

LOCAL GOVERNANCE COMMUNITY CAPACITY BUILDING AND DEVELOPMENT TRUST

City of Harare - Local Governance Service Delivery Performance Assessment Report

Strengthening the social Contract

2018



LGCCBDT

Towards effective local governance, public official Accountability, constructive citizen-state engagement and improved service delivery

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About LGCCBDT

The LGCCBDT was founded in August 2006 from a programme called the Community Capacity Building Programme, a follow-up to a government programme carried out in the 1990s named the Rural District Councils Capacity Building Programme (RDCCBP). The RDCCBP was designed to build the capacity of Local Authorities to provide good services to their residents. The Local Governance Community Capacity Building Program was aimed at building the capacity of communities to demand services and actively participate in decision making processes that affect their daily lives. Thus the Local Governance Community Capacity Building Program dove-tailed and complimented the Rural District Councils' Program by building the capacities of communities to demand the services which the local authorities were to provide. The vision of the trust is: "Empowered citizens and communities actively participating in local governance and responsive local authorities and central governments in Zimbabwe, the SADC region and beyond". Its mission by which to achieve this vision is: "To research and build capacities of communities, local authorities and central governments and to influence public policy".

ACKNOWLEDGEMENTS

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The Trust extends its appreciation to fellow *We Pay You Deliver* Consortia members; Combined Harare Residents Association (CHRA) and Harare Residents Trust (HRT); for swiftly mobilising citizens for the 8 zonal area service delivery monitoring workshops. Finally the Trust extends its gratitude to citizens and ratepayers for their active participation in the project.



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LIST OF ABBREVIATIONS

CHRA	: Combined Harare Residents Association
CoH	: City of Harare
HRT	: Harare Residents Trust
LA	: Local Authority
LED	: Local Economic Development
LGCCBDT	: Local Governance Community Capacity Building & Development Trust
LGSDA	: Local Governance Service Delivery Assessment
LGSDM	: Local Governance Service Delivery Monitoring
OVCs	: Orphans and Vulnerable Children
PWD	: People with Disability
VTCs	: Vocational Training Centres
WADCO	: Ward Development Committees
WASH	: Water Sanitation & Hygiene



Executive Summary

The Local Governance Community Capacity Building and Development Trust (LGCCBDT) carried out a Local Governance Service Delivery Performance Assessment (LGSDPA) of the City of Harare from the 20th of November to the 12th of December 2018. The assessment pursued three interrelated objectives: (i) making an assessment of the local authority's performance and achievements in key local authority municipal functions; (ii) developing a consensus on the current performance of the local authority core functions and areas of improvement; and (iii) collectively identifying priority areas and actions for service delivery improvement. The Assessment was carried out in 3 types of workshop, namely: (i) the Local Authority (LA) Self-Assessment Workshop, (ii) the Stakeholders Local Authority Assessment Workshop, and (iii) Local Authority & Stakeholders' Dialogue Workshop. As Harare is divided into 8 zones, 8 stakeholder local authority assessment workshops were conducted, one in each zone. Rating of the LA services was conducted through group work and plenary discussions, followed by consensus-building on the final local authority and stakeholder scores.

The City of Harare attained an overall score of 50.6%. Strategic Planning scored 53.3%, Governance and Citizen Participation 60.9%, Community Mobilisation for Development 42.8%, Institutional Development 61.1%, Financial Management 48.6%, Land Assets and Natural Resources Management 44.2%, Infrastructural and Social Services Provision 41.7% and External Relations 52.2%. The score of 61.1% on institutional development reflects on a relatively strong institution, partly explained by the robustness ordinarily associated with large organisations. The sheer size of the organization with around 8,600 employees is indicative of high capacity to employ and attract qualified staff. A score of 60.9% for Governance and Citizen Participation suggests active citizen participation albeit not linked to Community Mobilisation for Development at 42.8%. The high score for citizen participation is linked more to indicators on election than council's mobilisation for development. It would appear therefore that participation is driven more by political party structures than development structures, which undermines the development agenda, as political polarisation generally inhibits development. Infrastructural and social services provision has the lowest score of 41.7%, explained by the lack of resources to finance capital projects as evident in the relatively low financial management score of 48.6%. The low score is linked to a general lack of public confidence, poor revenue collection, and poor budget performance. Land assets and natural resources governance is rated at 44.2% reflective of a chaotic and inefficient stand allocation system characterised in the recent past by authority and control distortions by politically connected land barons. Despite the city's shortcomings, it seems to have a respectable strategic plan and human development planning score of 53.3%, but council lacks resources to implement the plan, the ability to adapt to the rapidly changing context, and the implementation strategies that excite public support. External relations at 52.2% shows the need for council to improve relations particularly with central government. The overall score of 50.6% reflects on much room for service delivery improvement.

The key recommendation to council is that council must develop and implement an effective service delivery performance improvement strategy. The strategy must clearly allocate tasks and responsibilities to relevant public managers to systematically address gaps exposed by the assessment. Council should also consider adopting the LGSDM methodology to conduct annual performance assessments and take advantage of the transformative power of constructive citizen engagement and the results focus in the LGSDM methodology to leapfrog the achievement of a world class city by 2025.

1.0 Introduction

The Report captures outcomes of the Local Governance Service Delivery Monitoring (LGSDM) workshops conducted in Harare by the Local Governance Community Capacity Building and Development Trust (LGCCBDT) beginning on the 20th of November up to the 12th of December 2018. The process involved 8 Stakeholder Local Authority Assessment workshops in the 8 zonal areas of Harare in which residents assessed the performance of council; a Local Authority (LA) Self-Assessment by councillors and key staff; and then a dialogue and consensus-building workshop by representatives of residents from the 8 zones, councillors and council staff to agree on a final council service delivery score. The workshops were aimed at achieving the following objectives:

1. Assessing the LA's performance and achievements in key LA municipal functions/services;
2. Developing a consensus on the current performance of council and identifying areas of improvement for better service delivery and improved relations with residents; and
3. Collectively identifying priority actions for service delivery improvement.

