary Scale	Proposed Establishment
Library and Archiving Services Unit		
Library Officer	LGSS09	1
Conservator	LGSS10	1
Assistant Library Officer	LGSS10	1
Sub-Total		3
Bus Stations, Markets and Housing Section		
Assistant Director - Bus Stations, Markets & Housing	LGSS06	1
Housing		
Housing Officer	LGSS08	1
Assistant Housing Officer	LGSS14	2
Sub-Total		3
Bus Stations Unit		
Bus Stations Manager	LGSS07	1
Assistant Bus Stations Manager	LGSS08	1
Bus Station Master	LGSS16	2
Sub-Total		4
Markets Unit		
Markets Manager	LGSS07	1
Assistant Markets Manager	LGSS08	1
Markets Master	LGSS16	2
Sub-Total		4
Departmental Total		31

4.4. Department of Planning

The Department shall be responsible for development control and regulation of land use, provision of land survey services and promotion of research and development. The Department shall also be responsible for facilitating the formulation and implementation of policies and coordination of cross-cutting issues and climate change adaptation.

The Department shall perform the following specific functions:

- Facilitate the development and implementation of policies;
- Conduct spatial planning in order to facilitate development and control of property;
- Develop and maintain the Valuation Roll on Council properties and land developments;
- Conduct valuation of properties in order to determine values for rentals/lease agreements;
- Conduct land surveys for generation of maps;
- Provide technical support on environmental impact on planned developmental projects;
- Grant planning permission;

- h) Conduct inspections on infrastructure developments in order to ensure adherence to approved plans and mitigate illegal constructions;
- i) Provide technical support in the administration of Constituency Development Fund (CDF) in order to facilitate approval of projects;
- j) Facilitate upgrading of settlements;
- k) Coordinate gender mainstreaming and other cross-cutting issues and climate change adaptation;
- l) Conduct monitoring and evaluation of planned projects; and
- m) Promote research and development.

The Department shall be headed by Director - Planning (LGSS05) who shall be assisted by one (1) Chief Physical Planner (LGSS06), one (1) Chief Socio-economic Planner (LGSS06), one (1) Valuation Officer (LGSS 07) and one (1) System Analyst (LGSS08).

The Department shall comprise two (2) Sections and two (2) Units as follows:

- i. Physical Planning Section;
- ii. Socio-economic Planning Section;
- iii. Valuation Section Unit; and
- iv. ICT Unit

4.4.1. Physical Planning Section

The Section shall be responsible for development control and regulation of land use, inspection of buildings projects and provision of land survey services.

The Sections shall perform the following specific functions:

- a) Facilitate the development and implementation of physical planning policies;
- b) Conduct spatial planning in order to facilitate development and control of property;
- c) Conduct land surveys for generation of maps;
- d) Conduct inspections on infrastructure developments in order to ensure adherence to approved plans and mitigate illegal constructions; and
- e) Facilitate upgrading of settlements.

The Section shall be headed by a Chief Physical Planner (LGSS06) and assisted by one (1) Town Planner (LGSS07), one (1) Buildings Inspector (LGSS07) and one (1) Land Surveyor (LGSS07).

The Section shall comprise three (3) Units as follows:

- i. Town Planning;
- ii. Buildings Inspectorate; and
- iii. Survey.

4.4.1.1. Town Planning Unit

The Unit shall be responsible for development control and regulation of land use.

The Unit shall perform the following specific functions:

- a) Grant planning permission;
- b) Control the development of the town in order to prevent illegal development;
- c) Conduct awareness programmes in order to educate communities on the importance of planned development;
- d) Facilitate the demolition of illegally built structures; and
- e) Facilitate the upgrading of settlements.

The Unit shall be headed by a Town Planner (LGSS07) and assisted by two (2) Assistant Town Planners (LGSS10).

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Town Planner	LGSS07	1
Assistant Town Planner	LGSS10	2
Total		3

4.4.1.2. Buildings Inspectorate Unit

The Unit shall be responsible for the inspection of building projects in order to facilitate their completion.

The Unit shall perform the following specific functions:

- a) Conduct inspections on infrastructure developments in order to ensure adherence to approved plans and mitigate illegal constructions; and
- b) Provide technical support relating to buildings in the preparation of developmental plans.

The Unit shall be headed by a Building Inspector (LGSS07) and assisted by two (2) Assistant Building Inspector (LGSS10).

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Building Inspector	LGSS07	1
Assistant Building Inspector	LGSS10	2
Total		3

4.4.1.3. Survey Unit

The Unit shall be responsible for the provision of land survey services in order to facilitate generation of maps.

The Unit shall perform the following specific functions:

- a) Conducting Land Surveys in order to facilitate beaconing and generation of boundaries; and
- b) Produce layout plans in order to facilitate easy allocation of land.

The Unit shall be headed by a Land Surveyor (LGSS07) and assisted by one (1) Assistant Land Surveyor (LGSS10).

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Land Surveyor	LGSS07	1
Assistant Land Surveyor	LGSS10	1
Chainman	G1	2
Total		4

The summary staffing for the Section is shown below:

Post	Salary Scale	Proposed Establishment
Chief Physical Planner	LGSS06	1
Town Planning Unit		
Town Planner	LGSS07	1
Assistant Town Planner	LGSS10	2
Sub-Total		3
Buildings Inspectorate		
Building Inspector	LGSS07	1
Assistant Building Inspector	LGSS10	1
Sub-Total		2
Land Survey Unit		
Land Surveyor	LGSS07	1
Assistant Land Surveyor	LGSS10	1
Chainman	G1	2
Sub-Total		4
Section Total		10

4.4.2. Socio-Economic Planning Section

The Section shall be responsible for coordinating, formulating and reviewing policies and institutional plans in order to provide a framework for effective implementation of programmes and projects. The Section shall also be responsible for monitoring and evaluating the implementation of programmes in order to ensure realisation of set goals and targets.

The Section shall perform the following specific functions:

- a) Coordinate formulation and implementation of policies and plans;
- b) Coordinate the preparation of the annual budget;
- c) Formulate project proposals for mobilization of resources;
- d) Coordinate preparation of annual reports and other documents for information and decision making;
- e) Provide technical support on environmental impact on planned developmental projects;
- f) Provide secretariat services to the Constituency Development Fund (CDF) Committee;
- g) Conduct research in order to generate information on the impact of developmental activities on socio-economic and environmental matters;
- h) Coordinate gender mainstreaming and other cross-cutting issues and climate change adaptation; and
- i) Conduct monitoring and evaluation of planned projects.

The Section shall be headed by a Chief Socio-economic Planner (LGSS06) and assisted by four (4) Socio-economic Planner (LGSS07), one (1) Environmental Planner (LGSS07), one (1) Health Information Officer (I) and one (1) Monitoring and Evaluation Officer (LGSS07).

The Section shall comprise the following Units:

- i. Socio-economic Planning;
- ii. Environmental Planning;
- iii. Health Information Systems; and
- iv. Monitoring and Evaluation.

4.4.2.1. Socio-economic Planning Unit

The Unit shall be responsible for the preparation of socio-economic plans and the development on annual budgets for resource mobilisation.

The Unit shall perform the following specific functions:

- a) Coordinate the preparation of the annual budget;
- b) Provide secretariat services to the Constituency Development Fund (CDF) Committee;
- c) Formulate project proposals for mobilization of resources; and

- d) Coordinate preparation of annual reports and other documents for information and decision making.

The Unit shall comprise four (4) Socio-economic Planners (LGSS07) of which two shall be responsible for council development programmes, one (1) shall be responsible for Health Services and one (1) Planner for Fisheries, Livestock and Veterinary Services planning functions.

Note: Each of the Socio-economic Planner shall be accountable to the Chief Socio-economic Planner (LGSS06).

Post	Salary Scale	Proposed Establishment
Socio-economic Planner – Council	LGSS07	2
Socio-economic Planner – Health	LGSS07	1
Socio-economic Planner - Fisheries, Livestock & Veterinary	LGSS07	1
Total		4

4.4.2.2. Environmental Planning Unit

The Unit shall be responsible for conducting impact assessments on planned developmental projects in the District.

The Unit shall perform the following specific functions:

Provide technical support on environmental impact on planned developmental projects;

- Conduct research on the impact of developmental projects; and
- Conduct awareness programmes in order to educate the public on the importance of environmental protection.

The Unit shall be managed by an Environmental Planner (LGSS07).

4.4.2.3. Health Information Systems Unit

The Unit shall be responsible for monitoring and evaluation of health programmes. It shall also be responsible for collecting, collating and consolidating information in order to provide the health status of the District.

The Unit shall perform the following specific functions:

- Establish and maintain a comprehensive health information management system in order to facilitate decision making;
- Monitor and evaluate health information on disease trends;
- Build capacity of users in order to improve data quality;
- Prepare and submit annual statistical bulletins to the Province; and
- Prepare HIMS reports for decision making.

The Unit shall be managed by a Health Information Officer (I)

4.4.2.4. Monitoring and Evaluation Unit

The Unit shall be responsible for monitoring and evaluation of programmes and projects in order to facilitate interventions and enhance decision making. The Unit shall also coordinate the conduct of research in order to generate information.

The Unit shall perform the following specific functions:

- a) Develop and implement monitoring and evaluation tools in order to facilitate M&E surveys;
- b) Coordinate the implementation of surveys in order to ensure conformity to set objectives;
- c) Coordinate collection, compilation and analysis of statistical data in order to facilitate effective policy and programme formulation;
- d) Coordinate evaluation of programme implementation in order to facilitate formulation of appropriate interventions;
- e) Evaluate impact assessment of programme and policy implementation;
- f) Monitor and evaluate programmes and projects; and
- g) Coordinate the conduct of research in order to generate information for decision making.

The Unit shall be managed by a Monitoring and Evaluation Officer (I).

The summary staffing for the Section is shown below:

Post	Salary Scale	Proposed Establishment
Chief Socio-economic Planner	LGSS06	1
Socio-economic Planner	LGSS07	2
Socio-economic Planner - Health Services	LGSS07	1
Socio-economic Planner - Fisheries, Livestock & Veterinary Services	LGSS07	1
Environmental Planner	LGSS07	1
Health Information Officer	LGSS07	1
Monitoring and Evaluation Officer	LGSS06	1
Total		8

4.4.3. Valuation Unit

The Unit shall be responsible for the provision of valuation services in order to facilitate revenue collection for the Council.

The Unit shall perform the following specific functions:

- a) Develop the Valuation Roll on Council properties and land developments;
- b) Facilitate the preparation of rental/lease agreements;
- c) Provide property taxation services;
- d) Provide valuation services; and
- e) Provide property development and property management services.

The Unit shall be headed by a Valuation Officer (LGSS07) and assisted by one (1) Assistant Valuation Officer - Property Management (LGSS10) and one (1) Assistant Valuation Officer - Property Taxation and Rating (LGSS10).

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Valuation Officer	LGSS07	1
Assistant Valuation Officer - Property Management	LGSS10	1
Assistant Valuation Officer - Property Taxation and Rating	LGSS10	1
Data Entry Clerk	LGSS18	2
Total		5

4.4.4. ICT Unit

The Unit shall be responsible for providing ICT services, management and maintenance of the Management Information Systems (MIS) in order to make information available to end users.

The Unit shall perform the following specific functions:

- a) Develop and maintain an up-to-date management information system in order to make information available to end users;
- b) Coordinate and align systems and hardware specifications with user requirements in order to ensure conformity to policies and standards; and
- c) Coordinate the management of content on Council website(s) and portal(s).

The Unit shall be headed by a System Analyst (LGSS08) and assisted by two (2) programmers (LGSS10).

The summary staffing for the Unit shall be as follows:

Post	Salary Scale	Proposed Establishment
Senior System Analyst	LGSS07	1
Programmer	LGSS10	2

Post	Salary Scale	Proposed Establishment
Total		3

The recommended summary staffing for the Planning Department is shown below:

Post	Salary Scale	Proposed Establishment
Director – Planning	LGSS05	1
Physical Planning Section		
Chief Physical Planner	LGSS06	1
Town Planning Unit		
Town Planner	LGSS07	1
Assistant Town Planner	LGSS10	2
Sub-Total		3
Buildings Inspectorate Unit		
Building Inspector	LGSS07	1
Assistant Building Inspector	LGSS10	2
Sub-Total		3
Land Survey Unit		
Land Surveyor	LGSS07	1
Assistant Land Surveyor	LGSS10	1
Chainman	G1	2
Total		4
Section Total		11
Valuation Unit		
Valuation Officer	LGSS07	1
Assistant Valuation Officer - Property Management	LGSS10	1
Assistant Valuation Officer - Property Taxation and Rating	LGSS10	1
Data Entry Clerk	LGSS18	2
Section Total		5
Socio-Economic Planning Section		
Chief Socio-economic Planner	LGSS06	1
Socio-economic Planning Unit		
Socio-economic Planner- Council	LGSS07	2
Socio-economic Planner-Health	LGSS07	1
Socio-economic Planner-Fisheries, Livestock & Veterinary	LGSS07	1
Sub-Total		5
Health Information Unit		
Health Information Officer	I	1
Environmental Planning Unit		
Environmental Planner	LGSS07	1
Monitoring and Evaluation Unit		
Monitoring and Evaluation Officer	LGSS07	1

Post	Salary Scale	Proposed Establishment
Section Total		8
ICT Unit		
System Analyst	LGSS08	1
Programmer	LGSS10	2
Sub-Total		3
Department Total		28

4.5. Department of Health Services

The Department shall be responsible for the provision of preventive and curative health services through general nursing care and clinical care and provision of medical equipment, and pharmaceutical services. The Department shall also be responsible for implementing programmes and projects aimed at preventing, controlling and eliminating diseases in order to promote health and prolong life.

The Department shall perform the following specific functions:

- a) Provide clinical care services;
- b) Provide nursing care and pharmaceutical services;
- c) Control of communicable diseases and Neglected Tropical Diseases (NTDs);
- d) Provide counselling and testing services;
- e) Control and elimination of malaria;
- f) Provide child health programmes;
- g) Provide vaccination services;
- h) Ensure availability of medical equipment in health facilities;
- i) Provide environmental health services;
- j) Provide maternal health services;
- k) Provide family planning, counselling and dispensing of family planning commodities;
- l) Provide nutrition services;
- m) Conduct health education programmes;
- n) Conduct disease surveillance programmes; and
- o) Manage ambulance services.

The Department shall be headed by a Director - Health Services (LGSS05) and assisted by one (1) Assistant Director - Health Services (LGSS06) and one (1) Assistant Director - Public Health Services (LGSS06).

The Department shall comprise two (2) Sections as follows:

- Health Services; and
- Public Health Services.

4.5.1. Health Services Section

The Health Services Section shall be responsible for coordinating the provision of preventive and curative health services through general nursing care, clinical care, medical equipment, and pharmaceutical services. The Section shall also be responsible for District Hospitals, Mini Hospitals, Zonal Health Centres, Health Centres and Health Posts.

The Section shall be headed by Assistant Director - Health Services (LGSS 06) and assisted by one (1) Clinical Care Officer (LGSS 07), one (1) Nursing Officer - MCH (LGSS 08) and Medical Officer In-Charge - District Hospitals (LGSS07).

The Section shall comprise two (2) Units as follows:

- Clinical Care & Diagnostic Services; and
- Nursing and Midwifery Services.

4.5.1.1. Clinical Care and Diagnostic Services Unit

The Unit shall be responsible for coordinating the provision of clinical, pharmaceutical and diagnostic services in the District. It shall also oversee the provision of biomedical services.

The Unit shall perform the following specific functions:

- a) Coordinate the provision of clinical, pharmaceutical and diagnostic services in order to facilitate delivery of quality health care;
- b) Provide curative services in the out and in-patient departments;
- c) Provide Medical Imaging Services;
- d) Provide pharmaceutical and ambulance/referral services;
- e) Provide maternal, neonatal, Child, Adolescent and nutrition services;
- f) Conduct performance assessment and quality assurance/improvement (QA/QI) for public health;
- g) Provide surgical and rehabilitative services;
- h) Provide outreach health services;
- i) Conduct Technical Supportive Supervision (TSS);
- j) Conduct Performance Assessments and Service Quality Assessment;
- k) Monitor implementation of Quality Improvement Projects;
- l) Provide mortuary services;
- m) Maintain medical equipment;
- n) Coordinate the conduct of research in clinical care, pharmaceutical and diagnostic services in order to generate evidence to inform decision making; and

- o) Coordinate with key stakeholders in medical education in order to enhance training of health workers.

The Unit shall be headed by Clinical Care Officer (K) and assisted by one (1) Pharmacist (J), one (1) Biomedical Scientist (I) one (1) Nutritionist (I), Senior Clinical Officer - TB/Leprosy/HIV/STI (H).

The summary staffing for the Clinical Care Unit as shown below:

Post	Salary Scale	Proposed Establishment
Clinical Care Officer-Primary Health Care	K	1
Pharmacist	J	1
Pharmacy Technologist	H	1
Biomedical Scientist	I	1
Laboratory Technologist	G	1
Senior Clinical Officer TB/Leprosy /HIV/STI)	H	1
Nutritionist	I	1
Nutrition Technologist	G	2
Medical Equipment Technologist	G	1
Refrigeration Technician	G	1
Total		11

4.5.1.2. Nursing and Midwifery Services Unit

The Unit shall be responsible for coordinating the provision nursing and midwifery services in order to facilitate for early recovery and improved patient outcomes.

The Unit shall perform the following specific functions:

- a) Coordinate the provision of nursing and midwifery services;
- b) Implement policies on the provision of nursing and midwifery services;
- c) Implement nursing and midwifery protocols and guidelines for utilization in Nursing and midwifery practice;
- d) Provide technical support to nurses and midwives to enhance the management of nursing and midwifery services;
- e) Collaborate with Nursing and Midwifery Council of Zambia (NMCZ) in the implementation of nursing and midwifery standards of practice and education;
- f) Conduct performance assessment of nursing and midwifery services in health facilities in the District;
- g) Monitor the implementation of the relevant nursing policies and standards;

- h) Coordination of research in nursing and midwifery standards of care and practice.

The Unit shall be headed by a Senior Nursing Officer (J) and assisted by one (1) Nursing Officer - MCH (I) and one (1) Nurse Officer - Adolescent Health Focal Point Person (I).

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Senior Nursing Officer	J	1
Nursing Officer - MCH	I	1
Nursing Officer - Adolescent Health Focal Point Person	I	1
Section Total		3

4.5.1.3. District Hospitals and Health Centres

The Hospitals and Health Centres shall be responsible for the provision of clinical, pharmaceutical and diagnostic services in the District. It shall also be responsible for the provision of biomedical services.

A. District Hospital

The summary staffing for a District Hospital is shown below:

Post	Salary Scale	Proposed Establishment
Medical Officer-In-Charge	L	1
Head Clinical Care	N	1
Consultant - Surgeon	N	1
Consultant - Obstetrics & Gynaecology	N	1
Consultant - Paediatrics	N	1
General Medical Officer	L	2
General Medical Officer	L	2
Senior Resident Medical Officer	K2	3
Senior Resident Medical Officer	K2	3
Pharmacist	J	1
Biomedical Scientist	I	1
Critical Care Nurse	I	1
Hospital Administrator	I	1
Night Superintendent	I	2
Nursing Officer	I	1

Post	Salary Scale	Proposed Establishment
Physiotherapist	I	1
Radiographer	I	1
Anaesthetist Officer	H	3
Assistant Accountant	H	1
Assistant Health Information Officer	H	1
Assistant Human Resource Management Officer	H	1
Clinical Officer Ophthalmology	H	1
Executive Officer	H	1
HIV Nurse Practitioner	H	3
Medical Licentiate	H	5
Nurse In Charge	H	7
Public Health Nurse	H	1
Registered Midwife	H	12
Registered Paediatric Nurse	H	2
Registered Ophthalmic Nurse	H	1
Registered Theatre Nurse	H	4
Senior Dental Therapist	H	1
Senior Environmental Health Technologist	H	1
Clinical Officer	G	9
Dental Technologist	G	1
Dental Therapist	G	1
Environmental Health Technologist	G	2
Medical Equipment Technologist	G	1
Medical Laboratory Technologist	G	6
Nutrition Technologist	G	4
Pharmacy Technologist	G	5
Physiotherapy Technologist	G	2
Purchasing and Supplies Assistant	G	1
Radiography Technologist	G	4
Registered Nurse	G	53
Assistant Catering Officer	F	1
Electrical Technician	F	1
Typist	E	1
Medical Records Clerk	D	5
Psychosocial Counsellor	D	3

Post	Salary Scale	Proposed Establishment
Revenue Collector	D	1
Registry Clerk	D	1
Cook	C	3
Waiter	C	1
Driver	B	2
Laundryman	B	2
Plumber	B	1
Cleaner	A	29
General Worker	A	12
Mortuary Attendant	A	2
Porter	A	6
Security Guard	A	6
Total		235

B. Mini Hospital

The summary staffing for a Mini Hospital is shown below:

Post	Salary Scale	Existing Establishment
Senior Resident Medical Officer	K2	2
Clinical Officer Anaesthetist	H	1
Medical Licentiate	H	2
Nursing In Charge	H	2
Registered Midwife	H	8
Registered Theatre Nurse	H	2
Registered Paediatric Nurse	H	1
Clinical Officer	G	4
Environmental Health Technologist	G	1
Medical Laboratory Technologist	G	2
Nutrition Technologist	G	2
Pharmacy Technologist	G	2
Physiotherapy Technologist	G	1
Radiography Technologist	G	1
Registered Nurse	G	12
Accounts Assistant	F	1
Plumber	E	1
Medical Records Clerk	D	2
Psycho-Social Counsellor	D	2
Cleaner	A	6
General Worker	A	1

Post	Salary Scale	Existing Establishment
Laundryman	A	1
Porter	A	1
Security Guard	A	2
Mini Hospital Total		60

C. Zonal Health Centres

It is recommended that Zonal Health Centres be headed by Medical Officer in Charge (**L**) who shall report to the District Medical Officer.

The summary staffing for a Zonal Health Centre is shown below:

Post	Salary Scale	Proposed Establishment
Medical Officer In Charge	L	1
Assistant Health Promotions Officer	H	1
Cleaner	A	5
Cook	C	2
Laundryman	A	2
Medical Records Clerk	D	3
Mortuary Attendant	A	2
Nursing Officer	I	1
Public Health Nurse	G	5
Public Health Technologist	G	8
Revenue Collector	D	2
Security Guard	A	10
Station Handyman	A	2
Stores Handyman	A	1
Waiter	C	2
Clinical Officer	G	6
General Medical Officer	L	1
Medical Licentiate	H	2
Pharmacy Technologist	G	2
Psycho-Social Counselor	D	4
Registered Nurse	G	1
Senior Clinical Officer - General	H	1
Zambia Enrolled Nurse	F	7
Dental Attendant	D	1
Dental Therapist	G	2
Senior Dental Therapist	H	1
Environmental Health Technologist	G	2
Senior Environmental Health Technologist	H	1

Post	Salary Scale	Proposed Establishment
Nursing In Charge	H	1
Registered Nurse	G	6
Zambia Enrolled Nurse	F	13
Cleaner	A	1
Medical Laboratory Technologist	G	4
Senior Medical Laboratory Technologist	H	1
General Medical Officer	L	1
Nursing In Charge	H	2
Psycho-Social Counselor	D	1
Registered Midwife	H	10
Zambia Enrolled Midwife	G	18
Medical Equipment Technician	F	1
Nutrition Technologist	G	2
Senior Nutrition Technologist	H	1
Clinical Officer	G	8
Medical Licentiate	H	2
Night Superintendent	I	2
Nursing In Charge	H	1
Porter	A	2
Physiotherapist	I	1
Registered Nurse	G	8
Senior Clinical Officer - General	H	1
Senior Resident Medical Officer	K	3
Pharmacy Dispenser	D	2
Pharmacy Technologist	G	5
Senior Pharmacy Technologist	H	1
Darkroom Assistant	D	1
Radiographer	I	1
Radiography Technologist	G	2
Total		180

D. Urban Health Centres for Town Districts

The summary staffing for Urban Health Centre is shown below:

Post	Salary Scale	Proposed Establishment
Medical Officer In Charge	L	1
Nursing Officer	I	1
Assistant Health Information Officer	H	1
Assistant Health Promotions Officer	H	1
Public Health Nurse	G	1
Public Health Technologist	G	1

Post	Salary Scale	Proposed Establishment
Medical Records Clerk	D	3
Revenue Collector	D	2
Cleaner	A	5
Laundryman	A	2
Security Guard	A	3
Station Handyman	A	1
Stores Handyman	A	1
General Medical Officer	L	1
Medical Licentiate	H	1
Senior Clinical Officer - General	H	1
Clinical Officer	G	2
Pharmacy Technologist	G	1
Registered Nurse	G	4
Zambia Enrolled Nurse	F	5
Psycho-Social Counselor	D	3
Dental Therapist	G	1
Dental Attendant	D	1
Senior Environmental Health Technologist	H	1
Environmental Health Technologist	G	1
Nurse In Charge	H	2
Senior Medical Laboratory Technologist	H	1
Medical Laboratory Technologist	G	2
Registered Midwife	H	3
Zambia Enrolled Midwife	G	6
Medical Equipment Technician	F	1
Senior Nutrition Technologist	H	1
Nutrition Technologist	G	1
Senior Resident Medical Officer	K	2
Medical Licentiate	H	1
Physiotherapy Technologist	G	1
Clinical Officer	G	2
Porter	A	1
Pharmacy Technologist	G	1
Pharmacy Dispenser	D	1
Radiography Technologist	G	1
Urban Health Centre Total		72

E. Rural Health Centre

The summary staffing for a Rural Health Centre is shown below:

Post	Salary Scale	Proposed Establishment
Health Centre In-Charge	H	1
HIV Nurse Practitioner	H	1
Environmental Health Technologist	G	1
Public Health Nurse	G	1
Zambia Enrolled Midwife	G	1
Clinical Officer - General	G	1

Post	Salary Scale	Proposed Establishment
Registered Nurse	G	1
Zambia Enrolled Nurse	F	1
Medical Records Clerk	D	1
Watchman	A	2
Cleaner	A	1
Outdoor Servant	A	1
Rural Health Centre Total		13

4.5.2. Public Health Services Section

The Section shall be responsible for implementing programmes and projects aimed at preventing, controlling and eliminating diseases in order to promote health and prolong life. The Section shall also be responsible for solid waste management and provision of public health education programmes.

The Section shall perform the following specific functions:

- a) Conduct public health inspections in order to ensure adherence to enforcement of guidelines and standards for public health;
- b) Provide technical support to stakeholders in the provision of public health services;
- c) Monitor and evaluate the implementation of town public health programmes;
- d) Conduct public health research and surveys to determine the health status of communities and populations; and
- e) Undertake disease surveillance and epidemiological patterns in order to assess prevalence and incidence of diseases.

The Section shall be headed by an Assistant Director - Public Health (LGSS06) and assisted by one (1) Senior Public Health Officer (LGSS07), one (1) Senior Environmental Health Officer (LGSS07), one (1) Senior Health Inspector (LGSS07), one (1) Senior Health Promotions Officer (LGSS07), one (1) Cleansing Manager (LGSS 08) and one (1) Funeral Superintendent (LGSS08).

The Section shall comprise six (6) Units as follows:

- i. Public Health;
- ii. Environmental Health;
- iii. Health Inspectorate;
- iv. Health Promotions;
- v. Cleansing and Pest Control; and
- vi. Funeral Services.

4.5.2.1. Public Health Unit

The Unit shall be responsible for implementing programmes and projects aimed at preventing, controlling and eliminating diseases in order to promote health and prolong life.

The Unit shall perform the following specific functions:

- a) Conduct public health research and surveys to determine the health status of communities and populations;
- b) Collaborate with stakeholders in conducting disease surveillance and epidemiological patterns in order to assess prevalence and incidence of diseases;
- c) Enforce guidelines and standards for public health;
- d) Conduct public health education;
- e) Provide technical support to stakeholders in the provision of public health services;
- f) Conduct performance assessment and quality assurance/improvement (QA/QI) for public health;
- g) Monitor and evaluate the implementation of public health programmes; and
- h) Conduct public health research and surveys to determine the health status of communities and populations.

The Unit shall be headed by Senior Public Health Officer (LGSS07) assisted by one (1) Public Health Officer (LGSS08), one (1) one (1) Senior Clinical Officer-TB/Leprosy/HIV/STI (LGSS09), one (1) Public Health Technologist (LGSS09) and one (1) Nutrition Technologist (LGSS09).

The summary staffing for Public Health Unit is shown below:

Post	Salary Scale	Proposed Establishment
Senior Public Health Officer	J	1
Public Health Officer	I	1
Senior Clinical Officer (TB/Leprosy/HIV/STI)	H	1
Public Health Technologist	H	1
Nutrition Technologist	H	1
Total		5

4.5.2.2. Environmental Health Unit

The Unit shall be responsible for the implementation of Environmental Health, Port Health, Food and Drugs policies and legislation.

The Unit shall perform the following specific functions:

- a) Promote intersect oral collaboration on environmental health in order to contribute to better health outcomes;
- b) Develop and implement strategies on healthcare waste management (HCWM);
- c) Develop and disseminate guidelines on Disease Control and Environmental Health;
- d) Conduct and monitor the participatory hygiene and sanitation programmes in the District;
- e) Coordinate epidemic preparedness, prevention, control and management of diseases including emergencies/disasters;
- f) Collaborate with relevant stakeholders to develop and implement adaptation plans to reduce the effect climate change on human health;
- g) Advocate for safe environments and Habitat to support disease prevention and control; and
- h) Manage the waste management systems in order to ensure effective collection, transportation, storage and final disposal of solid waste in the District.

The Unit shall be headed by the Senior Environmental Health Officer (LGSS07) and assisted by one (1) Surveillance Officer (LGSS08) and one (1) Environmental Health Officer (LGSS08).

The summary staffing for the Unit is as shown below:

Post	Salary Scale	Proposed Establishment
Senior Environmental Health Officer	J	1
Environmental Health Officer	I	1
Surveillance Officer	I	1
Environmental Health Technologist	LGSS09	2
Sub-total		5

4.5.2.3. Health Inspectorate Unit

The Unit shall be responsible for conducting inspections in the areas of food safety, occupational health, mitigation of nuisances and infectious diseases in order to ensure quality of life of the communities.

The Unit shall perform the following specific functions;

- a) Conduct inspections in the areas of food safety, occupational health, mitigation of nuisances and infectious diseases in order to ensure quality of life of the communities; and
- b) Issue certificates of compliance to Healthy standards.

The Unit shall be headed by a Senior Health Inspector (LGSS07) who will be assisted by two (2) Health Inspectors (LGSS08)

The summary staffing levels for the Unit are as shown below:

Post	Salary Scale	Proposed Establishment
Senior Health Inspection Officer	LGSS07	1
Health Inspector	LGSS08	2
General Worker	G1	10
Sub-Total		13

4.5.2.4. Health Promotions Unit

The Unit shall be responsible for conducting public awareness, health education and enforcing the Public Health Act.

The Unit shall perform the following specific functions:

- a) Disseminate Health Promotion materials in order to educate and sensitize the Public on Health matters.
- b) Implement Health Promotion programmes in order to enhance the health of communities;
- c) Collaborate with various media houses and other stakeholders on the implementation of health promotion interventions for improved health outcomes;
- d) Monitor and evaluate the implementation of health promotion activities and impact of social mobilization programmes;
- e) Implement behavioural change programmes in order to influence positive change for healthy lifestyles;
- f) Implement health promotion interventions in accordance with the Information and Education Communication (IEC) Strategy for the District;
- g) Coordinate the provision of community and school health services;
- h) Participate in the conduct of operational research on social mobilization; and
- i) Conduct social marketing on health promotion and education.

The Unit shall be headed by Senior Health Information Officer (LGSS07) who shall be assisted by one (1) Health Promotions Officer (LGSS08).

The summary staffing levels for the Unit are as shown below:

Post	Salary Scale	Proposed Establishment
Senior Health Promotions Officer	LGSS07	1
Health Promotions Officer	LGSS08	1
Health Education Officer	LGSS08	2
Sub-total		4

4.5.2.5. Cleansing and Pest Control Unit

The Unit shall be responsible for cleansing and conducting pest and vector control.

The Unit shall perform the following specific functions:

- a) Conduct cleansing of streets and drainages in the town district in order to eliminate clogging of roads and drainages;
- b) Conduct cleansing of public conveniences in order to ensure hygiene;
- c) Manage solid waste in the council;
- d) Collect, transport and dispose the solid waste at the designated dump site;
- e) Provide advice on the control and spread of pests to communities; and
- f) Coordinate the conduct of spraying exercises in order prevent and control pests.

The Unit shall be headed by the Cleansing Superintendent (LGSS08) and assisted by two (2) Assistant Cleansing Superintendent (LGSS 09).

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Cleansing Superintendent	LGSS08	1
Assistant Cleansing Superintendent	LGSS10	2
Driver-Waste Management	G1	3
Sub-Total		6

4.5.2.6. Funeral Services Unit

The Unit shall be responsible for the administration of cemeteries, crematoria and burial services in order to ensure safe and sanitary disposal of human remains.

The Unit shall perform the following specific functions:

- a) Provide funeral and burial services in order to facilitate dignified burial of the deceased;
- b) Administration of cemeteries;
- c) Facilitate for the maintenance of mortuary equipment in order ensure they are in good condition; and
- d) Maintain records for bodies for easy identification and disposal.

The Unit shall be headed by the Funeral Superintendent (LGSS/08) who shall be assisted by the one (1) Assisted Funeral Superintendent (LGSS/09)

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Funeral Superintendent	LGSS08	1
Assistant Funeral Superintendent	LGSS09	1
Sanitary Assistants	G3	5
Grave Diggers	G3	5
Sub-total		12

The summary staffing for the Department of Health Services is shown below:

Post	Salary Scale	Proposed Establishment
District Health Director	LGSS05	1
Health Services Section		
Assistant Director	LGSS06	1
Clinical Care Unit		
Clinical Care Officer - Primary Health Care	LGSS	1
Pharmacist	LGSS	1
Pharmacy Technologist	LGSS	1
Biomedical Scientist	LGSS	1
Laboratory Technologist	LGSS	1
Senior Clinical Officer TB/Leprosy /HIV/STI)	LGSS	1
Nutritionist	LGSS	1
Nutrition Technologist	LGSS	2
Medical Equipment Technologist	LGSS	1
Refrigeration Technician	LGSS	1
Sub-Total		11
Nursing Unit		
Senior Nursing Officer	LGSS	1
Nursing Officer - MCH	LGSS	1
Nursing Officer - Adolescent Health Focal Point Person	LGSS	1
Sub-Total		3
District Hospital		
Medical Officer-In-Charge	LGSS	1
Head Clinical Care	LGSS	1
Consultant - Surgeon	LGSS	1
Consultant - Obstetrics & Gynaecology	LGSS	1
Consultant - Paediatrics	LGSS	1
General Medical Officer	LGSS	2
General Medical Officer	LGSS	2
Senior Resident Medical Officer	LGSS	3
Senior Resident Medical Officer	LGSS	3
Pharmacist	LGSS	1
Biomedical Scientist	LGSS	1
Critical Care Nurse	LGSS	1

Post	Salary Scale	Proposed Establishment
Hospital Administrator	LGSS	1
Night Superintendent	LGSS	2
Nursing Officer	LGSS	1
Physiotherapist	LGSS	1
Radiographer	LGSS	1
Anaesthetist Officer	LGSS	3
Assistant Accountant	LGSS	1
Assistant Health Information Officer	LGSS	1
Assistant Human Resources Management Officer	LGSS	1
Clinical Officer Ophthalmology	LGSS	1
Executive Officer	LGSS	1
HIV Nurse Practitioner	LGSS	3
Medical Licentiate	LGSS	3
Medical Licentiate	LGSS	2
Nurse In Charge	LGSS	1
Nurse In Charge	LGSS	2
Nurse In Charge	LGSS	1
Nurse In Charge	LGSS	1
Nurse In Charge	LGSS	1
Nurse In Charge	LGSS	1
Public Health Nurse	LGSS	1
Registered Midwife	LGSS	12
Registered Paediatric Nurse	LGSS	2
Registered Ophthalmic Nurse	LGSS	1
Registered Theatre Nurse	LGSS	4
Senior Dental Therapist	LGSS	1
Senior Environmental Health Technologist	LGSS	1
Clinical Officer	LGSS	3
Clinical Officer	LGSS	2
Clinical Officer	LGSS	4
Dental Technologist	LGSS	1
Dental Therapist	LGSS	1
Environmental Health Technologist	LGSS	2
Medical Equipment Technologist	LGSS	1
Medical Laboratory Technologist	LGSS	6
Nutrition Technologist	LGSS	4
Pharmacy Technologist	LGSS	1
Pharmacy Technologist	LGSS	4
Physiotherapy Technologist	LGSS	2
Purchasing and Supplies Assistant	LGSS	1
Radiography Technologist	LGSS	4
Registered Nurse	LGSS	10
Registered Nurse	LGSS	11
Registered Nurse	LGSS	11
Registered Nurse	LGSS	11
Registered Nurse	LGSS	10

Post	Salary Scale	Proposed Establishment
Assistant Catering Officer	LGSS	1
Electrical Technician	LGSS	1
Typist	LGSS	1
Medical Records Clerk	LGSS	5
Psychosocial Counsellor	LGSS	3
Revenue Collector	LGSS	1
Registry Clerk	LGSS	1
Cook	LGSS	3
Waiter	LGSS	1
Driver	LGSS	2
Laundryman	LGSS	2
Plumber	LGSS	1
Cleaner	LGSS	29
General Worker	LGSS	12
Mortuary Attendant	LGSS	2
Porter	LGSS	6
Security Guard	LGSS	6
District Hospital		235
Mini-Hospital		
Senior Resident Medical Officer	LGSS	2
Clinical Officer Anaesthetist	LGSS	1
Medical Licentiate	LGSS	2
Nursing In Charge	LGSS	2
Registered Midwife	LGSS	8
Registered Theatre Nurse	LGSS	2
Registered Paediatric Nurse	LGSS	1
Clinical Officer	LGSS	4
Environmental Health Technologist	LGSS	1
Medical Laboratory Technologist	LGSS	2
Nutrition Technologist	LGSS	2
Pharmacy Technologist	LGSS	2
Physiotherapy Technologist	LGSS	1
Radiography Technologist	LGSS	1
Registered Nurse	LGSS	2
Registered Nurse	LGSS	10
Accounts Assistant	LGSS	1
Plumber	LGSS	1
Medical Records Clerk	LGSS	2
Psycho-Social Counsellor	LGSS	2
Cleaner	LGSS	6
General Worker	LGSS	1
Laundryman	LGSS	1
Porter	LGSS	1
Security Guard	LGSS	2
Mini Hospital Total		60
Zonal Health Centre		
Medical Officer In Charge	LGSS	1

Post	Salary Scale	Proposed Establishment
Assistant Health Promotions Officer	LGSS	1
Cleaner	LGSS	5
Cook	LGSS	2
Laundryman	LGSS	2
Medical Records Clerk	LGSS	3
Mortuary Attendant	LGSS	2
Nursing Officer	LGSS	1
Public Health Nurse	LGSS	5
Public Health Technologist	LGSS	8
Revenue Collector	LGSS	2
Security Guard	LGSS	10
Station Handyman	LGSS	2
Stores Handyman	LGSS	1
Waiter	LGSS	2
Clinical Officer	LGSS	6
General Medical Officer	LGSS	1
Medical Licentiate	LGSS	2
Pharmacy Technologist	LGSS	2
Psycho-Social Counselor	LGSS	4
Registered Nurse	LGSS	1
Senior Clinical Officer - General	LGSS	1
Zambia Enrolled Nurse	LGSS	7
Dental Attendant	LGSS	1
Dental Therapist	LGSS	2
Senior Dental Therapist	LGSS	1
Environmental Health Technologist	LGSS	2
Senior Environmental Health Technologist	LGSS	1
Nursing In Charge	LGSS	1
Registered Nurse	LGSS	6
Zambia Enrolled Nurse	LGSS	13
Cleaner	LGSS	1
Medical Laboratory Technologist	LGSS	4
Senior Medical Laboratory Technologist	LGSS	1
General Medical Officer	LGSS	1
Maid	LGSS	0
Nursing In Charge	LGSS	2
Psycho-Social Counselor	LGSS	1
Registered Midwife	LGSS	10
Zambia Enrolled Midwife	LGSS	18
Medical Equipment Technician	LGSS	1
Nutrition Technologist	LGSS	2
Senior Nutrition Technologist	LGSS	1
Clinical Officer	LGSS	8
Maid	LGSS	0
Medical Licentiate	LGSS	2
Night Superintendent	LGSS	2
Nursing In Charge	LGSS	1

Post	Salary Scale	Proposed Establishment
Porter	LGSS	2
Physiotherapist	LGSS	1
Registered Nurse	LGSS	8
Senior Clinical Officer - General	LGSS	1
Senior Resident Medical Officer	LGSS	3
Zambia Enrolled Nurse	LGSS	0
Pharmacy Dispenser	LGSS	2
Pharmacy Technologist	LGSS	5
Senior Pharmacy Technologist	LGSS	1
Darkroom Assistant	LGSS	1
Radiographer	LGSS	1
Radiography Technologist	LGSS	2
Zonal Health Centre		180
Urban Health Centre		
Medical Officer In Charge	LGSS	1
Nursing Officer	LGSS	1
Assistant Health Information Officer	LGSS	1
Assistant Health Promotions Officer	LGSS	1
Public Health Nurse	LGSS	1
Public Health Technologist	LGSS	1
Medical Records Clerk	LGSS	3
Revenue Collector	LGSS	2
Cleaner	LGSS	5
Laundryman	LGSS	2
Security Guard	LGSS	3
Station Handyman	LGSS	1
Stores Handyman	LGSS	1
General Medical Officer	LGSS	1
Medical Licentiate	LGSS	1
Senior Clinical Officer - General	LGSS	1
Clinical Officer	LGSS	2
Pharmacy Technologist	LGSS	1
Registered Nurse	LGSS	4
Zambia Enrolled Nurse	LGSS	5
Psycho-Social Counsellor	LGSS	3
Dental Therapist	LGSS	1
Dental Attendant	LGSS	1
Senior Environmental Health Technologist	LGSS	1
Environmental Health Technologist	LGSS	1
Nurse In Charge	LGSS	2
Senior Medical Laboratory Technologist	LGSS	1
Medical Laboratory Technologist	LGSS	2
Registered Midwife	LGSS	3
Zambia Enrolled Midwife	LGSS	6
Medical Equipment Technician	LGSS	1
Senior Nutrition Technologist	LGSS	1
Nutrition Technologist	LGSS	1

Post	Salary Scale	Proposed Establishment
Senior Resident Medical Officer	LGSS	2
Medical Licentiate	LGSS	1
Physiotherapy Technologist	LGSS	1
Clinical Officer	LGSS	2
Porter	LGSS	1
Pharmacy Technologist	LGSS	1
Pharmacy Dispenser	LGSS	1
Radiography Technologist	LGSS	1
Urban Health Centre Total		72
Rural Health Centre		
Health Centre In-Charge	LGSS	1
HIV Nurse Practitioner	LGSS	1
Environmental Health Technologist	LGSS	1
Public Health Nurse	LGSS	1
Zambia Enrolled Midwife	LGSS	1
Clinical Officer - General	LGSS	1
Registered Nurse	LGSS	1
Zambia Enrolled Nurse	LGSS	1
Environmental Health Technician	LGSS	0
Medical Records Clerk	LGSS	1
Watchman	LGSS	2
Cleaner	LGSS	1
Outdoor Servant	LGSS	1
Rural Health Centre Total		13
Health Services Section Total		575
Public Health Services Section		
Assistant Director-Public Health	LGSS06	1
Public Health Unit		
Senior Public Health Officer	J	1
Public Health Officer	I	1
Senior Clinical Officer (TB/Leprosy/HIV/STI)	H	1
Public Health Technologist	H	1
Nutrition Technologist	H	1
Total		5
Environmental Health Unit		
Senior Environmental Health Officer	J	1
Environmental Health Officer	I	1
Surveillance Officer	I	1
Environmental Health Technologist	LGSS09	2
Sub-total		5
Health Inspectorate Unit		
Senior Health Inspection Officer	LGSS07	1
Health Inspector	LGSS08	2
Funeral Superintendent	LGSS08	1
General Worker	G1	10
Sub-Total		14
Health Promotions Unit		

Post	Salary Scale	Proposed Establishment
Senior Health Promotions Officer	J	1
Health Promotions Officer	I	1
Health Education Officer	LGSS08	2
Sub-Total		4
Cleansing and Pest Control		
Cleansing Superintendent	LGSS08	1
Assistant Cleansing Superintendent	LGSS10	2
Driver-Waste Management	G1	3
Sub-Total		6
Funeral Services Unit		
Funeral Superintendent	LGSS08	1
Assistant Funeral Superintendent	LGSS09	1
Sanitary Assistant	G3	5
Grave Digger	G3	5
Sub-total		12
Section Total		47
Departmental Total		622

The organisation structure for the Department is at **Appendix “F”**.

4.6. Department of Fisheries, Livestock and Veterinary Services

The Department shall be responsible for the implementation of the fisheries and livestock development programmes as well as provision of veterinary services. It shall also monitor the implementation of the national capture fisheries and aquaculture programmes.

The Department shall perform the following specific functions:

- a) Provide veterinary services in the District;
- b) Facilitate safe trade in animals and animal products;
- c) Promote disease-free compartments and conform to set standards;
- d) Implement livestock policy and legislation in order to promote livestock production and productivity;
- e) Promote and implement Animal Welfare and Livestock Production programmes in order to enhance productivity of the livestock rearing systems;
- f) Manage rangelands and livestock water sources in order to ensure adequate availability of feed and water for livestock;
- g) Implement standards for the grading of livestock, livestock products and by-products in order to ensure adherence to quality requirements;
- h) Conserve, manage and develop fishery resources and waters in a sustainable manner in order to improve fish stocks; and
- i) Collaborate with relevant stakeholders on issues relating to food safety.

The Department shall be headed by a Director - Fisheries, Livestock and Veterinary Services (LGSS05) assisted by one (1) Assistant Director - Fisheries and Aquaculture (LGSS 06), one (1) Assistant Director - Livestock Development (LGSS06), one (1) Assistant Director - Veterinary Services (LGSS06) and one (1) Assistant Director- Fisheries and Livestock Marketing Development (LGSS06).

The Department shall comprise four (4) Sections as follows:

- i. Fisheries and Aquaculture;
- ii. Livestock Development;
- iii. Veterinary Services; and
- iv. Fisheries and Livestock Marketing.

4.6.1. Fisheries and Aquaculture Section

The Section shall be responsible for implementing and monitoring the national fisheries programmes in capture fisheries management and aquaculture development. It shall also ensure that the functions of regulation, education and extension services are effectively carried out at the District level.

The Section shall perform the following specific functions:

- a) Conserve, manage and develop fishery resources and waters in a sustainable manner in order to improve fish stocks;
- b) Protect fish stocks from the effects of pollution and from any other effects which are harmful or potentially harmful;
- c) Enforce the annual fishing ban in order to enhance fish stocks through uninterrupted breeding;
- d) Provide Fisheries and Aquaculture extension services in order to achieve growth and sustainability;
- e) Conduct inspections on fish and aquatic environment in order to ensure adherence to set standards;
- f) Disseminate information in capture fisheries and aquaculture management in order to create awareness and enhance fish farmer participation; and
- g) Provide technical support to training institutions in order to enhance capacity and respond to emerging issues.

The Section shall be headed by an Assistant Director - Fisheries and Aquaculture (LGSS06) and assisted by one (1) Senior Fisheries & Aquaculture Officer (LGSS07).

The summary staffing for the Fisheries and Aquaculture Section is shown below:

Post	Salary Scale	Proposed Establishment
Assistant Director - Fisheries & Aquaculture	LGSS06	1
Senior Fisheries & Aquaculture Officer	LGSS07	1
Fisheries & Aquaculture Officer	LGSS08	2
Fisheries & Aquaculture Technician	LGSS	4
Assistant Fisheries & Aquaculture Technician	LGSS	6
Typist	LGSS	1
Coxswain	LGSS	1
Driver	LGSS	1
General Worker	LGSS	2
General Worker - Fish Hand	LGSS	2
Office Orderly		1
Section Total		22

***Note** that District sizes are different and others are along lakes, swamps or rivers. As the result, some Districts with fishery camps will have more Fisheries Technicians, Assistant Technicians and Fish Hands than others such as Samfya, Mpulungu, Nchelenge, Sinazongwe, Kapiri Mposhi and Kaputa while a few staff will be expected in Districts such as Nsama, Mumbwa, Chinsali and Sesheke.

4.6.2. Livestock Development Section

The Livestock Development Section shall be responsible for implementing livestock development programmes in the District in order to enhance livestock productivity and quality. The Section shall also monitor livestock development programmes in the District.

The Section shall perform the following specific functions:

- Promote and implement Animal Welfare and Livestock Production programmes in order to enhance productivity of the livestock rearing systems;
- Promote production of indigenous breeds;
- Manage rangelands and livestock water sources in order to ensure adequate availability of feed and water for livestock;
- Undertake grading of livestock, livestock products and by-products in order to ensure adherence to quality requirements;
- Enforce Livestock, Livestock Products and By-products standards in order to ensure compliance;

- f) Transfer of appropriate technologies in order to enhance livestock production and value-addition;
- g) Maintain a livestock database in order to inform decision making; and
- h) Collaborate with various stakeholders on management of livestock in order to enhance growth of the sector.

The Section shall be headed by an Assistant Director - Livestock Development (LGSS06) and assisted by one (1) Senior Livestock Development Officer (LGSS07).

The summary staffing for the Section is shown below:

Post	Salary Scale	Proposed Establishment
Assistant Director - Livestock Development	LGSS06	1
Senior Livestock Development Officer	LGSS07	1
Livestock Production and Extension Officer	LGSS08	1
Livestock Technician	LGSS	2
Livestock Assistant	LGSS	9
Sub-total		14

4.6.3. Veterinary Services Section

The Veterinary Services Section shall be responsible for controlling zoonotic diseases in order to ensure the safety of animal source foods, reduce antimicrobial resistance and promote animal welfare.

The Section shall perform the following specific functions:

- a) Provide veterinary services in the District;
- b) Facilitate safe trade in animals and animal products locally;
- c) Register and license premises in-town processing food of animal origin to ensure they adhere to set standards;
- d) Conduct inspections for in-town in establishments processing animal origin food to ensure sanitary compliance and food safety;
- e) Conduct surveillance and undertake disease control measures for zoonotic disease;
- f) Enforce animal health and animal welfare standards;
- g) Promote disease-free compartments and conform to set standards;
- h) Conduct veterinary checkpoints in order to monitor livestock movements and prevent the spread of animal diseases;
- i) Maintain quarantine stations in order to prevent the spread of animal diseases;
- j) Provide veterinary extension services in order to facilitate trade and curb the outbreak of diseases; and

- k) Collaborate with relevant stakeholders on issues relating to food safety.

The Section shall be headed by an Assistant Director - Veterinary Services (LGSS06) and assisted by one (1) Senior Veterinary Officer - Veterinary Public Health (LGSS07), one (1) Senior Veterinary Officer - Inspectorate (LGSS07) and one (1) Senior Veterinary Officer - Extension Services (LGSS07).

The Section shall comprise three (3) Units as follows:

- i. Veterinary Public Health;
- ii. Veterinary Inspectorate; and
- iii. Veterinary Extension Services.

4.6.3.1. Veterinary Public Health Unit

The Unit shall be responsible for disease control in order to prevent transmission of diseases between humans and animals.

The Unit shall perform the following specific functions:

- a) Implement zoonotic disease control programmes to enhance animal and public health;
- b) Conduct surveillance for zoonotic diseases (i.e. Brucellosis, Rabies, TB, Trichinella, Cysticercosis, Echinococcosis);
- c) Implement control measures for zoonotic diseases; and
- d) Enforce regulations related to the keeping of dogs.

The Unit shall be headed by a Senior Veterinary Officer - Veterinary Public Health (LGSS07) and assisted by one (1) Veterinary Public Health Officer - Zoonosis Surveillance (LGSS08), one (1) Veterinary Public Health Officer - Zoonosis Disease Control (LGSS08) and two (2) Veterinary Public Health Officer - Food Safety (LGSS08).

The summary of staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Senior Veterinary Officer - Veterinary Public Health	LGSS07	1
Veterinary Public Health Officer - Food Safety	LGSS08	2
Veterinary Public Health Officer - Zoonosis surveillance	LGSS08	1
Veterinary Public Health Officer - Zoonosis disease control	LGSS	1
Subtotal - Veterinary Public Health		5

4.6.3.2. Veterinary Inspectorate Unit

The Unit shall be responsible for management of veterinary check points and quarantine stations in order to monitor livestock movements and prevent the spread of animal diseases.

The Unit shall perform the following specific functions:

- a) Conduct food safety monitoring programmes for establishments processing food of animal origin to enhance public health;
- b) Conduct inspection of primary production points and animal feed manufacturers to ensure they conform to standards;
- c) Conduct meat inspections in abattoirs for enhanced food safety;
- d) Conduct veterinary medicine residue monitoring in establishment producing food of animal origin; and
- e) Enforce standards in processing plants for animal products in order to ensure food safety.

The Unit shall be headed by a Senior Veterinary Officer - Inspectorate (LGSS07) and assisted by one (1) Veterinary Inspection Officer - Registration (LGSS08) and two (2) Veterinary Inspection Officer - Sanitary Inspections (LGSS08).

The summary of staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Senior Veterinary Inspection Officer - Registration	LGSS07	1
Veterinary Inspection Officer - Registration	LGSS08	1
Veterinary Inspection Officer- Sanitary Inspections	LGSS08	2
Sub-Total		4

4.6.3.3. Veterinary Extension Services Unit

The Veterinary Extension Services Unit shall be responsible for provision of extension services in order to facilitate trade and curb the outbreak of diseases.

The Unit shall perform the following specific functions:

- a) Provide extension services to farmers in order to prevent and curb the outbreak of diseases;
- b) Provide sanitary services at check points and quarantine centres;
- c) Provide training to farmers on the management of animals in order to enhance production; and

- d) Promote establishment of animal disease-free compartments in order to facilitate trade.

The Unit shall be headed by a Senior Veterinary Officer - Extension Services (LGSS07) and assisted by one (1) Veterinary Officer -Training and Services (LGSS08), two (2) Veterinary Officer - Sanitary Checkpoints and Quarantines (LGSS08) and one (1) Veterinary Officer -Animal Welfare (LGSS08).

The summary of staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Senior Veterinary Officer - Extension Services	LGSS07	1
Veterinary Officer - Training & Services	LGSS08	1
Veterinary Officers - Checkpoints & Quarantines	LGSS08	2
Veterinary Officer - Animal Welfare	LGSS08	1
Veterinary Assistant	LGSS08	16
Sub total		21
<i>Veterinary Check-points: Kafue, Westwood, Kafulafuta, Luangwa, Chingola, Nalusanga, Mbala, Nakonde, Kasaya and Kapiri Mposhi and Mununga</i>		
Senior Veterinary Technician	LGSS	1
Veterinary Assistant	LGSS	3
General Worker	LGSS	2
Sub-Total per station		6
<i>Veterinary Quarantine Stations - Mwami, Chanida, Simoonga, Lusaka, Nyimba, Lundazi, Mbala, Nakonde</i>		
Senior Veterinary Technician	LGSS	1
Veterinary Assistant	LGSS	2
General Worker	LGSS	2
Sub-Total per station		5
Cordon Line Inspections – Western Province		
Cordon Guard - Mitete District	LGSS	20
Cordon Guard - Kalabo District	LGSS	32
Cordon Guard - Sikongo District	LGSS	32
Cordon Guard - Shangombo District	LGSS	28
Cordon Guard-Sioma District	LGSS	16
Sesheke District	LGSS	12
Mwandi District	LGSS	10
Sub-Total	LGSS	150
Cordon Guards-Kazungula District	LGSS	20
Sub-Total		20
Cordon Line Inspections North-Western Province		
Cordon Guard-Zambezi District	LGSS	15
Chavuma District	LGSS	15
Kabompo District	LGSS	10

Post	Salary Scale	Proposed Establishment
Manyinga District	LGSS	10
Mwinilunga District	LGSS	20
Ikelenge District	LGSS	10
Sub total		80
Subtotal - Veterinary Inspectorate		282

The summary of staffing for the Veterinary Services Section is shown below:

Post	Salary Scale	Proposed Establishment
Assistant Director - Veterinary Services	LGSS	1
Veterinary Public Health Unit		
Senior Veterinary Officer - Veterinary Public Health	LGSS07	1
Veterinary Public Health Officer - Food Safety	LGSS08	2
Veterinary Public Health Officer - Zoonosis surveillance	LGSS08	1
Veterinary Public Health Officer – Zoonosis disease control	LGSS	1
Subtotal - Veterinary Public Health		5
Veterinary Inspectorate Unit		
Senior Veterinary Inspection Officer - Registration	LGSS07	1
Veterinary Inspection Officer - Registration	LGSS08	1
Veterinary Inspection Officer-Sanitary Inspections	LGSS08	2
Sub-Total		4
Veterinary Extensions Services Unit		
Senior Veterinary Officer – Training and Services	LGSS07	1
Veterinary Officer-Training & Services	LGSS08	1
Veterinary Officers - Checkpoints & Quarantines	LGSS 08	2
Veterinary Officer – Animal Welfare	LGSS08	1
Veterinary Assistant	LGSS10	16
Sub-Total		21
Veterinary Check-points: Kafue, Westwood, Kafulafuta, Luangwa, Chingola, Nalusanga, Mbala, Nakonde, Kasaya and Kapiri Mposhi and Mununga		
Senior Veterinary Technician	LGSS09	1
Veterinary Assistant	LGSS10	3
General Worker	LGSS	2
Sub-Total		6
Veterinary Quarantine Stations - Mwami, Chanida, Simoonga, Lusaka, Nyimba, Lundazi, Mbala, Nakonde		
Senior Veterinary Technician	LGSS	1
Veterinary Assistant	LGSS	2
General Worker	LGSS	2
Sub total		5
Cordon Line Inspections-Western		
Cordon Guard - Mitete District	LGSS	20
Cordon Guard - Kalabo District	LGSS	32
Cordon Guard - Sikongo District	LGSS	32
Cordon Guard - Shangombo District	LGSS	28

Post	Salary Scale	Proposed Establishment
Cordon Guard - Sioma District	LGSS	16
Cordon Guard - Sesheke District	LGSS	12
Cordon Guard - Mwandia District	LGSS	10
Sub-Total	LGSS	150
Cordon Line Inspections -Southern		
Cordon Guards-Kazungula District	LGSS	20
Sub-Total		20
Cordon Line Inspections North-Western Provinces		
Cordon Guard - Zambezi District	LGSS	15
Cordon Guard - Chavuma District	LGSS	15
Cordon Guard - Kabompo District	LGSS	10
Cordon Guard - Manyinga District	LGSS	10
Cordon Guard - Mwinilunga District	LGSS	20
Cordon Guard - Ikelenge District	LGSS	10
Sub total		80
Subtotal - Veterinary Inspectorate		271
Total Veterinary Services Section		282

4.6.4. Fisheries and Livestock Marketing Unit

The District Fisheries and Livestock Marketing Unit shall be responsible for implementing fisheries and livestock marketing activities at district level. It shall also be responsible for ensuring that programmes to enhance fish and livestock farming as viable businesses are undertaken.

The Unit shall perform the following specific functions:

- Develop and implement livestock and fisheries marketing strategies in order to enhance fisheries and livestock marketing;
- Collect and disseminate market information on fish and livestock products and by-products in order to create awareness and inform decision-making;
- Coordinate capacity building programmes in agri-business and marketing in order to ensure market-oriented fisheries and livestock production;
- Facilitate domestic and foreign trade in livestock and fisheries products in order to improve market access and increase incomes; (Applicable to border towns like Sesheke, Kazungula, etc)
- Conduct market research on fisheries and livestock products in order to generate information for informed decision-making;
- Promote the establishment and maintenance of fisheries and livestock marketing infrastructure in order to facilitate trade and reduce post-harvest losses;
- Collaborate with stakeholders in agri-business and marketing of fisheries and livestock products in order to attract investment;

- h) Improve access to and consumption of diverse, safe and culturally appropriate nutritious animal products in the diets in order to enhance the nutrition status of both urban and rural communities; and
- i) Promote diversified fisheries and livestock production, food processing and utilisation, preservation, and storage in order to contribute to household food and nutrition security.

The Unit shall be headed by a Senior Fisheries and Livestock Marketing Development Officer (LGSS07) and assisted by one (1) Fisheries and Livestock Marketing Officers (LGSS08) at the District, two (2) Assistant Fisheries and Livestock Marketing Officers (LGSS10) at the following borders:

- i. Katima Mulilo;
- ii. Kazungula;
- iii. Chirundu;
- iv. Mwami; and
- v. Nakonde

The Unit shall be headed by a Senior Fisheries and Livestock Marketing Development Officer (LGSS 07) and assisted by one (1) Fisheries and Livestock Marketing Officers (LGSS 08) at the following borders:

- i. Victoria falls;
- ii. Chanida; and
- iii. Kasumbalesa.

The summary staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Senior Fisheries and Livestock Marketing Development Officer	LGSS07	1
Fisheries and Livestock Marketing Development Officer	LGSS08	1
Assistant Fisheries & Livestock Marketing Development Officer	LGSS10	2
Total		4

The summary staffing for the Fisheries, Livestock & Veterinary Services Department is shown below:

Post	Salary Scale	Proposed Establishment
Director - Fisheries, Livestock & Veterinary Services	M	1
Fisheries & Aquaculture Section		
Assistant Director - Fisheries & Aquaculture	LGSS06	1
Senior Fisheries & Aquaculture Officer	LGSS07	1
Fisheries & Aquaculture Officer	LGSS08	2
Fisheries & Aquaculture Technician	LGSS	4
Fisheries Technician	LGSS	0

Post	Salary Scale	Proposed Establishment
Assistant Fisheries & Aquaculture Technician	LGSS	6
Typist	LGSS	1
Coxswain	LGSS	1
Driver	LGSS	1
General Worker	LGSS	2
General Worker - Fish Hand	LGSS	2
Office Orderly		1
Sub-Total		22
Livestock Development Section		
Assistant Director - Livestock Development	LGSS06	1
Senior Livestock Development Officer	LGSS07	1
Livestock Production and Extension Officer	LGSS08	1
Livestock Technician	LGSS	2
Livestock Assistant	LGSS	9
Sub-Total		14
Veterinary Services Section		
Assistant Director - Veterinary Services	LGSS06	1
Veterinary Public Health Unit		
Senior Veterinary Officer - Veterinary Public Health	LGSS07	1
Veterinary Public Health Officer - Food Safety	LGSS08	2
Veterinary Public Health Officer - Zoonosis surveillance	LGSS08	1
Veterinary Public Health Officer - Zoonosis disease control	LGSS	1
Sub-Total Veterinary Public Health		5
Veterinary Inspectorate Unit		
Senior Veterinary Inspection Officer - Registration	LGSS07	1
Veterinary Inspection Officer - Registration	LGSS08	1
Veterinary Inspection Officer - Sanitary Inspections	LGSS08	2
Sub-Total Veterinary Inspectorate		4
Veterinary Extension Services Unit		
Senior Veterinary Officer - Training and Services	LGSS07	1
Veterinary Officer-Training & Services	LGSS08	1
Veterinary Officer - Checkpoints & Quarantines	LGSS08	2
Veterinary Officer - Animal Welfare	LGSS08	1
Veterinary Assistant	LGSS08	16
Sub-Total Veterinary Extension Services		21
Veterinary Check-points: Kafue, Westwood, Kafulafuta, Luangwa, Chingola, Nalusanga, Mbala, Nakonde, Kasaya and Kapiri Mposhi and Mununga		
Senior Veterinary Technician	LGSS	1
Veterinary Assistant	LGSS	3
General Worker	LGSS	2
Sub-Total		6
Veterinary Quarantine Stations: Mwami, Chanida, Simoonga, Lusaka, Nyimba, Lundazi, Mbala, Nakonde		
Senior Veterinary Technician	LGSS	1

Post	Salary Scale	Proposed Establishment
Veterinary Assistant	LGSS	2
General Worker	LGSS	2
Sub-Total		5
Cordon Line Inspections - Western Province		
Cordon Guard - Mitete District	LGSS	20
Cordon Guard - Kalabo District	LGSS	32
Cordon Guard - Sikongo District	LGSS	32
Cordon Guard - Shangombo District	LGSS	28
Cordon Guard - Sioma District	LGSS	16
Cordon Guard - Sesheke District	LGSS	12
Cordon Guard - Mwandia District	LGSS	10
Sub-Total	LGSS	150
Cordon Line Inspections - Southern Province		
Cordon Guard - Kazungula District	LGSS	20
Sub-Total		20
Cordon Line Inspections North-Western Province		
Cordon Guard - Zambezi District	LGSS	15
Cordon Guard - Chavuma District	LGSS	15
Cordon Guard - Kabompo District	LGSS	10
Cordon Guard - Manyinga District	LGSS	10
Cordon Guard - Mwinilunga District	LGSS	20
Cordon Guard - Ikelenge District	LGSS	10
Sub total		80
Subtotal - Veterinary Inspectorate		282
Fisheries and Livestock Marketing Unit		
Senior Fisheries & Livestock Marketing Development Officer	LGSS07	1
Fisheries and Livestock Marketing Development Officer	LGSS08	1
Assistant Fisheries & Livestock Marketing Development Officer	LGSS10	2
Sub-Total Fisheries and Livestock Marketing Development		4
Departmental Total		332

4.7. Department of Human Resource and Administration

The Department shall be responsible for managing and developing human resources as well as provision of administrative and logistical support services in order to improve performance and enhance smooth operations of the Council. The Department shall also provide secretarial services to the Council Committees.

The Department shall perform the following specific functions:

- a) Manage the human resource function in the Council in order to enhance staff morale and optimise utilization of human resources;

- b) Provide administrative and logistical support services in order to enhance smooth operations of the Council;
- c) Disseminate human resource and administrative policies in order to inform decision making and create awareness;
- d) Interpret terms and conditions of service, code of ethics and Government policy on training in order to enhance adherence and ensure compliance to the National training policy;
- e) Conduct training needs assessments in the Council in order to facilitate preparation of training programmes;
- f) Maintain buildings and surroundings in order to promote a conducive working environment;
- g) Provide Registry services in order to contribute to the efficient operation of the Council;
- h) Formulate and implement staff wellness programmes;
- i) Provide Secretariat services to the Council Committees;
- j) Provide security services in order to safeguard Council property; and
- k) Coordinate the operationalisation of the integrity committee in order to create general awareness on the danger and effects of corruption and unethical conduct.

The Department shall be headed by a Director - Human Resources and Administration (LGSS05) and assisted by one (1) Chief Committee & Administrative Officer (LGSS06), one (1) Chief Human Resource Officer (LGSS06), one (1) and one (1) Senior Security Officer (LGSS08).

The Department shall comprise three (3) Sections:

- i. Human Resource Management and Development;
- ii. Committee & Administration; and
- iii. Security.

4.7.1. Human Resource Management and Development Section

The Section shall be responsible for managing the human resource management and development functions in order to improve performance and enhance smooth operations of the Council.

The Unit shall perform the following specific functions:

- a) Manage human resources in order to enhance productivity and optimize their utilization;
- b) Coordinate wellness and safety programmes in order to enhance staff wellbeing and mitigate the impact of HIV/Aids and other ailments;
- c) Coordinate staff welfare programmes in order to motivate staff and enhance productivity;

- d) Interpret and disseminate Labour laws and terms and conditions of service in order to create awareness and promote fairness in their application;
- e) Maintain staff discipline and coordinate grievance handling in order to uphold professionalism;
- f) Manage payroll in order to facilitate payment of salaries and other allowances;
- g) Coordinate the implementation of performance management systems in order to monitor and evaluate performance;
- h) Facilitate the recruitment, promotion, placement, retention and separation of staff; and
- i) Plan and implement staff training and development programs in order to build capacity.

The Section shall be headed by a Chief Human Resource Officer (LGSS06) and assisted by one (1) Senior Human Resource Officer (LGSS07).

The summary staffing for the Unit shall be as follows:

Post				Salary Scale	Existing Establishment	Proposed Establishment
Chief	Human	Resource	Officer	LGSS06	1	1
Senior	Human	Resource	Officer	LGSS07	0	1
Human Resource Officer				LGSS10	1	0
Human Resource Officer				LGSS08	0	3
Assistant Human Resource Officer				LGSS12	1	0
Total					3	5
HR - Health Services						
Human Resources Officer				LGSS08	0	1
Fisheries, Livestock & veterinary Services						
Human Resources Officer				LGSS08	0	1
Section Total					3	7

4.7.2. Committee & Administration Section

The Section shall be responsible for the provision of administrative and logistical support services in order to enhance smooth operations of the Council. The Section shall also provide Secretariat to the Council Committees in order to ensure accurate account of Council resolutions.

The Section shall perform the following specific functions:

- a) Provide administrative, transport, security and secretarial support services in order to enhance smooth operation of the Council;

- b) Maintain infrastructure and surroundings in order to promote a conducive working environment;
- c) Manage assets to ensure that they are in good working condition and in appropriate places;
- d) Facilitate the maintenance of vehicles and other equipment to prolong their usability;
- e) Spearhead National Event commemorations;
- f) Provide records management services in order to ensure easy access and retrieval of information;
- g) Receive and distribute correspondence in order to facilitate easy flow of information; and
- h) Archive records in order to secure information and provide easy access.
- i) Provide secretarial services to Council Standing Committees;
- j) Prepare and circulate Council Calendar of meetings;
- k) Collect and review reports for accuracy and presentation;
- l) Circulate reports to Committee members;
- m) Record minutes and resolutions;
- n) File reports and minutes; and
- o) Produce minutes for the Council and Council Committees.

The Section shall be headed by a Chief Committee & Administrative Officer (LGSS06) who shall be assisted by one (1) Administrative Officer (LGSS10), one (1) Committee Clerk (LGSS10) and one (1) Registry Supervisor (LGSS14).

The Section shall comprise the following Units:

- i. Administration;
- ii. Committee; and
- iii. Registry.

4.7.2.1. Administration Unit

The Unit shall be responsible for the provision of administrative and logistical support services in order to enhance smooth operations of the Council.

The Unit shall perform the following specific functions:

- a) Provide administrative, transport, security and secretarial support services in order to enhance smooth operation of the Council;
- b) Maintain infrastructure and surroundings in order to promote a conducive working environment;

- c) Manage assets to ensure that they are in good working condition and in appropriate places;
- d) Facilitate the maintenance of vehicles and other equipment to prolong their usability; and
- e) Spearhead National Event commemorations.

The Unit shall be headed by an Administrative Officer (LGSS10).

The summary staffing for the Unit shall be as follows:

Post	Salary Scale	Existing Establishment	Proposed Establishment
Administrative Officer	LGSS10	1	1
Personal Secretary	LGSS10	1	1
Stenographer	LGSS12	1	1
Typist	LGSS14	1	2
Office Orderly	LGSS	1	6
Driver	LGSS	4	4
Total		9	15

4.7.2.2. Committee Unit

The Committee Unit shall be responsible for the provision of secretarial services to Council Standing Committees. The Unit shall also be responsible for production of minutes for the Council Committees.

The Unit shall perform the following specific functions:

- a) Provide secretarial services to Council Standing Committees;
- b) Prepare and circulate Council Calendar of meetings;
- c) Collect and review reports for accuracy and presentation;
- d) Circulate reports to Committee members;
- e) Record minutes and resolutions;
- f) File reports and minutes; and
- g) Produce minutes for the Council and Council Committees.

The Unit shall be headed by a Committee Clerk (LGSS10) and assisted by one (1) Assistant Committee Clerk (LGSS12).

The summary staffing for the Committee Unit is shown below:

Post	Salary Scale	Existing Establishment	Proposed Establishment
Committee Clerk	LGSS/10	1	1
Assistant Committee Clerk	LGSS/12	1	2
Sub-total		2	3

4.7.2.3. Registry Unit

The Unit shall be responsible for the maintenance and securing of records to facilitate accessibility, security, flow and easy retrieval of information.

The Unit shall perform the following specific functions:

- a) Provide records management services in order to ensure easy access and retrieval of information;
- b) Receive and distribute correspondence in order to facilitate easy flow of information; and
- c) Archive records in order to secure information and provide easy access.

The Unit shall be headed by one (1) Registry Supervisor (LGSS14) and assisted by five (5) Registry Clerks (LGSS17).

The summary staffing for the Unit is shown below:

Post	Salary Scale	Existing Establishment	Proposed Establishment
Registry Supervisor	LGSS14	1	1
Registry Clerk	LGSS17	4	5
Total		5	6

4.7.3. Security Section

The Security Section shall be responsible for the enforcement of law and order in Council premises, markets and bus stations.

The Section shall perform the following specific functions:

- a) Provide security at Council premises, markets and bus stations in order to maintain law and order;
- b) Conduct investigations on irregularities and thefts at Council premises, markets and bus stations;
- c) Arrest offenders;
- d) Provide security to Council VIP officers; and
- e) Enforce Council by-laws in order to ensure compliance.

The Section shall be headed by a Senior Security Officer (LGSS08) and assisted by one (1) Security Officer (LGSS10).

The summary staffing for the Section is shown below:

Post	Salary Scale	Existing Establishment	Proposed Establishment
Senior Security Officer	LGSS/08	0	1
Security Officer	LGSS10	0	1
Town Sergeant	LGSS12	1	1

Post	Salary Scale	Existing Establishment	Proposed Establishment
Sub Inspector	LGSS14	3	4
Police Constable	G3	7	10
Sub-total		11	17

The summary of staffing for the Department is shown below:

Post	Salary Scale	Proposed Establishment
Director - HRA	LGSS05	1
Human Resource Section		
Chief Human Resource Officer	LGSS06	1
Senior Human Resource Officer	LGSS07	1
Human Resource Officer	LGSS10	0
Human Resource Officer	LGSS08	3
Assistant Human Resource Officer	LGSS12	0
Total		5
HR-Health Services		
Human Resources Management Officer	LGSS08	1
Fisheries, Livestock & veterinary Services		
Human Resources Management Officer	LGSS08	1
Section Total		7
Administration & Committee Section		
Chief Administrative & Committee Officer	LGSS06	1
Chief Administrative Officer	LGSS06	0
Administration Unit		
Administrative Officer	LGSS10	1
Personal Secretary	LGSS10	1
Stenographer	LGSS12	1
Typist	LGSS14	2
Office Orderly	G1	6
Driver	G3	4
Total		15
Administration-Health Services		
Administrative Officer	LGSS10	1
Stenographer	LGSS12	1
Driver	G3	3
General Worker	G3	3
Total		9
Section Total		25
Committee Unit		
Committee Clerk	LGSS10	1
Assistant Committee Clerk	LGSS12	2
Sub-total		3
Registry Unit		
Registry Supervisor	LGSS14	1
Registry Clerk	LGSS17	5
Clerical Officer	LGSS18	0

Post	Salary Scale	Proposed Establishment
Sub-total		6
Security Section		
Senior Security Officer	LGSS08	1
Security Officer	LGSS10	1
Town Sergeant	LGSS12	1
Sub Inspector	LGSS14	4
Police Constable	G3	10
Sub-total		17
Departmental Total		59

The organisation structure for the Department is at Appendix “H”.

4.8. Department of Finance

The Department shall be responsible for the management of financial resources in order to facilitate implementation of programmes. The Department shall also be responsible for the management of commercial and business development services and stores.

The Department shall perform the following specific functions:

- Prepare and submit financial management reports in order to comply with financial regulations and facilitate informed decision making;
- Develop and implement internal controls in order to enhance transparency and accountability in the utilisation of financial and material resources;
- Collect and account for Levies, Tariffs and Tolls and vehicle licensing fees and other revenues in order to safeguard public resources and support the budget;
- Maintain expenditure and commitment ledgers in order to ensure that public funds are appropriately utilised;
- Conduct research in order to establish new business ventures;
- Manage provision of hospitality and other business services;
- Account for assets in order to safeguard public property;
- Prepare and submit annual audited accounts in order to facilitate decision making;
- Management of stores;
- Management of risks in order to mitigate losses; and
- Payroll Management.

The Department shall be headed by a Director - Finance (LGSS05) and assisted by one (1) Chief Accountant (LGSS06) and one (1) Commercial & Business Development Manager (LGSS06).

The Department shall comprise two (2) Sections as follows:

- Finance; and
- Commercial and Business Development.

4.8.1. Finance Section

The Finance Section shall be responsible for the management of financial resources in order to facilitate implementation of programmes.

The Section shall perform the following specific functions:

- a) Prepare and submit financial management reports in order to comply with financial regulations and facilitate informed decision making;
- b) Develop and implement internal controls in order to enhance transparency and accountability in the utilisation of financial and material resources;
- c) Collect and account for Levies, Tariffs and Tolls and vehicle licensing fees and other revenues in order to safeguard public resources and support the budget;
- d) Maintain expenditure and commitment ledgers in order to ensure that public funds are appropriately utilised;
- e) Account for assets in order to safeguard public property;
- f) Prepare and submit annual audited accounts in order to facilitate decision making;
- g) Management of stores functions;
- h) Management of risks in order to mitigate losses; and
- i) Payroll Management.

The Section shall be headed by a Chief Accountant (LGSS06) and assisted by one (1) Accountant (LGSS08) and one (1) Stores Officer (LGSS08).

The summary staffing for the Section is shown below:

Post	Salary Scale	Proposed Establishment
Chief Accountant	LGSS06	1
Accountant	LGSS08	1
Assistant Accountant	LGSS13	2
Chief Licensing Officer	LGSS07	1
Licensing Officer	LGSS08	2
Cashier	LGSS13	2
Revenue Collector	LGSS18	3
Total		12

4.8.1.1. Stores Unit

The Unit shall be responsible for the management of the stores functions in order to facilitate receipt and distribution of goods and ensure safe custody.

The Unit shall perform the following specific functions:

- a) Develop and implement internal controls in order to enhance transparency and accountability in the disbursement of material resources;
- b) Manage the storage and distribution of goods;
- c) Receive and account for goods procured by the Council;
- d) Disburse goods to user departments and units; and
- e) Conduct stock takes in order to maintain optimum stock levels and provide information for decision making.

The Unit shall be headed by a Stores Officer (LGSS08) and assisted by two (2) Assistant Stores Officer (LGSS10).

Post	Salary Scale	Proposed Establishment
Stores Officer	LGSS 08	1
Assistant Stores Officer	LGSS 10	1
Finance Section		2

4.8.2. Commercial and Business Development Section

The Section shall also be responsible for the management of commercial and business development services.

The Section shall perform the following specific functions:

- a) Develop new business ventures;
- b) Conduct market research;
- c) Provide research and development services; and
- d) Manage hospitality services and other business ventures.

The Section shall be headed by a Commercial Manager (LGSS06) and assisted by one (1) Assistant Commercial Manager (LGSS07).

The summary staffing for the Section is shown below:

Post	Salary Scale	Proposed Establishment
Commercial Manager	LGSS06	1
Assistant Commercial Manager	LGSS07	1
House Keeper	G3	1
Receptionist	G1	2
Barman	G2	3
Waiter	G2	1
Cook	G1	2
Chef	G1	1
Laundryman	G3	2
Total		14

Note: the proposed posts (House keeper, Receptionist, Barman, Waiter, Cook, Chef and Laundryman) are only applicable to Councils with Guest Houses/Lodges.

The summary of staffing for the Department is shown below:

Post	Salary Scale	Proposed Establishment
Director of Finance	LGSS05	1
Council Treasurer	LGSS05	0
Finance Section		
Council Treasurer	LGSS05	0
Chief Accountant	LGSS06	1
Deputy Council Treasurer	LGSS06	0
District Accountant	LGSS08	0
Accountant	LGSS08	1
Accountancy Assistant	LGSS13	0
Assistant Accountant	LGSS13	2
Senior Accountancy Assistant		0
Stores Officer	LGSS17	1
Chief Licensing Officer	LGSS07	1
Licensing Officer	LGSS08	2
Cashier	LGSS13	2
Revenue Collector	LGSS18	3
TOTAL		13
Finance - Health Services		
Assistant Accountant	LGSS13	1
Accounts Assistant	LGSS13	2
Stores Officer	LGSS08	1
Assistant Stores Officer	LGSS10	1
Sub-total		5
Section Total		7
Commercial & Business Development Section		
Commercial Manager	LGSS06	1
Assistant Commercial Manager	LGSS07	1
House Keeper	G3	1
Receptionist	G1	4
Barman	G2	3
Waiter	G2	2
Cook	G1	2
Chef	G1	2
Laundryman	G3	3
Total		19
Stores Section		
Store Officer	LGSS08	1
Stores Officer	LGSS17	0
Assistant Stores Officer	LGSS10	1
Sub-total		2
Total		42

The organisation structure for the Finance Department is at Appendix “J”.

4.9. Legal Services Unit

The Legal Services Unit shall be responsible for providing legal advice and ensuring that the interests of the Council are safeguarded.

The Unit shall perform the following specific functions:

- a) Represent the Council in legal matters before the Courts of law in order to safeguard the Council's interests;
- b) Prepare litigation documents on litigation cases for the Council in order to safeguard Government resources;
- c) Provide legal advice to the Council in order to make informed decisions;
- d) Process land applications in order to facilitate allocation and sustainable development;
- e) Prosecute criminal offences pursuant to the Local Government Act and other related legislation in order to enhance compliance;
- f) Maintain the Deeds Register in order to facilitate property ownership;
- g) Issue licences in order to regulate the conduct of business;
- h) Prepare and execute contracts in order to enhance contract management;
- i) Coordinate the drafting of all contracts and agreements before submission to the Attorney General in order to accord easy venting;
- j) Provide Levies, Tariffs, Tolls and Licenses; and
- k) Provide legal advice on tax laws in order for the Attorney General to consider and make informed decisions.

The Unit shall be headed by a Council Advocate (LGSS06) and assisted by two (2) Senior Legal Assistant (LGSS08).

The summary staffing for the Department is shown below:

Post	Salary Scale	Proposed Establishment
Council Advocate	LGSS06	1
Senior Legal Assistant	LGSS08	2
Registry Clerk	LGSS17	1
Total		4

4.10. Procurement and Supplies Unit

The Unit shall be responsible for the procurement of works, goods and services in order to ensure attainment of value for money and efficient utilization of the Council's resources.

The Unit shall perform the following specific functions:

- a) Prepare and implement the Procurement Plan;
- b) Procure goods and services in order to ensure smooth operations of the Council;
- c) Prepare solicitation contract documents;
- d) Manage contracts to ensure delivery of goods and services;
- e) Provide advice on procurement and contractual (goods/services) related matters;
- f) Prepare reports on procurement activities; and
- g) Provide Secretarial services to the Procurement Committee.

The Unit shall be headed by a Chief Procurement and Supplies (LGSS06) and assisted by one (1) Senior Procurement and Supplies Officer (LGSS07).

The summary of staffing for the Unit is shown below:

Post	Salary Scale	Proposed Establishment
Chief Procurement and Supplies Officer	LGSS06	1
Senior Procurement and Supplies Officer	LGSS07	1
Procurement and Supplies Officer	LGSS08	1
Assistant Procurement and Supplies Officer	LGSS10	2
Sub-Total		5
Procurement - Health Services		
Procurement & Supplies Officer	LGSS08	1
Sub-Total		1
Total		6

The organisation structure for the Unit is at Appendix “L”.

4.11. Internal Audit Unit

The Unit shall be responsible for managing the internal audit function in the Council in order to enhance oversight in the management of public resources.

The Unit shall perform the following specific functions:

- a) Conduct audit assignments in order to provide assurance on internal controls and governance systems;
- b) Review risk management processes in the Council in order to ascertain their effectiveness;
- c) Provide Secretariat services to the Audit Committee in order to facilitate their operations;
- d) Monitor the implementation of internal and external audit recommendations in order to inform decision making;
- e) Maintain an internal audit database for easy retrieval of information;

- f) Prepare and consolidate monthly, quarterly and annual reports for decision making;
- g) Provide advisory services to management and other stakeholders for informed decision making; and
- h) Conduct the verification of stock and assets in order to provide checks and balances in the management of public stores.

The Unit shall be headed by a Chief Internal Auditor (LGSS06) and assisted by one (1) Senior Internal Auditor (LGSS07).

The summary of staffing for the Internal Audit Unit is shown below:

Post	Salary Scale	Proposed Establishment
Chief Internal Auditor	LGSS 06	1
Senior Internal Auditor	LGSS 07	1
Group Internal Auditor	LGSS 08	0
Internal Auditor	LGSS08	2
Assistant Internal Auditor	LGSS 10	2
Total		6

The organisation structure for the Unit is at Appendix “K”.

5.0 STAFFING AND FINANCIAL IMPLICATIONS

The draft organisation structure for the Town Council has resulted in the creation of one thousand three hundred and sixty-five (**1365**) posts. It must be observed that the increase in the staffing levels is mainly attributed to the devolved functional areas of District Health Services, Fisheries, Livestock & Veterinary Services as well as Social Welfare.

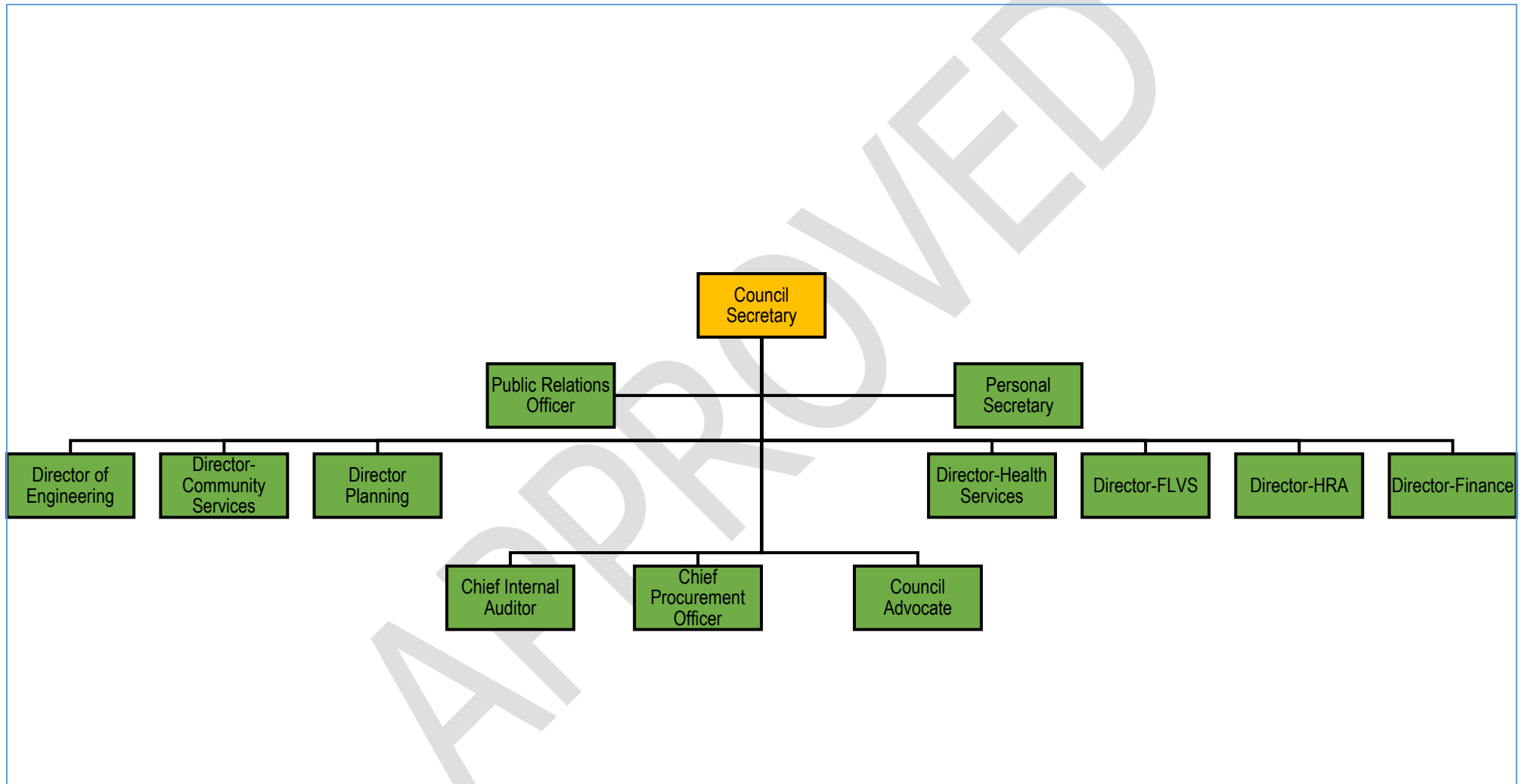
The summary staffing and financial implications is shown below: -

Office/Department/Unit	Proposed Establishment
Office of the Council Secretary	7
Engineering Department	232
Community Services Department	31
Planning Department	28
Health Services Department	620
Fisheries, Livestock & Veterinary Services	332
Human Resource & Administration Department	59
Finance Department	40
Legal Services	4
Procurement Unit	6
Internal Audit Unit	6
Proposed Staffing -Town Council	1365

6.0 APPENDICES

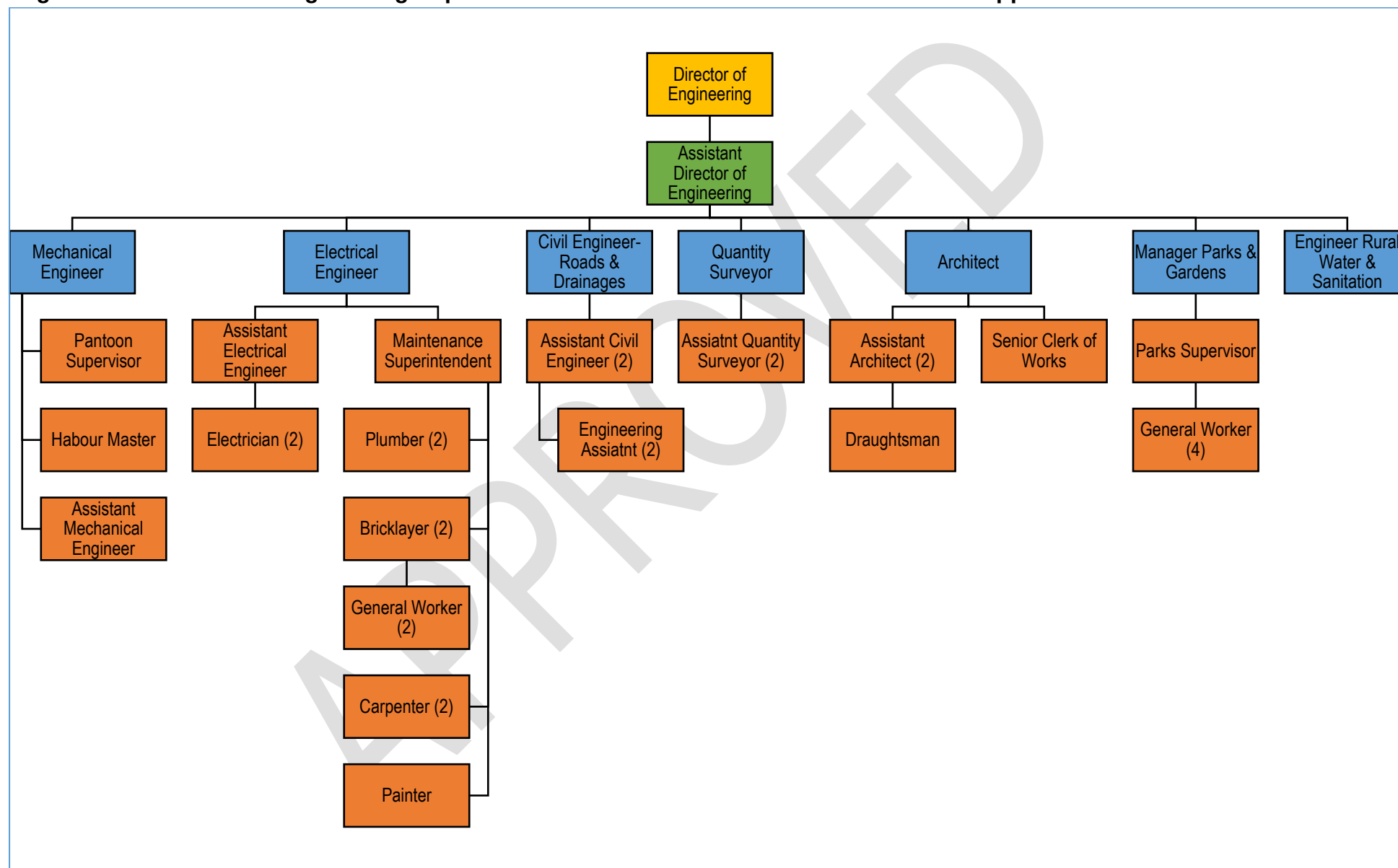
High Level Organisation Structure for Town Council:

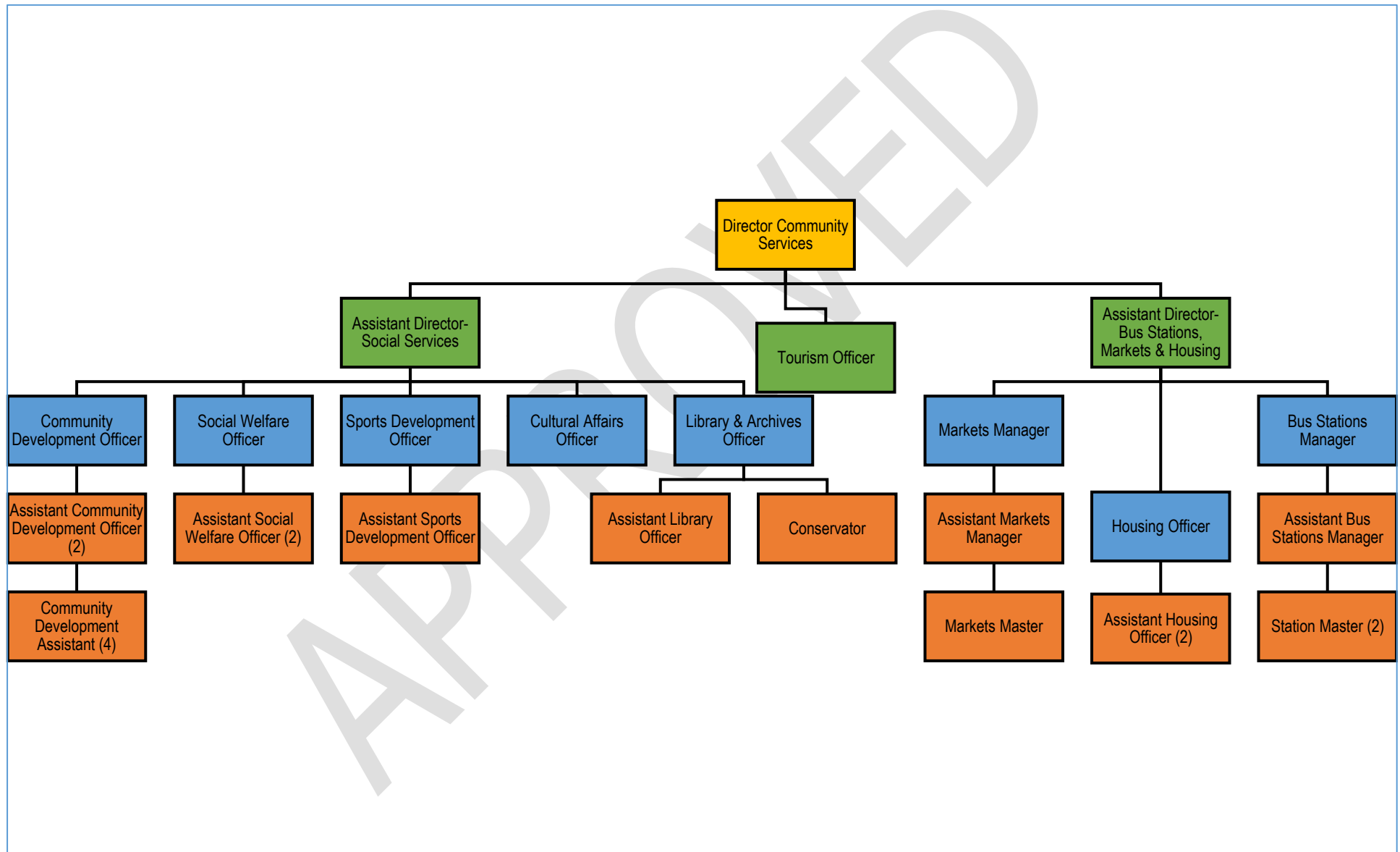
Appendix “A”



Organisation Structure: Engineering Department

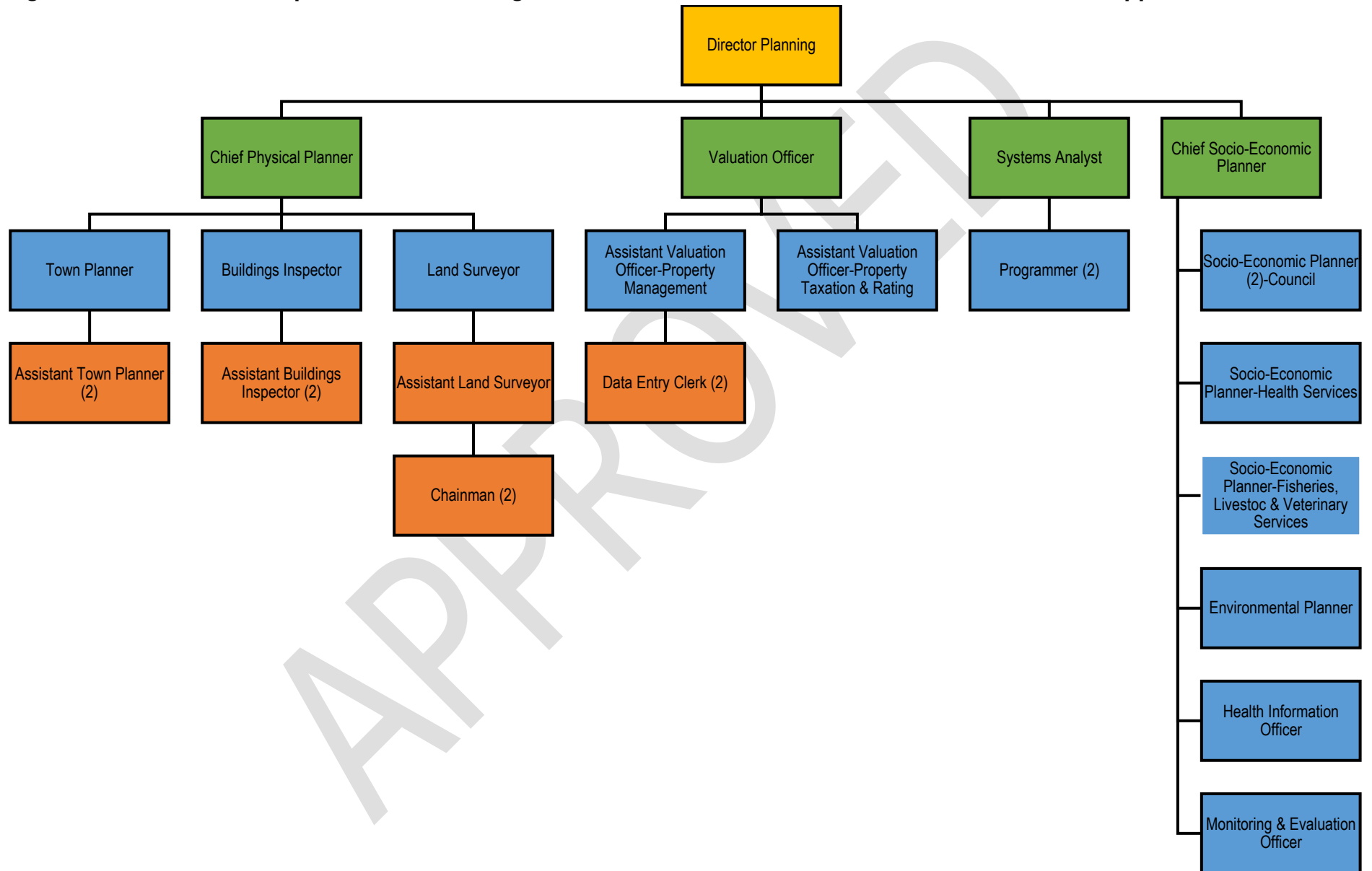
Appendix "B"

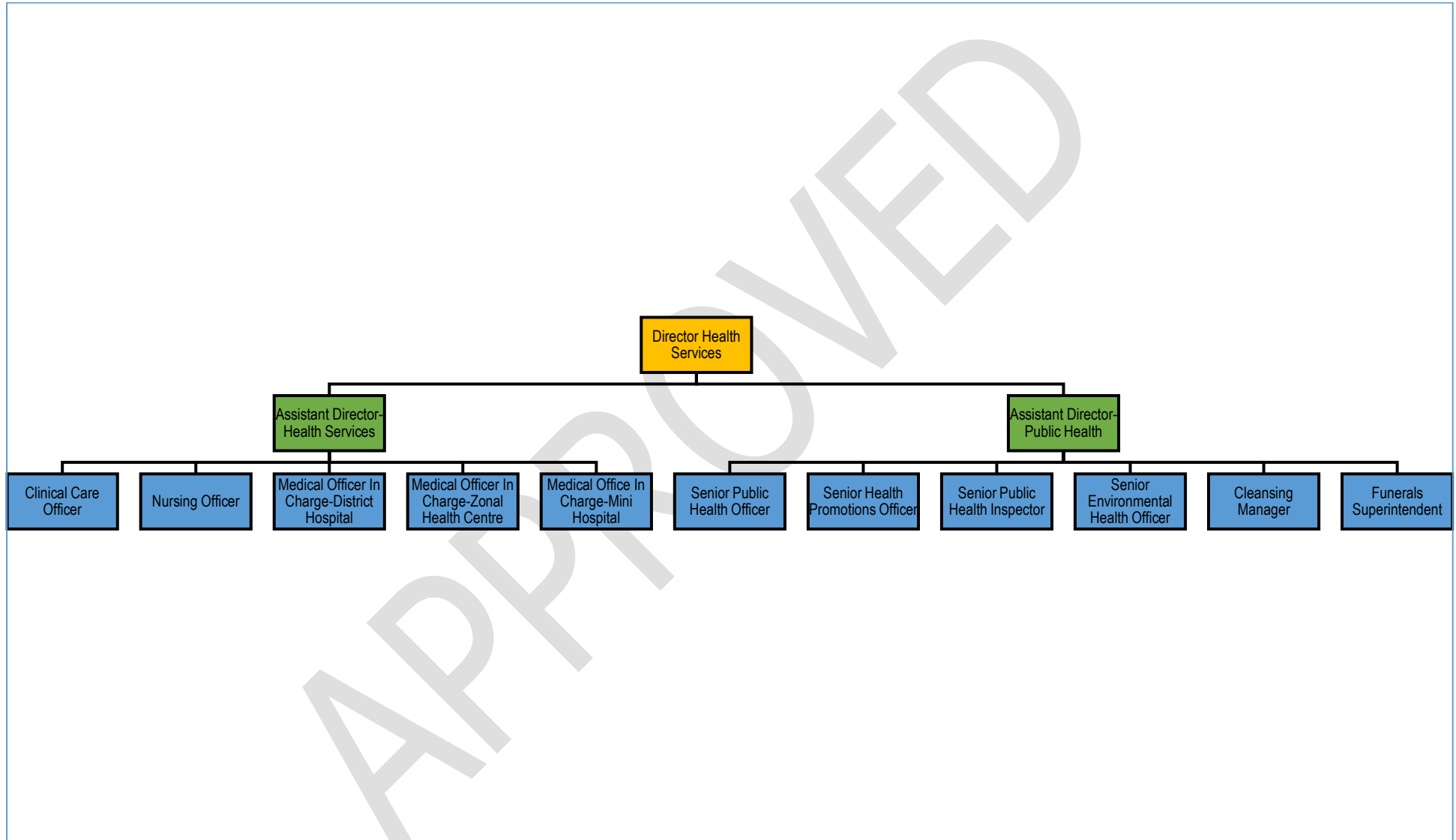


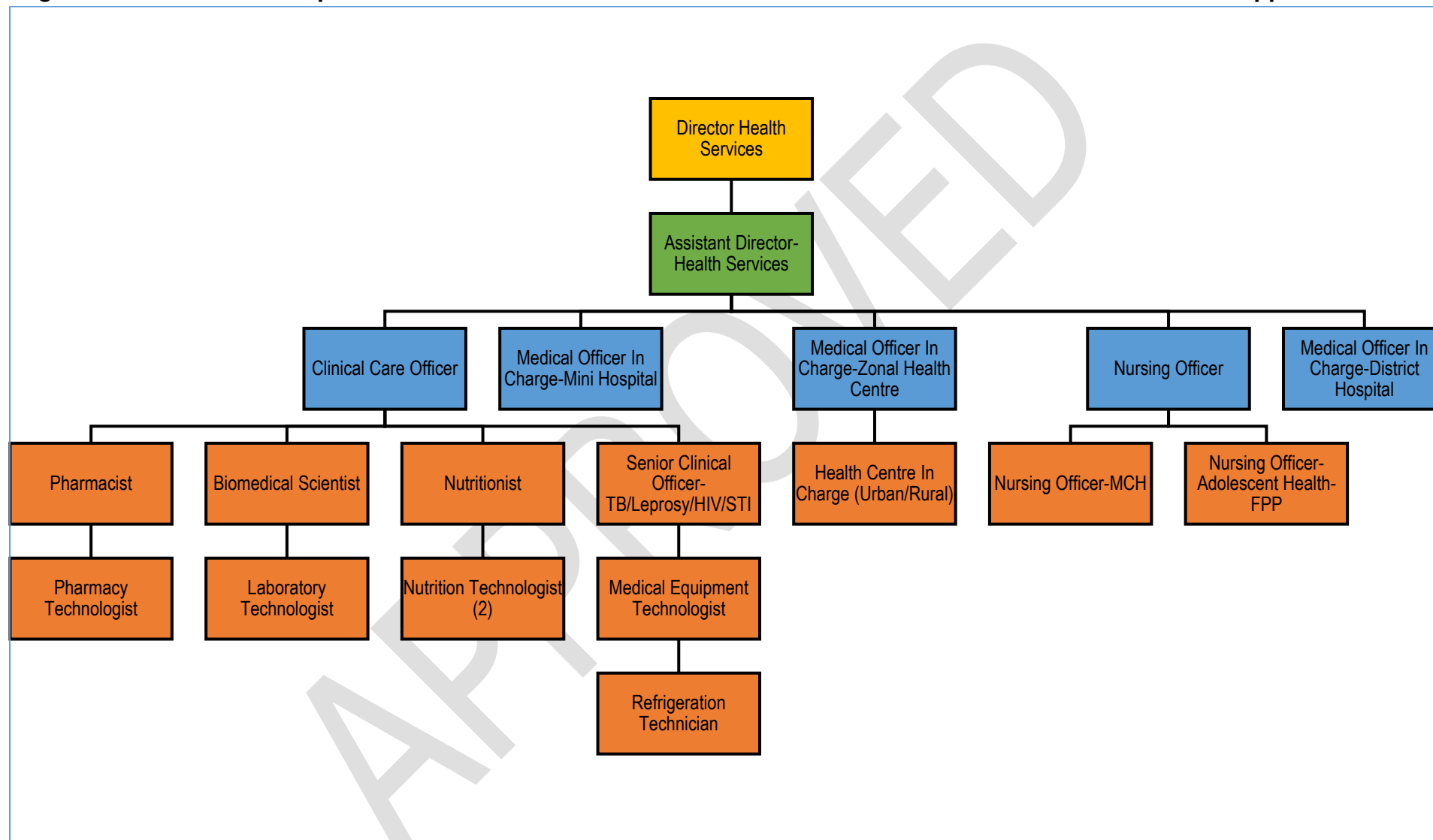


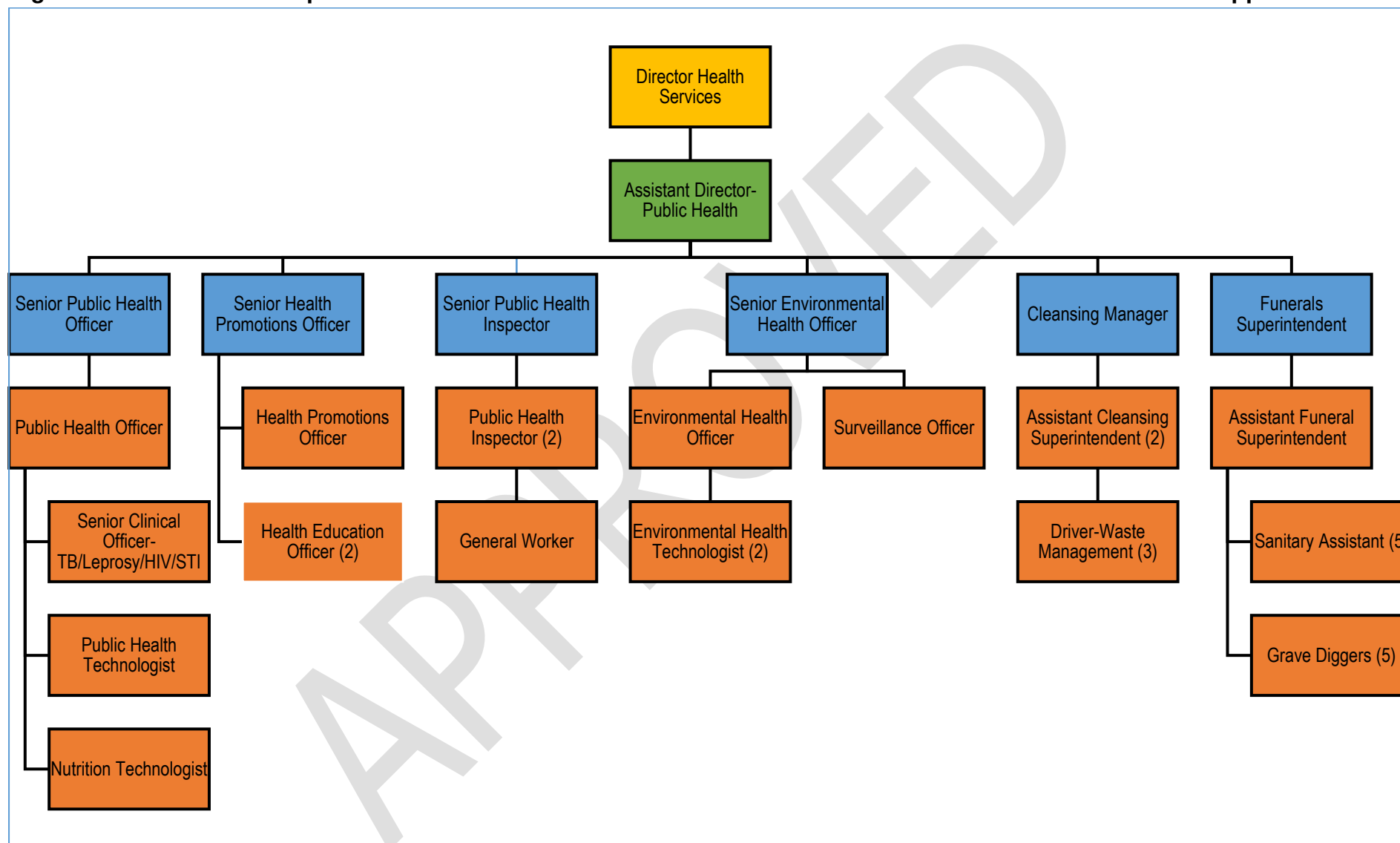
Organisation Structure: Department of Planning

Appendix “D”



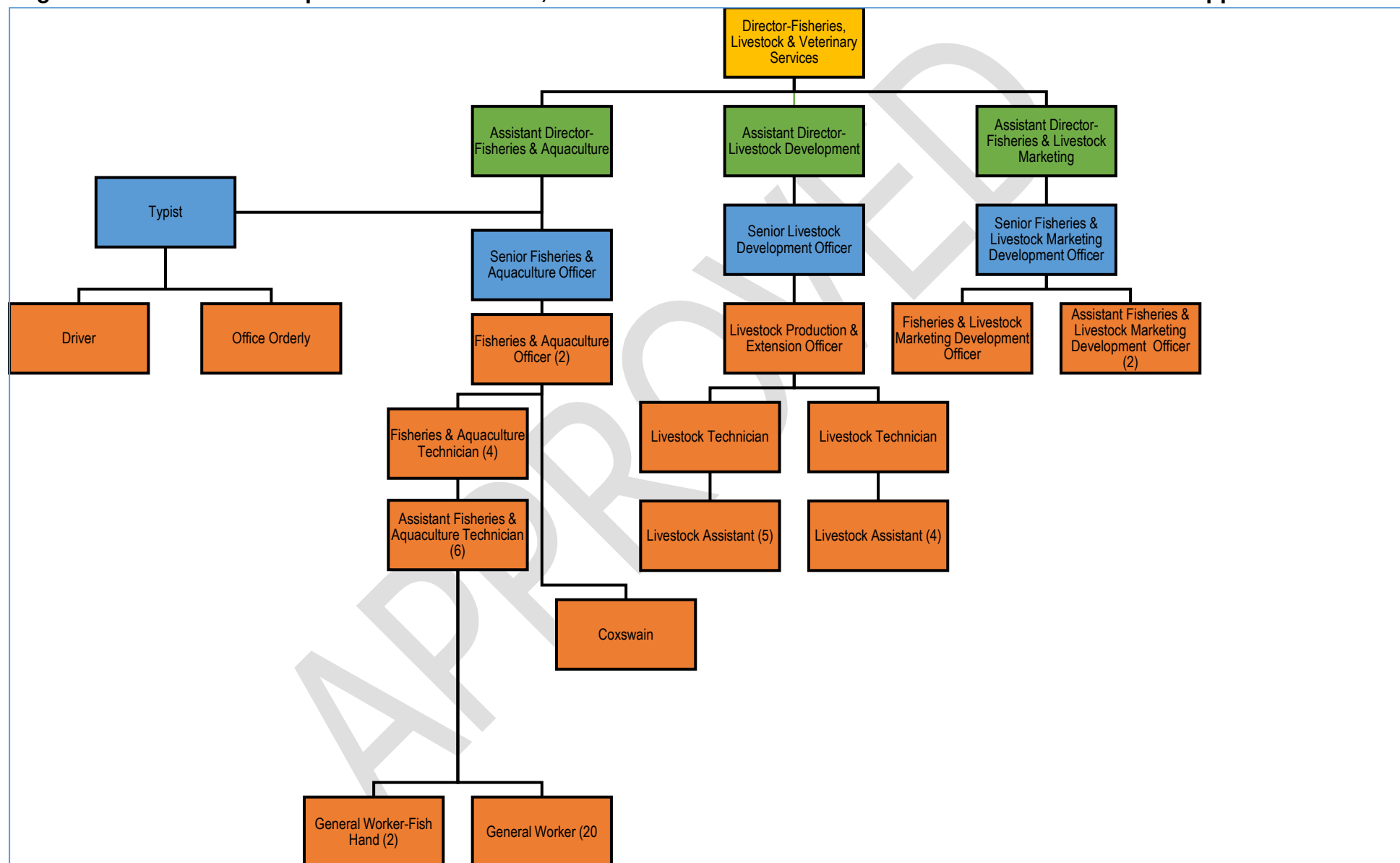


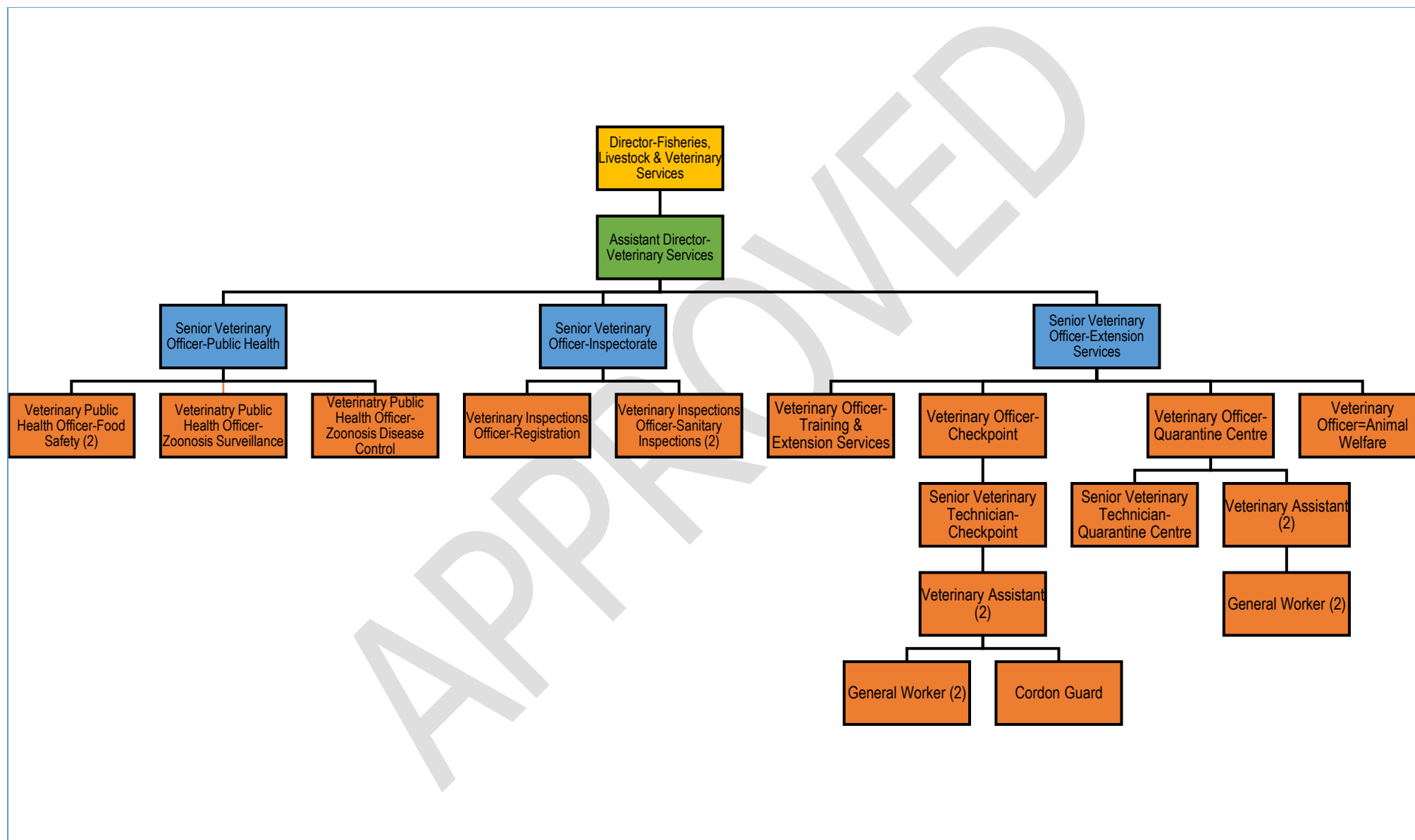




Organisation Structure: Department of Fisheries, Livestock & Livestock Services

Appendix “F”





Organisation Structure: Department of Human Resource & Administration

Appendix “G”

