



CITY OF HARARE

**JOINT ENVIRONMENTAL MANAGEMENT, FINANCE AND
DEVELOPMENT, SMALL TO MEDIUM ENTERPRISES, AND
BUSINESS COMMITTEES**

**MINUTES OF A PHYSICAL MEETING OF THE ABOVE JOINT COMMITTEES HELD
IN THE COUNCIL CHAMBER, TOWN HOUSE ON THURSDAY, 2ND FEBRUARY
2023 AT 12:30 PM.**

MEMBERS PRESENT: Councillors: B. Duma (Chairperson)
T. Chagaresango
T. Chakeredza
L. Gomba
H. Gotoro
G.T Hadebe
M. Kasvosve
J. Z. Kautsa
B. Matione
M.S Manyenga
C. Mande
G. Mandere
S. Mapanzure
M. Mudariki
D. Ngadziore
C.J Nyatsuro
E. Ruzani
A. Shoko
S. Wutawunashe

APOLOGIES FOR ABSENCE: Councillors: E. M Chipfiwa
C.Chidagu
M.Dutuma
T. Katsaria
J.K Kunashe
H.Madzingira
C.Runyowa
I.M. Makone
L.Makuwerere
T. Manase
P. Sakupwanyanya
T. Matafi

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M.S. Matinyanya
L. Mukunguma
M.S Mutizwa

OFFICIALS PRESENT

| | | |
|-----------------------|---|--|
| Eng. P.M. Moyo | : | Acting Town Clerk |
| E. Mushava | : | Acting Chamber Secretary |
| G. Kusangaya | : | Acting Finance Director |
| Eng. V.Z. Musikavanhu | : | Acting Director of Harare Water |
| B. Matengarufu | : | Acting Human Capital Director |
| Dr. M. Vere | : | Acting Director of Health Services |
| E. Banda | : | Acting Director of Housing and Community Services |
| F.M. Kashangura | : | Acting Director of Works |
| R. Tapera | : | Department of Health Services |
| L. Muchena | : | Department of Housing and Community Services |
| B.T. Nhukarume | : | Finance Department |
| T. Musere | : | Finance Department |
| A. Guni | : | Finance Department |
| A. Chitsika | : | Finance Department |
| A. Nyamurova | : | Town Clerk`s Office (Audit Manager) |
| S. Madzokere | : | Town Clerk`s Office (IT Manager) |
| D.S. Mavolwane | : | Town Clerk`s Office (Acting Monitoring and Evaluation Manager) |
| N. Musoni | : | Town Clerk`s Office (Monitoring and Evaluation Division) |
| A. Muguti | : | Town Clerk`s Office (Monitoring and Evaluation Division) |
| L. Mukumba | : | Town Clerk`s Office (Monitoring and Evaluation Division) |
| L. Mandoza | : | Town Clerk`s Office (Monitoring and Evaluation Division) |
| A. Chigerwe | : | Town Clerk`s Office (Monitoring and Evaluation Division) |
| C. Hlatywayo | : | Town Clerk`s Office (BDU) |
| Dr. W.Z. Nhemachena | : | Human Capital Department |
| J. Duve | : | Human Capital Department |
| D. Njanina | : | Committees Manager |
| B. Tshevo | : | Chamber Secretary`s Department (Legal Division) |
| C. Muchena | : | Chamber Secretary`s Department |
| L. Masuka | : | Chamber Secretary`s Department |
| C. Banga | : | Chamber Secretary`s Department |
| G. Mutenure | : | Chamber Secretary`s Department |
| M. Chimombe | : | Chamber Secretary`s Department (Public Safety Manager) |
| V. Ngwarati | : | Chamber Secretary`s Department |
| P.S. Chipara | : | Chamber Secretary`s Department |

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|------------------------------------|---|-------------------------|
| <u>RECOMMENDATIONS</u> | : | 5 |
| <u>RESOLUTIONS</u> | : | 1 TO 4 |
| <u>REPORTERS AND MOVERS</u> | : | Councillors: G. Mandere |

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1. PRAYERS

The opening and closing prayers were led by Councillors T. Chakeredza and A. Zeure respectively.

2. ELECTION OF CHAIRPERSON (2)

As members of the four (4) Committees exceeded the minimum number, that is, (8) and each Committee being represented by at least two (2) members, the Joint Committee proceeded to elect a Chairperson to preside at this Meeting.

RESOLVED

That in terms of Section 36(3) of the Harare (Proceedings of the Council) By-laws, Councillor G. Mandere be and is hereby elected Chairperson to preside at this Meeting.

3. PROVISIONS REGARDING A JOINT MEETING OF TWO OR MORE COMMITTEES (3)

The attention of the four (4) Committees was drawn to the provisions of Section 36 (3) of the Harare (Proceedings of the Council) By-laws which regulated the holding of Joint Meetings

NOTED

4. PERFORMANCE OF COUNCIL REVENUE COLLECTION STREAMS IN THE YEAR 2022 AND ADOPTION OF KEY REVENUE COLLECTION STRATEGIES. (3)

The Committee had before it a report (30th January 2023 circulated with the Agenda by the Acting Finance Director on the performance of Council revenue collection streams in the year 2022 and adoption of key revenue collection strategies.

The Committee however noted with concern that the report lacked critical information and hence could not be considered. It was the Committee's view that the meeting be adjourned to 5:00pm to enable the Acting Finance Director to submit a comprehensive report which had all the vital information requested in the meeting.

Following discussion, the Committee; -

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RESOLVED

That the report by Acting Finance Director dated 30th January 2023 be withdrawn and the meeting be adjourned to 5:00pm to enable the Acting Finance Director to prepare another report which addresses all the concerns raised by the Committee.

ACTION: A/FD: 3/2/23

5. REVENUE COLLECTION STRATEGIES (L1)

The Committee had before it a report (30th January 2023 copies laid upon the table) by the Acting Finance Director recommending noting revenue collection strategies.

The Acting Finance Director reported that Council had the capacity to generate and collect revenue from more than Eighty-Six (86) income streams (These are attached as Annexure 1 to these Minutes. Revenue Collection Division had a depleted staff complement and needed to be fully capacitated. He reported that there was need for Council to re-orient its departments' responsibilities towards revenue generation in order to foster a collective spirit towards revenue collection, it was after all a collective responsibility.

The Committee asserted the need to enhance revenue collection through

- enforcement on
- Billboards and trenching,
- clamping and towing away,
- charging bus entry fees on buses avoiding ranks,
- reintroducing rank discs for Combis using council ranks since Government had lifted the ban on combis,
- investing in clamps for buses and haulage trucks,
- charging commercial rates for residential areas which had converted to commercial use,
- collecting more revenue building and flea markets in the Central Business District which had sub-divided into small shops and cubicles,
- capacitating Development Control Division,
- hiring surveyors on contract basis and pay them handsomely over a period of time,
- increasing charges per nozzle for fuel service stations,
- charging dealers of gas, charge monthly penalties for illegal operations for example for shops and warehouses at Boka,
- surveying and selling of Council land,
- regularization of illegal settlements, industrial or commercial use
- decentralizing revenue collection to each District Office where Districts would hold weekly blitz on leases and other revenue streams in their districts so that the District Officers accounted for revenue collection in their wards and

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- including revenue collection as part of performance contracts for Directors whose Departments had revenue streams.

The Acting Corporate Communications Manager was tasked to flight a press statement in the print and electronic media advising billboard companies that Council would pull down all illegal billboards including those that were not paying rentals to Council whilst the Acting Director of Works was tasked to start charging rank discs fees for commuter omnibuses the following day.

In order for the decentralization of revenue collection to be fast and efficient the Committee Joint requested for a workshop to be held over the weekend where all departments/ divisions which were directly involved in revenue collection were to attend and make presentations on each revenue stream, how much was being collected, the challenges being faced in collecting revenues variances as well as the proposed strategies to enhance revenue collection. Targets were going to be given to all sections which collected revenue.

Following discussion, the Joint Committee: -

A. RESOLVED

- (1) That the Joint committee notes the 2022 budget performance as per annexure I to these Minutes.
- (2) That Departments meet revenue collection targets as per annexure 1; referred to in resolution (1) above.
- (3) That the ICT Division promptly resolves the following issues which have negatively affecting revenue collection;
 - a) integration of payment platform;
 - b) purchasing of computer resources (I I receipting and 42 non-receipting)
 - c) availing of more on-line bill enquiry platforms (self-help statement downloads on website, USSD codes etc.);
 - d) resuscitation of the bulk emailing platform; and,
 - e) networking of all revenue collection points (internet access).
- (4) That solar systems be installed on every revenue collection point to provide back-up power and avoid service interruptions.

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- (5) That all Departments make concerted efforts to plug revenue leakages that are bleeding Council resources
- (6) That the Acting Chamber Secretary enhances enforcement of the City by-laws to increase revenue collection.
- (7) That the Acting Finance Director reports on the performance of all income streams to Council on a monthly basis.
- (8) That the Acting Finance Director organizes a workshop for to be held outside Harare members of Council's Committee who are to be nominated including the Mayor and Deputy Mayor, Heads of Departments and Officials to be also nominated to receive presentations on revenue collection strategies from all revenue streams of Council as well as assessing/reviewing of Council during the performance review for 2022 and setting and assigning revenue collection performance targets to relevant staff.
- (9) That the matter relating to approval of the new Revenue Collection Agency to address manpower and skills gaps that are impeding revenue collection be discussed at the workshop referred to in recommendation (8) above
- (10) That the Credit Control policy and the Revenue Generation and Collection policy which are key instruments for revenue collection be considered at the workshop referred to in recommendation (8) above.
- (11) That the Acting Corporate Communications Manager issues a press statement in the electronic and print media advising all billboard companies that all illegal billboards including those not paying anything to Council will be pulled down.
- (12) That the Acting Director of Works ensures that kombis are charged rank discs with effect from the following day, 3rd February 2023
- (13) That revenue collection component of the performance contract for all Heads of Department should carry more weight for Heads whose Departments have revenue streams.
- (14) That revenue collection be decentralized to District Offices to enhance revenue collection.

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- (15) That the Revenue collection Agency structure be refused and made operational of the shortest possible time.
- (16) That the targets for revenue collection be extended to District Offices, supervisors and Heads of Division who collects revenue falling on their purview.

B. RESOLVED TO RECOMMEND

- (1) That Council implements a robust ERP system to enhance revenue collection.
- (2) That Council facilitates the capacitation and training of Revenue collection employees in Credit and Debt management through partnerships with the Institute of Credit Management in Zimbabwe.
- (3) That Council adequately supports the Revenue collection efforts with the following resources;
 - vehicles for district debt management. (only 6 vehicles are available for industry and CBD);
 - stationery
 - corporate wear for easy identification and to flush out cases where people masquerade as debt management staff;
 - canopies for revenue collection vehicles (rainy season);
 - airtime for field officers to facilitate communication with head office during field work;
 - computers, note counters and printers and,
 - constant fuel supply for debt management vehicles.
- (4) That Council puts in place measures to improve service delivery in order to encourage residents to pay.
- (5) That Council charges penalty fees for any illegal activities.

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- (6) That Council units operating at District level reports to District Officers.
- (7) That Council authorizes convening of a workshop on the decentralisation of services

ACTION: A/FD,A/DOW, &A/CCM:3/2/23

THE MEETING ENDED AT 9:00PM