1.1 Project Overview

In the context of recent years (1997 – 2018) LAs in Zimbabwe have experienced general service delivery decline owing to structural and operational challenges resulting from an unstable macro-economic environment. The years of decline were characterised by acute service breakdown and widening of the gaps between local governments and their citizens. In an effort to close the gaps between citizens and their local municipal councils and catalyse optimal service delivery, the LGCCBDT developed a process of local authority service delivery performance measurement primarily aimed at promoting constructive dialogue between LAs and their residents, and promoting active citizen participation in LA operations. The Local Governance Service Delivery Monitoring (LGSDM) project seeks to improve service delivery by promoting dialogue between LAs and their residents so that both the demand and supply sides of service delivery appreciate their responsibilities and play their roles fully in the provision of services.

2.0 Local Authority Jurisdiction

The City of Harare (CoH) is a body corporate local authority established in terms of section 275 of the Zimbabwean Constitution. It is divided into 46 wards with a total population of 1,485,231¹ (716,595 males and 768,636 females) according to the national census conducted in 2012 (ZimStat, 2013). The city is located in the northern region of Zimbabwe bordered by Mashonaland West, East, Central and Midlands Provinces.

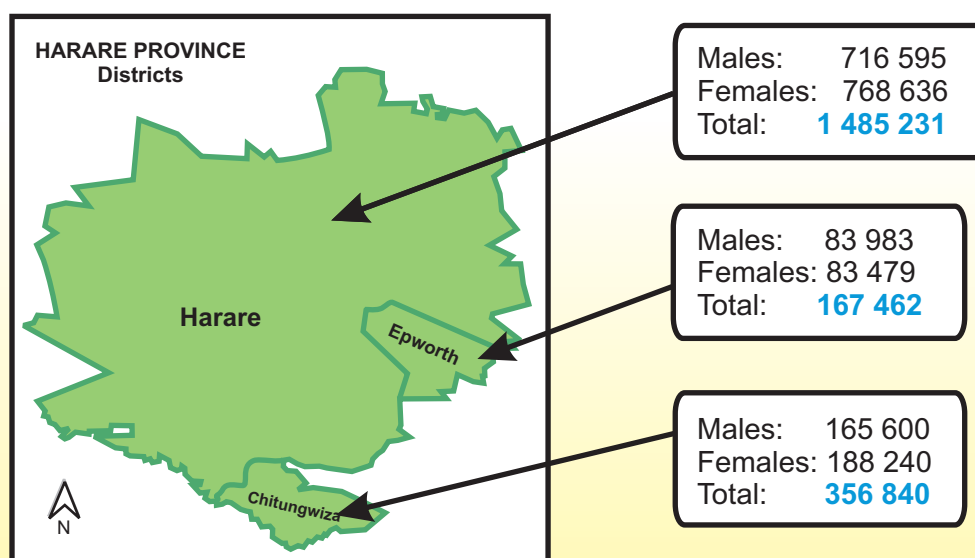


Figure1: Harare City Map

¹ This excludes Chitungwiza and Epworth populations which areas when included with Harare constitute Greater Harare

3.0 Assessment Framework, Methodology and Process

3.1 Assessment Framework

The assessment framework was made up of 168 indicators organised under generic municipal themes and functions as follows:

MUNICIPAL THEMES
1. Strategic Plan & Human Development 2. Governance & Citizen Participation 3. Community Mobilisation for Development 4. Institutional Development 5. Financial Management 6. Land Assets and Natural Resources Management 7. Infrastructural and Social Services Provision 8. External Relations

The assessment and organisation of indicators was designed to ensure triangulation at three cascading levels, namely

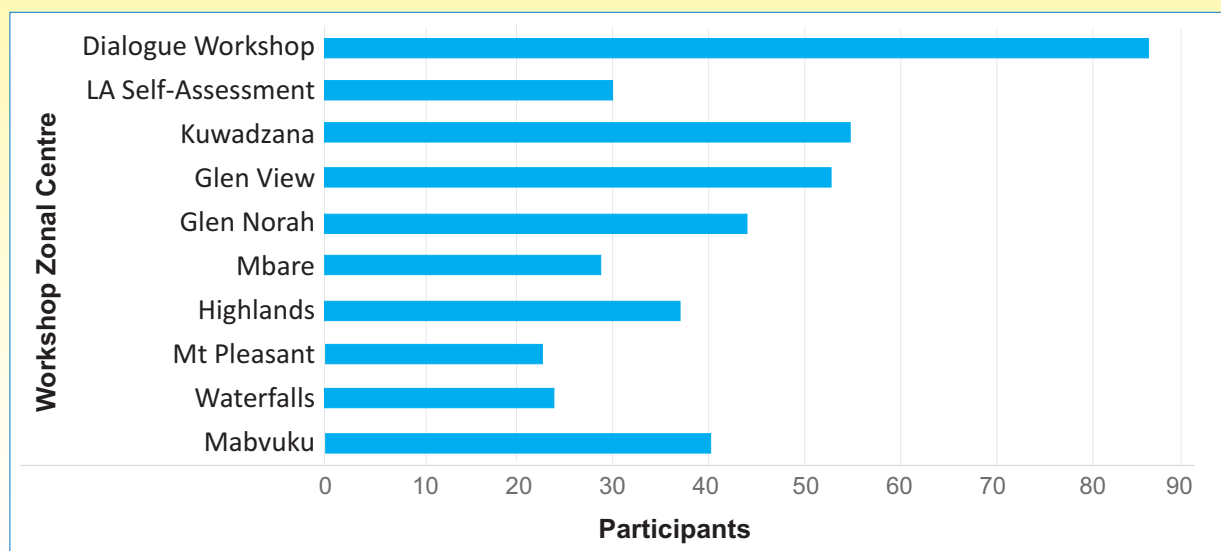
- (i) at design level in the repeated assessment of certain indicators,
- (ii) at group discussion level where two groups in the workshop independently score the same indicator for comparison in plenary, and
- (iii) at workshop level, where scores from the council workshop and the stakeholders' workshop are compared, discussed and adjusted in the dialogue workshop leading to consensus and the adoption of an agreed final score.

3.2 Assessment Methodology and Process

The assessment was carried out in 3 types of workshop, namely:

- (i) the Local Authority Self-Assessment Workshop,
- (ii) the Stakeholders Local Authority Assessment Workshop, and
- (iii) Local Authority & Stakeholders' Dialogue Workshop.

The Local Authority Self-Assessment workshop, conducted on the 7th of December 2018 invited local authority officials, namely all elected councillors (46), and all departmental & divisional managers of council (30) to carry out the assessment of council's performance in the 8 functional areas. The Stakeholders Assessment workshops were conducted in their 8 zonal areas beginning on the 20th November up to the 5th of December 2018; and invited residents of Harare mainly drawn from Residents Associations namely Combined Harare Residents Association (CHRA), and Harare Residents Trust (HRT) to carry out the assessment of the local authority's performance on the same themes. The last workshop on the 12th of December 2018 invited participants from the preceding two sets of workshops to a dialogue and consensus-building workshop to produce a commonly shared and agreed assessment of the local authority's service delivery capacity and performance. A total of 50 stakeholders were invited to each zonal workshop but averagely 38 attended each workshop with the lowest attendance at 21 at Mount Pleasant area (zone 6) while the highest was at Kuwadzana (zone 5) at 55 participants. A total of 76 council officials (46 councillors and 30 key staff) were invited to the self-assessment workshop but only 30 councillors and staff attended. Attendance on the part of councillors and staff was constrained by a clash of programmes as these workshops took place at a very congested time of the year on council's Calendar. The dialogue workshop on the 12th December 2018 was however very well attended by a total of 85 participants out of the total 90 invited. The workshop was also attended by His Worship the Mayor, Councillor H. Gomba and the Town Clerk Engineer Chisango.

Figure 2: Workshop Attendance Distribution

Source: LGSDM Data, 2018.

Rating of the LA services was conducted through group-work and plenary discussions to agree on the local authority and stakeholder scores. The Local Authority Self-Assessment workshop was designed to ensure that each group is made up of a mixture of council technical staff (heads and deputy heads of departments) and council committee members from committees related to the municipal functions allocated to the group for assessment. This enabled the self-assessment by council staff and councillors to be informed by their professional knowledge and experiences respectively. Information available to stakeholders on certain council operations was generally limited; therefore, stakeholders were advised to rate local authority performance and capacity from a results perspective. The dialogue facilitation in plenary was designed to evaluate and moderate arguments for and against a proposed score to establish and adopt a final assessment score; reflective of actual performance and capacity status of each indicator for the local authority on a scale of 0 – 10.

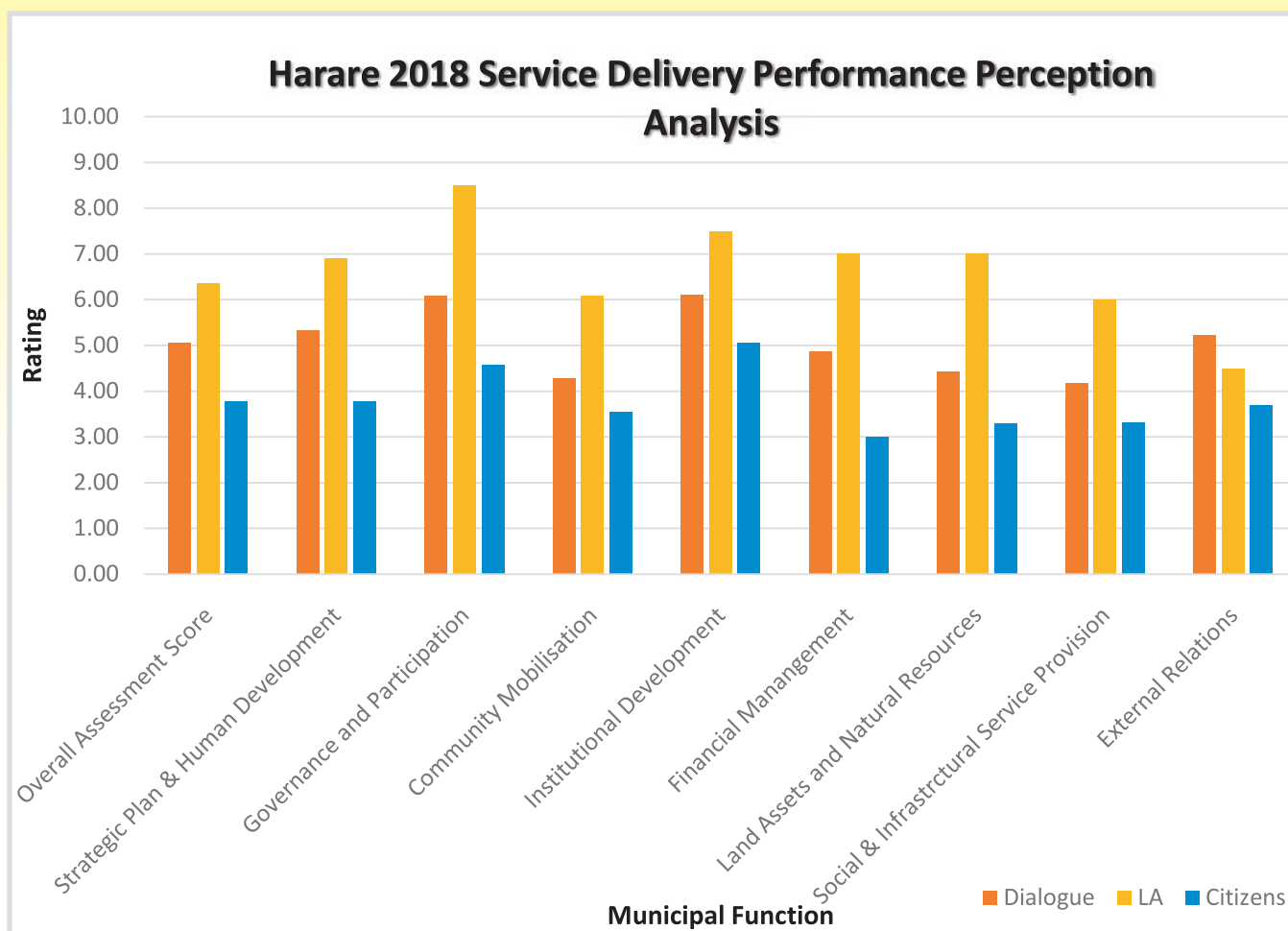
4.0 Presentation of City of Harare LGSDM Assessment Results 2018

Table 1: Results by Municipal Function

No	Municipal Function	Rating			
		LA	Stakeholders	Final	Priority
	Overall Assessment Score	6.34	3.78	5.06	
1	Strategic Plan & Human Development	6.90	3.77	5.33	6
2	Governance and Citizen Participation	7.60	4.58	6.09	7
3	Community Mobilisation for Development	5.02	3.54	4.28	2
4	Institutional Development	7.18	5.05	6.11	8
5	Financial Management	6.73	2.99	4.86	4
6	Land Assets and Natural Resources Management	5.55	3.29	4.42	3
7	Infrastructural and Social Services Provision	5.03	3.31	4.17	1
8	External Relations	6.75	3.70	5.22	5

Source: Harare LGSDM Assessment Results 2018

Figure 3: City of Harare 2018 Service Delivery Performance Perception Analysis



Source: Harare LGSDM Assessment Results 2018

It is clear from Figure 3 above that different groups had different ratings for the same municipal functions. Thus, the ratings are based on perceptions. The perception index however remains a valid and useful basis for service delivery performance improvement interventions; as scholarly writings demonstrate that service delivery is both a function of the service activities performed and the perceptions of service recipients²

Council officials' ratings in yellow are for all municipal functions higher than those of the citizens in blue, which demonstrates the polarisation between council and its residents. Apart from bias, part of the difference in the scores between the council officials (elected and appointed) and residents is the information asymmetry between them. For example, where the different groups are asked on the clarity of Council's vision, mission and strategy, while the strategic plan document was easily accessible to council officials, residents could only make assessments on council's performance basing on assumptions due to their limited access to the document. Although such a document may be made readily available to the public, it would appear in practice that ordinary citizens have less access to it than council officials. The same is true of Full Council Meeting Minutes. Therefore, residents tended to give lower scores than council officials where there was such information asymmetry. Meanwhile, the truth is more or less something in between the two perceptions as depicted in orange.

A more detailed analysis of the service delivery performance of Harare by functional area is given in Annex 1, while a summary by zonal area is given in section 5.

²Rao (2005), Pretorius & Shurink (2007) and Jooste (2008) all allude that citizen perception is critical to ascribing value to public goods and services and reason that their perception can lead to improvement.

5.0 Synopsis of Zonal Workshops

Table 3 below shows a summary of the rating of services by citizens in the respective 8 zones (in red), where stakeholder workshops were conducted, and by functional area (in purple).

Table 3: Summary of Zonal Ratings

Zone	Strategic Plan	Governance & Participation	Community Mobilisation	Institutional Management	Financial Management	Land Assets	Social Services	External Relations	Zonal Overall Rating
Zone 1 ³	3.05	4.74	2.85	5.59	1.86	3.15	2.31	3.94	3.44
Zone 2 ⁴	5.24	5.17	3.11	5.00	3.93	3.18	2.95	2.47	3.88
Zone 3 ⁵	3.15	3.78	2.05	4.14	1.70	2.38	3.29	4.51	3.13
Zone 4 ⁶	4.10	5.41	3.71	5.60	3.02	3.78	4.37	3.92	4.24
Zone 5 ⁷	4.77	3.92	3.87	6.26	2.32	2.55	3.57	4.12	3.92
Zone 6 ⁸	3.49	4.52	3.68	5.24	4.11	2.95	2.81	4.68	3.94
Zone 7 ⁹	3.32	4.86	5.17	4.42	3.95	3.60	4.43	3.10	4.11
Zone 8 ¹⁰	3.04	4.26	3.86	4.14	3.01	4.73	2.71	2.85	3.57
Zonal Ave.	3.77	4.58	3.54	5.05	2.99	3.29	3.31	3.70	3.78

Source: Harare City Council LGSDM Assessment, 2018

The average rating by the citizens from the administrative zones was **3.78** out of **10 (37.8%)**. The average ratings across all the 8 functions were below half except for Institutional Management with a score of 5.05 (50.5%). The Institutional Management score shows that citizens regard Harare City Council's institutions departments and committees) to be working. While the rating suggests an institution that is working well, 3 zones had ratings that were below the average score. This suggests that while citizens view their local authority institutions to be working, they have negative perceptions on whether they function properly. In giving a low score, one citizen argued that the fact that she sometimes receives 'faulty' rates and services bills meant that the institutions of the local authority were not functioning properly. As a government, City of Harare has the requisite institutional processes that ensure that the organisation functions. Irrespective of the myriad of internal and external challenges that the City is facing the institution can withstand the shocks. It must be noted that the perception of the citizenry on the institution depends on a number of variables which go beyond

³ Mbare, Sunningdale

⁴ Hatfield, Waterfalls

⁵ Highfield, Glen Norah, Hopely

⁶ Budiro, Glen-View, Mufakose, Marimba

⁷ Kambuzuma, Kuwadzana, Dzivarasekwa

⁸ Mabireign, Marlborough, Warren Park, Mt Pleasant

⁹ Borrowdale, Hatcliffe, Highlands

¹⁰ Tafara, Mabvuku, Caledonia

just their internal policies and manuals.

The lowest rating was that of Financial Management with a score of 2.99 out of 10 (29.9%). Financial Management was lowly rated to the extent that as a block in zones 1 and 3 it attracted scores of 1.86 (18.6%) and 1.70 (17.0%) out of 10 respectively. The low rating from the citizens may possibly explain the huge debt that ratepayers have with the local authority. Generally, citizens do not perceive Harare City Council as a good manager of finances. Citizens seemed unaware of financial processes of the local authority. Despite being an active group of citizens, they failed to answer basic questions such as whether their local authority prepared quarterly, and annual financial statements. Apart from the macro-economic challenges, the inability of citizens to know and articulate these financial issues may contribute to their failure to pay their rates and service charges. Citizens discussed Financial Management within the context of the budgeting cycle. And because Financial Management was tied closely to the aspect of participatory budgeting, inadequacies of participatory budgeting in the respective zonal areas contributed to the low scores for financial management. Citizens were aware of the budgeting cycles and processes. Challenges faced by citizens during the budgeting cycle were related to how the local authority was performing in Financial Management. Whilst the City engages citizens on budgeting, more can be done to ensure that more people participate in paying rates and service charges in order to ensure council raises adequate financial resources. A key missing link in the process of public financial management was that of implementation feedback. Citizens felt that the City was being cosmetic in scheduling and facilitating feedback meetings, thus rendering the participation of citizens ineffective. Without adequate financial resources the City will not be able to deliver optimal services.

The rating on Social Service Delivery and Infrastructure Provision was 3.31 out of 10. This functional area encompasses the conventional hard-core social services associated with popular perceptions of council service delivery such as water, roads, refuse collection, and public lighting etc. The low ratings of the functional area are almost similar across all the zones. This suggests that the essential social and infrastructure services are not being adequately delivered. The low rating can be explained in perspective of the Financial Management rating, as a low rating on the finances has a negative impact on the quantity and quality of services that the local authority can provide. The emerging challenge is that, it would appear citizens are willing to pay for services received while the local authority can only deliver services with public finances raised from the citizens. With polarised relations and low levels of confidence between the citizenry and the local authority the situation has deteriorated to that of a chicken and egg situation which is best expressed in the following messages by the two sides: (*deliver services and I will pay; - pay and I will deliver services*). There is militancy from the citizens in reacting to the call for payment of services that they have not received. The local authority needs to be visible in communities through tangible services in order to inspire confidence among citizens who are willing to pay for services.

Citizens in their respective zones had an average rating of 3.77 for Strategic Planning and Human Development. Conversations in the respective zones showed that citizens have limited knowledge of their local authority's strategy planning processes including the various policies within council aimed at human development. While citizens could clearly articulate the City's Vision (*World Class City by 2025*) there was a feeling that the local authority was leaving the citizens behind in the pursuit of that vision. Citizens also felt that while the City's vision was 'clear', the strategies being employed to achieve the vision were not robust and adaptable enough to deliver in an adverse and dynamic macro-economic environment as that prevailing in the country. Reviews of the strategic plan were not conducted in consultation with the ordinary citizens.



The process of strategy review is elite as there is no mechanism for including ordinary citizens in the review process. In the end, the City's strategic planning processes do not resonate with the common ratepayer thereby limiting buy-in and the much-needed support of ordinary citizens. Policies are polished on paper but there are not shared and owned by the ordinary citizens. Citizens felt the City management should afford ward and zonal committees an opportunity to contribute to the strategy review process to ensure ownership. The absence of strong and robust planning structures maybe another reason for the lack of information about strategic planning. While councillors may have knowledge of these processes there is lack of feedback by the elected officials to educate and enlighten citizens and ratepayers alike.

Governance and Citizen Participation, incorporating local political systems, had a relatively high score of 4.58 out of 10. While the score suggests that citizens are participating in governance processes of their local areas, conversations during the workshop showed that much of the participation was along party lines particularly coincident with the period of elections. Citizens participate in the governance processes at the ward level in political silos which fuels political polarisation. In other words, citizens are organised by political parties to participate in the various governance processes which then leads to apathy in development processes by citizens that are not aligned to the political parties in power.

Community Mobilisation had an average rating of 3.54. While, mobilisation of communities is related to that of governance and citizen participation, the score for governance and participation (4.58) is higher than that for mobilisation (3.54). This is explained by the high rating for election-related indicators in the governance and participation function. As alluded in the previous paragraph, citizens are organised in silos of political party structures in their wards during elections and in the post-election period thereby rendering council development structures ineffective and exposing the development agenda to the risk of implementation failure. Residents and ratepayers' associations such as the Combined Harare Residents Association (CHRA) and Harare Residents Trust (HRT) also organise and mobilise citizens to participate in local authority governance and development processes. During conversations what also emerged is that the residents and ratepayers' associations also mobilise citizens in silos.

Citizens had a rating of 3.29 on Land Assets Management. The local authority area has various natural resource assets (sand, gravel, and quarry) dotted around the city and city environs. Citizens felt that the local authority was not doing enough to safeguard the extraction and management of natural resources and enlist the help and support of citizens. While there are statutory Acts to regulate the natural resources, citizens were witnessing inadequate enforcement by the city council.

The rating on external relations was 3.70. Citizens were of the view that the relationship between the local authority and other tiers of government (provincial and national) were strained. The citizens gave the 'low' rating based on the media reports on the relations between the local authority, other tiers of government and other non-state sector actors.

6.0 Key Findings by Functional Area

6.1 Strategic Plan and Human Development

The City of Harare's Strategic Plan is not widely known by the public and the public is generally not confident that the strategies employed in pursuit of the vision are effective, especially in a constrained macro-economic environment. The City of Harare's Strategic Plan needs to be widely disseminated and regularly adapted to the changing context through inclusive and participatory review processes Residents Associations (RAs) need to discuss content differences on Strategic Plan documents through appropriate outreach exercises to their members. Both the LA and the RAs should take advantage of social media such as WhatsApp to identify groups through which to extend the dissemination of the strategic plan.

The low levels of participation in the elections was a result of political polarisation. To address this matter, Council needs to draft an elaborate political development plan that effectively depoliticizes development structures so as to ensure general public participation and support on council programs. The plan should revive and build strong ward development structures, set their agenda and ensure their functionality. Such

structures will go a long way in addressing the huge communication gap and attitude between the LA and its residents, improving service delivery and mobilizing public support for council programs. Such strengthening of ward structures will enhance council's decentralisation policy and contribute positive lessons to the devolution debate.

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The assessment exposed policy conflict particularly between Council and Central Government. The fact that this dates back several years means that Council needs to adopt a systematic approach to addressing public policy conflicts with central government. This intervention should be with special regards to stand allocation, compliance with the Environment Management Act (EMA) and other government policy pronouncements such as those pronounced on vendors and their markets vis-à-vis council bye-laws.

Council's Local Economic Development (LED) planning is not sufficiently empowering, nor does it enjoy enough public support as evidenced by the underutilisation of erected market stalls and occupancy of traders in designated trading areas. This problem stems from the lack of participation in council's LED planning. More time should be invested in the LED strategy in a manner that is far-reaching in terms of foresight in the light of the rapid population growth and other emergent pressures and challenges that come with the anticipated demographic growth. Therefore Council's LED planning must be broadened in terms of concept, scope and participation.

Overall the city should modernise its think-tank process to inform the developmental planning that is necessary to achieve a world class city by 2025. Perhaps a committee can be set up to institutionalize the think-tank process. With public support this could expedite the transformation of the city.

6.2 Governance and Citizen Participation

Polarisation due to elections in the post-electoral period is detrimental to service delivery. There is need to build capacity of councillors to perform civic duties through development structures rather than party structures. The election of ward development committees needs closer organisation by council bureaucrats to ensure that the structures are not formed on political but developmental considerations and steer clear of nepotism. Councillors also need to be more committed and compliant with councillor feedback meeting protocols and procedures from the invitation of ward residents, to the structure and proceedings of the meetings to ensure maximum public support and meaningful participation. To strengthen corporate governance the accountability loop in which council staff account to councillors who in turn account to citizens needs to be strengthened by strengthening the compact between councillors and citizens in order to sever and dispel collusion risks between councillors and staff, while maintaining good professional or working relations in the councillor – council staff compact. This should be achieved via more tripartite service delivery evaluative engagements. Meanwhile, a deliberate plan must be put in place through various capacity building measures to reduce information asymmetry between the different compacts in the tripartite relationship. It is also important for RAs to always be aggressive in recruiting their membership as this enhances general local level participation. The RAs need to recognize that they have a part to play in depoliticizing development structures by participating in the elections that form these structures and participating actively in them.

6.3 Community Mobilization for Development

The assessment revealed that group targeting and community mobilisation by council was ineffective despite the high score on governance and participation. Council needs to review its mobilisation strategies with a view to developing more effective communication, outreach and convening mechanisms. Part of that is achieved through confidence building in council institutions. Another part of that is that of setting an agenda that rallies people to the meeting. This can also be achieved by the quality of information documents disseminated ahead of the meeting. For example, reports on performance of last budget should be shared with residents well before the next budget consultation meetings. Enough notice should always be given to residents in invitations to meetings to ensure that citizen participation goes beyond tokenism. Council should also regularly assess the effectiveness of its targeting strategies. Council libraries are in a poor or non-functional state owing to non-availability of books and lack of modernisation. Council needs to clearly plan and budget for the modernisation of libraries. This can be achieved through a strategy of turning the Libraries into ICT and information centres. Council can consider connecting with technology companies such as Econet, Netone and Telecel through their corporate social responsibility functions for the reconstruction of the libraries and installation of ICT equipment to attract a large base of clientele for the libraries.

6.4 Institutional Management

While the institution is robust and strong there are a number of issues that need attention. First, council staff are described as qualified if not over qualified in the view of some officials yet they are in the same breathe described as not highly motivated nor hard working. At the centre of this matter is the issue of salary arrears. Second, the assessment revealed that the service conditions for council staff were not conducive for optimal production. Third, council is both understaffed and overstaffed depending on department or function. These issues point to the need for job rationalisation, staff motivation and installation of an effective performance management system. Such a process can begin with a job evaluation or human capital audit, rationalization or restructuring of the organisation in line with the HRM strategic objectives and balance with efficiency and effectiveness, and institution of a more systematic and integrated performance management system.

The performance management system must emphasize regular performance appraisals and a good performance-based incentive system. The system should be linked to a broader integrated results-based management (IRBM) system, which in turn must demonstrate a clear or elaborate link to the social contract. Council must make efforts to adhere to the 30:70 principle on the administration: service delivery allocation ratio. Within the 30:70 paradigm, the salary structure can then be restructured to implement a performance-based incentive system. For example, it may include the following elements: (i) Basic salary, (ii) Benefits (which are essentially static and protected by labour law) plus (iii) performance-based incentive which is dynamic and calculated for each employee as a percentage of a quota proposed in the annual budget during budget consultations. Such an incentive system when properly managed would be a key driver to council performance management and ultimately any service delivery improvement strategy, as the as the human resource is the most critical resource contribution to an organization's success.

6.5 Financial Management

Financial management was rated most poorly amongst the 8 service functions by citizens. This is indicative of the level of confidence in council's stewardship of financial resources and may explain the poor revenue collection and non-implementation of council resolutions related to social service delivery. There is need for council to invest time and resources to addressing all stages of the public financial management process from budget estimation, budget control, monitoring and evaluation, reporting and oversight in order to regain public confidence and support.

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Financial management was rated most poorly amongst the 8 service functions by citizens. This is indicative of the level of confidence in council's stewardship of financial resources and may explain the poor revenue collection and non-implementation of council resolutions related to social service delivery. There is need for council to invest time and resources to addressing all stages of the public financial management process from budget estimation, budget control, monitoring and evaluation, reporting and oversight in order to regain public confidence and support.

In addressing issues related to financial management, firstly council must schedule budget consultation meetings with venues, dates and times giving sufficient notice and employing more effective channels of communication to ensure maximum attendance and participation by citizens. Council must also send adequate preparatory budget meeting information such as financial reports on the performance of previous budgets to enable greater citizen participation in the budget consultation processes. Councillors are also encouraged to present this information to residents during the regular councillor feedback meetings.

Secondly, council needs to invest in enhancing revenue collection or more broadly tax administration. Its tax administration system may be a valuation-based system (i.e. based on a valuation roll which relies on a cadastre system that needs regular updating) which may not be up to date. Council should also consider parallel implementation of a collection-based tax administration system particularly for unplanned settlements with unregistered properties.

Thirdly, council needs to strengthen its internal controls, and invest in transparency in the processes of expenditure management, sourcing external funds, and redeeming such funds by increasing public consultations and disseminating its audited statements as well as acting on management letters in order to increase public trust and confidence. Council should also develop a strategy of increasing capital expenditure in order to improve infrastructure and social service provision as this is linked to residents' willingness to honour their tax obligations.

Lastly, council is also encouraged to invest more in LED through investment promotion and adequate public consultation.

6.6 Land Assets and Natural Resources Management

Council needs to update its natural resources and assets registers. It must also improve its monitoring and evaluation of council immovable and movable assets, and insure those assets that are uninsured. Council must strengthen policing of natural resources extraction and develop strategies or bye-laws to improve local benefit from natural resources.

Council needs to rationalise all unplanned settlements under its jurisdiction, overhaul its stand allocation system, update the waiting list and strengthen policing and compliance with land allocation, and property development legislation and bye-laws to eliminate the land barons' phenomenon. Council should quickly align its land allocation systems with the new human settlement policy being developed by the Ministry of local government. Among the proposals in the policy is the emphasis on densification and multipurpose buildings.

6.7 Infrastructure and Social Service Provision

At the time of the assessment the city was facing extensive water provision challenges. While the city is working hard to address the water and sanitation challenges, the city needs to do more as this particular service has a pervasive effect on other services including revenue collection efficiency. Residents tend to resist paying for other rates and service charges if they are not getting clean safe drinking water while receiving other services. Council must develop a mixture of short, medium- and long-term strategies to resolve the water provision challenges. In the short term there is need to reduce non-revenue water which currently stands at over 40% as a result of decaying infrastructure (pipes), leakages, illegal connections and unmetered stands among other issues. The medium term would be to find a way of reducing the cost of water treatment while investing in the creation of new water sources in the long term. On health, the council should make sure that its clinics and hospitals are adequately staffed. It should also increase efforts to source critical drugs and make sure that they are available at the medical facilities. There is also a great need to improve the quality of service from the entry point to exit of the medical facility.

Council must increase the number of Vocational Training Centres (VTC's) particularly in this time of great informalisation of the economy as well as the drive to promote small to medium enterprises. This should be part of an elaborate LED and employment creation plan that takes advantage of the technological revolution's vast opportunities for increased productivity and exponential economic growth.

Council needs to invest in modernising the transport system while improving the road infrastructure through resurfacing of its road network..

Council should increase public lighting in order to improve public security across the City.

There should be investment of more public cemeteries by Council in order to make burial of the deceased in Harare more affordable to the poor.

Council must invest in more systematic service delivery monitoring. Customer care should be improved and digitalisation of both supply-side and demand-side service quality monitoring and evaluation mechanisms is an important strategy to enhance efficiency and effectiveness of customer care. In its service delivery improvement strategy, council should consider the identification of at least one service per year (and or period) for which to enhance its public profile and for which to promote and intensify public participation as a strategy of building awareness among citizens of their civic responsibility. The thematic approach can promote maximum public participation in the five year period that will assist in increasing revenue and improving quality of service delivered.

6.8 External Relations

Council needs to improve its relations with central government particularly as it pertains to general public policy that affects the smooth autonomous function of the city in line with constitutional provisions for devolution. The City of Harare should use all its various platforms at its disposal to effectively negotiate or lobby national government for policy harmony.



City of Harare

7.0 Conclusions and Recommendations

Delivery of services is clearly not an event and there is need for continuous dialogue between the three groups: citizens, councillors and council staff in order to continue to improve service in the local authority area on a sustained basis.

7.1. Conclusions

7.1.1. Strategic Planning & Human Development

There is need to improve meaningful citizen participation in the strategy and development planning processes. This can be achieved by enhancing pre-planning consultation on the strategic plan and depoliticising development structures. The city may also need to introduce or modernize its research and think-tank processes in order to enrich strategy and development planning.

7.1.2. Political System and Citizen Participation

Council needs to strengthen public accountability by strengthening governance compacts between councillors and staff; and between councillors and citizens. Transparency is the best safeguard against lack of accountability. Therefore part of strengthening accountability will involve the closure of the information gaps between the various groups. This requires conducting more tripartite engagements.

7.1.3. Political System and Citizen Participation

Council needs to pay more attention to its citizen mobilization strategies. It should evaluate and review their effectiveness. Part of that process will involve wide public circulation of preparation documents for public meetings. Council should also convert its dilapidated libraries into ICT information centres with support from private companies through public private partnership (PPP's) arrangements.

7.1.4. Institutional Development

While the institution is robust and strong, there is need for a job rationalization process and the institution of an effective integrated performance management system that is linked to the social contract. Such a system works best with a sustainable and effective incentive system.

7.1.5. Financial Management

There is need for council to invest more in enhancing all stages of council's public financial management process including budget estimation, control, M&E, reporting and oversight in order for council to regain public confidence and support. It will be important in such an investment to enhance dissemination of budget information to the public. Furthermore, there is need to enhance the tax administration system including introduction of a collection based system especially in unplanned settlements with unregistered properties.

7.1.6. Land and Natural Resources Management

Council needs to update its natural resources database, insure all uninsured property and improve policing of natural resources extraction as well as use of council movable assets. Council also needs to align its policies with governments latest Human Settlements Policy and to tighten its land management and stand allocation system particularly against corrupt elements.

7.1.7. Social and Infrastructural Service Provision

Council must consider adopting short, medium and long term strategies to resolve its water provision problems. Dissatisfaction over water service provision by residents has a pervasive effect on the payment of all other rates and service charges by residents. Council should also consider adopting one service per year for focused public engagement in order to enhance public participation and support for all other social services of health, education, housing, roads, transport, refuse collection, public lighting, fire and ambulance, and cemeteries etc

7.1.8. External Relations

Council needs to invest resources into improving the state of its relations with strategic external stakeholders but more particularly with government as this relationship has a significant impact on service delivery especially with regards to policy congruence.

7.2 Recommendations

Broadly, the Assessment recommends that:

7.2.1. Depoliticize & strengthen planning and development structures

- Develop broad elaborate political, social and LED development plans;
- Strengthen development committees by adopting success factors of other service-specific committees such as SDCs and Zimbabwe Electricity Supply Authority (Zesa) Service Delivery Committees;
- Set up strategic research and think-tank process linked to academic, business and civil society institutions.

7.2.2. Increase & enhance channels of communication & engagement to enhance public awareness, confidence, support & citizen participation

- Enhance use of development committees and structures;
- Invest in quality of feedback meetings through enhanced mobilization to the meetings;
- Evaluate effectiveness of mobilization and communication channels using all media;
- Expand or broaden and digitalize information dissemination and feedback channels, operational systems, engagement and communication platforms.

7.2.3. Institutionalize integrated performance management system linked to IRBM & social contract (e.g. using the LGSDM approach)

- Rationalize Labour-force;
- Strengthen accountability system namely: citizen-council-staff compacts and social contract through LGSDM or other engagement approaches;
- Link performance appraisals to IRBM and social contract:
 - Develop performance-based contracts linked to assessment indicators;
 - Appoint M&E department or Internal Audit department to keep service delivery assessment gaps on council management and departmental meetings' agendas;
 - Target report recommendations to specific committees and departments for implementation.

7.2.4. Implement tax/ revenue collection reform, streamline public financial management processes & enhance public access to financial information

- Address tax administration process (introduce collection-based over and above valuation-based approach to cater for emerging settlements);
- Disseminate quality pre-meeting documents and reports, publish audit reports and act on management letters;
- Review and enhance public participation processes in public financial management to enhance accountability and transparency.

7.2.5. Develop & implement service delivery improvement Strategy

- Strengthen service charter functionality
 - Develop or monitor and enhance service delivery charter;
 - Develop integrated supply and demand sided service quality monitoring, evaluation and learning (MEL) mechanisms;
- Introduce Annual service-specific themes for profiling & citizen participation programming;
- Convert Libraries into information technology centres through Public Private Partnership (PPP) arrangements with technology companies via their Corporate Social Responsibility (CSR) functions;
- Build more Vocational Training Centres.



Table 4 below shows a detailed list of the salient lessons and key recommendations per each functional area that the local authority can learn and benefit from.

Table 4: Recommendations per Functional Area

Functional Area	Key Lessons and Recommendation(s)
1.Strategic Plan and Human Development	- Increased dissemination of Strategic Plan - Depoliticize and Strengthen Development Structures - Develop elaborate (i) Political development, (ii) LED Plans - Think-tank and consultation processes for regular review & adaptation of strategies to suit context
2.Governance and Citizen Participation	- Shift civic education focus & programming from electoral to social accountability in the post elections period - Conduct regular tripartite compact engagements to strengthen accountability loop (e.g. annual LGSDM performance assessments).
3.Community Mobilisation for Development	- Build public confidence in council institutions - Improve agenda setting to enhance convening capacity - Enhance outreach communication channels & platforms including use of development structures - Engagement of civic support organizations that target special groups and promote civic participation - Modernize libraries through CSR partnerships
4.Institutional Development	- Conduct job rationalization - Implement performance-based management system linked to IRBM & