



CITY OF HARARE

END OF YEAR MESSAGE

HIS WORSHIP THE MAYOR OF THE CITY OF HARARE

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1.0. INTRODUCTION

- **ESTEEMED RESIDENTS**
- **CITY OF HARARE STAKEHOLDERS**
- **WORKERS UNION PRINCIPALS AND REPRESENTATIVES**
- **COUNCILLORS**
- **MANAGEMENT AND STAFF**

I feel deeply honored to present this **End of Year Message** on behalf of the City of Harare and in my Capacity as the Mayor of the Capital City of the Republic of Zimbabwe. When most of the Councillors were re-sworn into office on the **7th of April 2022** after a series of recalls and in my case after suspension, we committed to serving the Citizens of Harare hence the adoption of the mantra **Back to basics for Sustainable Service Delivery**. We placed growth and progress at the forefront of our agenda. It remains a profound responsibility that we carry and as such we are not ashamed to talk about our shortfalls. We are also proud to discuss our successes achieved in a difficult environment. We were faced with a multiplicity of crises as follows:

- Serious waste management crisis, as our fleet reached an all-time low of six refuse compactors which were expected to service the forty-six wards in Harare,
- Non-functional ERP,
- Effects of COVID-19 on revenue generation and collection,
- Water supply constraints as demand continues to outstrip supply,
- The reality of infrastructure that has suffered over a 20-year backlog of renewal,

In all these circumstances, we chose hope, we felt that the problems could be solved, and that Harare must work, hence the mantra **Back to Basics for Sustainable Service Delivery**.

1.1 RECAPITALISATION

For us **Back to Basics** means recapitalisation of service delivery operations. This led to the procurement of commissioning of plant and equipment, service delivery vehicles and other assets at a total cost of **ZWL10.366 billion**. Let me put it on record that the acquisition of the plant and equipment and other service delivery assets was largely driven by our own revenue coupled with City Parking Private Limited remittances. Only the front-end loader was paid for using the Devolution Funds. In the 2022 financial year, we were allocated **ZWL2,1 billion** but as at November 2022 we had only received **ZWL309 million**. We had planned to buy most of the yellow machines and refuse compactors using our allocated devolution funds, but the issue of disbursement remains an albatross on our neck. In summary we managed using to procure the following during the 2022 financial year:

1. 5x Tipper Trucks
2. 5x Refuse Compactors
3. 2x TLBs (back hoe)
4. 1 x front end loader
5. 1x Excavator
6. 20x NP200 vehicles
7. 10x Nissan Navara trucks
8. 50x Desk Top computers
9. 50x Receipting printers
10. 20x motor cycles
11. 3x Toyota Prados
12. 1x Tumble Dyer for City Health
13. 4x Tractors for grass cutting.

Recapitalisation of service delivery operations remains our priority and in 2023 we are going to procure service delivery vehicles and the following pieces of plant and equipment:

- i. 5 x30 tonne hook loader and five bins for waste collection at high traffic areas
- ii. 15 refuse compactors
- iii. 5 excavators

- iv. 2 front end loaders
- v. 5 tipper trucks
- vi. 5 skid steers
- vii. 9 backhoe loaders
- viii. 2 graders
- ix. 5 lowbed trailers
- x. 2 water bowsers
- xi. 2 hydraulic platforms
- xii. 7 tractors
- xiii. 1 road marking machine
- xiv. Road show vehicle for awareness campaigns and a host of small pieces of equipment to enhance service delivery.

This is what we have set out to do in Harare, to manage the Capital City of Zimbabwe efficiently and effectively such that we create a sustainable City where residents do not complain about basic service delivery. Recapitalisation has presented itself as a panacea to solving the service delivery challenges.

1.3. FINANCIAL PERFORMANCE

While our problems are numerous, big and seemingly insurmountable, most of them have easy solutions. Revenue generation and optimum collection are the solutions. Service delivery is a by-product of financial performance. To date we have collected **ZWL48.781 billion** against a potential of **ZWL112 321 331 061**. The variance is very huge, and it shows that we are not able to efficiently collect what we are billing. Our creditors stand at **ZWL 9.092 Billion** largely driven by electricity costs and water treatment chemicals. Our debtors are at **ZWL 82.701billion** and the list is as follows: Domestic consumers are the biggest debtors, followed by industry, commercial and government. All debtors must realise that there is a cost attached to doing business in an urban setting and as such must honour their obligations so that we can also provide basic services.

Our 2023 revenue budget is **ZWL171,758billion**. This means we must collect efficiently

to be able to fund service delivery operations. Our ERP must work and beginning January 2023 we expect the Executive to have made strides in ensuring that our billing and receipting is up to scratch. We will employ aggressive debt recovery strategies so that we can channel more resources towards service delivery.

1.4. ACCESS TO WATER

Our average water supply coverage was **66,32%**. Between June and July 2022, our production steadily reached a peak of **400ML/Day at MJ and 84ML/Day at PE** against our target of **520ML/Day** by the end of the year. The momentum was only derailed by the erratic supply of aluminium sulphate, a critical chemical in the water production value chain. This problem began in August. We have a cocktail of measures to address this challenge and we are going to ensure that we amortise what we owe Chemplex Corporation. Below is a summary of the key achievements in the water sector which assisted in improving coverage.

- i) Rehabilitation of Warren Control Pump Station (**14 pumps in total**) was completed, resulting in improved and reliable delivery of water to Letombo and Alex Park reservoirs.
- ii) Pumps for the Darwendale Pump station at Morton Jaffray Water Works were delivered and are now on site, awaiting installation.
- iii) We replaced about **39.8km** of pipes of various sizes in our water and sewerage networks to reduce Non-revenue water and environmental pollution respectively. We also replaced a total of **2,267** water meters in a bid to arrest the menace of commercial losses of non-revenue water.
- iv) On the wastewater side, we completed the rehabilitation of Firle Unit 5C, Hatcliffe, and Marlborough Sewage Works, helping us achieve the EMA Green Band of effluent standards. We have increased irrigation for the effluent that does not meet the standards.
- v) On the farms, we bought **150** new heifers in a bid to improve our herd.

Commendations go to the Reserve Bank of Zimbabwe Governor Dr. J.P. Mangundhla for honouring his promise release of forex for the initial payment towards the implementation of the Chlorine Dioxide project which will ease our worries of chemical shortages as well as help reduce our monthly bill of water treatment chemicals. In the 2023 financial year, we plan to continuously increase our water production, employ a raft of strategies to reduce non-revenue water and improve the quality of effluent at the sewer treatment works by rehabilitating more treatment units. We also plan to continue with the institutional reforms in a bid to enhance performance of the department and improve service delivery.

Esteemed residents, we are focusing our investment on where it really counts infrastructure that improves the lives for residents, especially in poor communities, and infrastructure that helps grow the economy. Water and wastewater projects will be chewing over **ZWL15 billion** in the 2023 financial year. This is **36.5%** of our capital budget. We are hopeful that the implementation of projects in the WASH sector will provide a more respectable life to the citizens who have been the victims of erratic water supply.

1.5. WASTE MANAGEMENT

Our City is faced with huge challenges in areas of waste collection, transportation and disposal. In April 2022 our fleet availability was at 6 compactors out of a requirement of 46 trucks. That is why we witnessed a proliferation of illegal dumps in the residential areas. The fleet has increased to an average of 19 refuse compactors per day due to the new ones and the others that have been repaired. Your Council agrees that waste management is at its lowest, but we are doing all what we can under the prevailing circumstances. In line with our 5 Year Strategic Plan, we are remodeling the waste management function in Harare by transitioning from traditional waste collection and disposal to Integrated Solid Waste Management. City of Harare has been using the traditional Linear Model of solid waste management to deliver the refuse collection

service. This was characterized by multiple challenges in the solid waste management value chain. We will also be introducing community-based refuse collection in 2023 and we will decentralize the refuse collection assets so that these are managed at ward level. In addition to that we intend to procure **15** more refuse compactors, and these have been provided for in the 2023 budget.

1.6. ROADS

The City of Harare has a tarred road network of over **4500km**. The road network systems have been over the years deteriorated due to challenges in routine maintenance. A total of 18 roads were earmarked for rehabilitation at the beginning of the year, these roads have been reduced to 5 due to inflation while four of the roads were taken over by the Ministry of transport. The allocated budget for the roads rehabilitation is **ZWL 958 million**, and we received **ZWL1,431 billion**. **If we had received the money during the beginning of the year, we would have made significant progress, but the funds were not enough and were also eroded by inflation.** Let me put it on record that the ZINARA model is not working, it needs a relook if as a country and as a people we are serious about addressing the challenges in the roads sector. The responsible authorities and the members of Parliament must take heed of the calls by local authorities and residents to reform the ZINARA model. **It is not working!**

PUBLIC LIGHTING

It is our desire to have a safe City. In line with the public safety agenda a Memorandum of Understanding was signed between Rwanda Energy Group (REG), ZESA and City of Harare for the installation of 1202 streetlights, installation and commissioning of the public lighting management system. The system will assist in the monitoring and control of the streetlights. The pilot project was completed and covered 7 roads. We hope the project will continue if the financing model for the roll out is concluded.

We also installed and commissioned 10 new traffic signals at various intersections around the City.

1.7. PLANNING

Our planning section managed to achieve the following during 2022:

- Amendment of Manresa Local Plan 48
- Showgrounds Local Plan 42.
- Shopping Centre developments: Highland Park Shopping Centre and Madokero Shopping Centre.
- Residential developments: Aspindale Park flats development and Millennium Park heights ...flats development.
- Chizhanje layout plan for Council Employees: 618 stands.
- Cleveland Catchment area industrial stands
- Derbyshire industrial stands
- Issued 185 Permits
- Issued 259 Certificates of Compliance

The major focus area for the Planning Division in 2023 is the development of the Masterplan which must spell out the direction the City is taking in terms of development.

1.8. HOUSING AND SOCIAL SERVICES

We continue to perform dismally in the housing sector of the City. Only **163** stands were allocated against a target of **5000** stands. We are remodelling the housing delivery strategy so that we work with reputable institutions and developers in the servicing of stands so that we can be able to provide stands with on site and bulk offsite infrastructure. The current model is not working, and this has created opportunities for land barons to swindle desperate home seekers. Linked to housing is the issue of title deeds. We will in 2023 embark on a programme to ensure that properties get title. In addition to that, we will sell houses to sitting tenants who have occupied the properties for an agreed period.

On the education front we were able to increase services coverage through increasing the number schools from **34 to 35** by the successful completion of Budiro No 7 Primary school. We will also rename our schools and other properties after some luminaries and prominent individuals.

Through the help of school development committees 2 double storey buildings were constructed in Hatcliffe and Warren Park 6. We managed to upgrade four recreational facilities Africa Unity Square, Waterfalls swimming pool and Hatfield Hall. With the help of the Chamber of Chinese Enterprises we rehabilitated Mbare Swimming pool to functionality.

In 2023 we are going to expand the scope of courses at our vocational training centres and enter into strategic alliances with polytechnics and other institutions of higher learning operating in Harare.

1.9. STADIA

We have had challenges in refurbishing Gwanzura and Rufaro Stadium. We will continue to explore sustainable means of rehabilitating our social services infrastructure without prejudicing the owners : **the residents of Harare**. Rufaro Stadium will be refurbished by Council, and we are hoping to make it operational by March 2023. Refurbishment of Gwanzura stadium by OPPEAL is going ahead as planned though there were operational challenges which has since been resolved. We are also hoping that the revenue from the Rufaro Marketing which has since been remodelled will be utilised to fund the major works of stadia.

1.10. INFORMAL SECTOR

The City acknowledges the role played by the informal sector and we are constructing two (2) informal sector facilities namely Seke Dieppe (Coca-Cola) which was started last year and Hatcliffe Market. Seke Dieppe road is at 75% completion with the market expected to be completed before the end of the year. Hatcliffe market was supposed to be constructed through a Public Private Partnership with UN-Women for the creation of a safe market. The project is at 20% completion and Council will do the remaining works expecting to complete the market by July 2023. Council is set to open Mupedzanhamo Flea Market soon after refurbishment works are complete.

We have realised that the informal sector is employing most of our ratepayers and it requires our support. We are proposing that at least 20% of receipts from the informal sector is channelled towards a revolving fund to be managed by an independent Board including representatives of the informal sector. The City Informal Sector Fund will avail loans to the traders so that we promote growth of this sector.

1.11. HEALTH

One of our major worries as Harare is the outbreak of water borne diseases or primitive diseases such as typhoid and cholera. There **are 9 laboratory** confirmed typhoid cases since the 17th October 2022 and these are from Glen Norah Suburb only. We managed to prevent and contain major outbreaks of diseases like Cholera and Typhoid through community WASH interventions like water quality monitoring, distribution of Non -Food Items (NFIs) e.g. aqua tabs, health education dissemination capacitation of Community Health Clubs, Water Point Committees and volunteers, contact tracing. We have scored huge success in the maternal health sector we have managed to increase the number of beneficiaries on the results-based financing programme courtesy of CORDAID and the World Bank. The programme is now being implemented in 21 clinics across the City from the original five. In order to improve access to health services, the following are focus areas for 2023.:

1. Institutionalization of RBF
2. Completion of Chitubu Clinic
3. Completion of Mabvuku Admin block
4. Construction of Marlborough Maternity Wing
5. Expansion of Greendale FHS to a satellite clinic
6. Creation of a Health Services Fund and Setting up of an affordable health scheme

Edith Opperman Clinic is a very busy health centre and caters for a huge population because of its location. This clinic records an average of **500** deliveries per month. When I toured this facility, I made an undertaking to cause for the expansion of Mbare Poly Clinic. In that regard Management has been tasked to explore the appropriate funding models so that Carter

House in Mbare can be converted into a state-of-the-art enhanced poly clinic. Paget House must also be transformed into an enhanced poly clinic so that we are able to offer modern health services to the citizens of Harare

1.12. EMERGENCY SERVICES

The Emergency Services Division is one of the responsive and functional sections with the City of Harare. This section has recorded success though in terms of the tools of the trade, they remain heavily undercapitalised.

We continue to mourn the state of our Emergency Services equipment which have deteriorated over the years. We are currently operating with **6** tenders out an ideal total of **25 and 6 ambulances out of an ideal of 32+ ambulances**. This depicts the sorry state of our emergency services. We thank our various partners who continue to work with us in the emergency services provision. **Special mention goes to Mr. Peter Lobel and Operation Florian** UK for being all weather friends to the City's emergency services.

We are also going to make efforts to recapitalise this critical section in our City. In the 2023 financial year, we are going to procure ten ambulances. The procurement of fire tenders is covered under the Capital Development Plan.

1.13. CITY ENFORCEMENT

Council's traffic enforcement mechanisms and strategies are meant to make Harare trafficable by improving compliance level. Our roads are a nightmare whenever we receive rains and the congestion becomes unbearable. To avert this, we will in 2023 install a traffic lights management system that is able to detect malfunctioning traffic lights so that we quickly respond. Linked to this is the establishment of a reaction squad to deal with problematic intersections so that our roads are more trafficable. Our traffic police will continue manning the intersections and assist in controlling traffic.

We are worried about the heavy handedness of our municipal and traffic police. We have instituted measures to ensure that they are humane as they implement various operations to restore order in the City. We continue to encourage people to approach Council for guidance on vending spaces and other spaces to operate from. As a City we continue to lobby for full arresting powers and establishment of municipal courts to fully institutionalize the operations of our enforcement wing.

1.14. DEVELOPMENT CONTROL

The major thrust for development control was to stop the proliferation of illegal settlements and illegal developments in the City. Demolition of structures is the last option after exhausting all the other avenues. Development in wetlands is not a good environmental practise and as such we urge residents to desist from this. Going forward we will continue raising awareness of the procedures that must be followed when developing stands and any other properties. We do not want to be a City that regularises irregular developments. This is not a good practice in contemporary urban planning.

1.15. A CITY THAT PROMOTES INVESTMENT AND BUSINESS DEVELOPMENT

Over the next year we will be stepping up our efforts on making Harare the investment destination of choice through deliberate policy interventions. We already started by reviewing building plan approval fees. To date the total value of approved plans stands at **ZWL4billion**. We hope to grow investment into the City and ensure that our own strategic business units perform well and contribute alternative revenue for service delivery. To this end our Business Portfolio consists of a few entities i.e. City Parking Pvt Ltd, Harare Quarry Pvt Ltd, Rufaro Marketing Pvt Ltd, Sunshine Development Pvt Ltd and Sunshine Bazaar. Some of the entities have managed to contribute revenue to Council for Service Delivery whilst other are going through a restructuring exercise which should yield results in 2023. A total of **ZWL 646 000 849** was remitted from January to November 2022 and the funds were utilised to buy service delivery equipment and to fund the Roads Programme.

Sunshine Development Pvt Ltd declared an interim dividend of USD10000 per month effective September 2022 for trading activities at Hopley Tariro Complex. A total of USD20000 was remitted for the months of September and October 2022.

Harare Quarry Pvt Ltd is not performing to expectations but has agreed to pay the outstanding monthly contribution of 20% of production at no cost at rate of USD 10k per month plus the month's contribution. The first payment was done in the month of December, and it is expected that the entity shall commit to its obligations. It should be noted that Harare Quarry Pvt Ltd turnaround lies in the crusher and asphalt plants which are now overdue for replacement. Strategies for replacement are in motion.

Rufaro Marketing: Council in October 2023 resolved to move Rufaro Marketing Pvt Ltd to Business Committee and the following has since been done;

- appointment of a Board was done in November 2023 and ratified on the 14th of December 2022
- terms of reference and mandate which states that Rufaro Marketing shall retain only 20% (10% for admin and 10% for repairs and maintenance) the rest transferred to Council by the 10th of following month among other.

Sunshine Bazaar is wholly managed by Council through the Valuation and Estates

Division. Performance remains below Council expectations, and we are relooking at the management model to ensure Council realizes value from its assets.

In 2023, Council shall implement a Commercialization Strategy to sweat potential assets available for exploitation and the Business models appropriate given the lessons learnt so far.

1.16. INVESTMENT IN THE SOLAR ENERGY SECTOR

The current energy crisis facing the nation and the huge electricity bill, has brought to the fore the need for the City to scout for investors in the energy sector. We have farms that can be utilised as solar farms so that we can power our electricity intensive water and wastewater operations and to reduce our power bill. We expect to develop a solar farm

that will generate over 100 megawatts. Management has therefore been tasked to look for an investor so that this project can be implemented in 2023.

1.17. GOVERNANCE ISSUES

In 2008 through the amendment of the Local Government laws, the post of Executive Mayors was abolished in Zimbabwe. The authorities had their own reasons, but the pressures and the demands call for a relook into this. The Mayor of the City of Harare after the President is the second most powerful measurable public service deployment. The budget for Harare can be compared to budgets of some African countries, but we continue to suffer interference which chokes development. We need an Executive Mayor, who is protected from Ministry of Local Government politics and interference, for functionality and management of Town House bureaucracy. The institution of the Office of Mayor is acknowledged in section **277(2)** of the Constitution, underscoring its importance in Zimbabwe. The Constitution allows the establishment of Executive Mayors, Ceremonial Mayors, or both. Currently, Mayors are ceremonial and are elected by Councillors from the members of a Council. While the legislative regime suggests that Mayors do not have executive powers, in practice, especially in big cities, such as Harare and Bulawayo, they play a significant role and are quite influential. **This is an important subject for debate with the authorities in 2023. We need a governance structure that works and delivers enhanced service delivery for the citizens.** . In addition to the above, our proposal is that Harare requires two Deputy Town Clerks to assist on the administration of the City Affairs. The City is growing and as such the Town Clerk requires adequate support in managing the day-to-day operations that is planning, organizing, and managing the activities and operations of the assigned functions and services in the City. The position of Deputy Town Clerk is not new, we used to have them, and we believe it's a move in the right direction as we seek to improve operational efficiency.

CONCLUSION

I believe we can fix this City if we get our priorities right. We have recorded achievements in less than a year and we can do more given the right people, resources, stakeholder support and above all the right attitude. As I conclude, allow me to commend the residents of Harare for their patience and tolerance during times when service delivery was at its lowest. Commendations also go to the Executive led by our Acting Town Clerk Eng.P.M. Moyo, the Directors, Managers and all the employees of the City. Serving people is sometimes a thankless job but I appreciate your resilience even during difficult times. I express my profound gratitude to the Councillors of the City of Harare for allowing me to lead. To my principal, the Change Champion in Chief, I am humbled to be given an opportunity to be the Mayor of the Capital City of Zimbabwe. The confidence and trust you have bestowed on me is invaluable. In delivering this End of Year Message, we are restating our commitment to building a City that we all clamour for. We invite all of you to join us in ensuring that we provide a better life for all – a life of hope, prosperity and above all, dignity. **2023 is an election year, we preach peace that surpasses all understanding.** Allow me to take this opportunity to wish you all a prosperous 2023: **A year of enhanced service delivery.**

GOD BLESS YOU ALL.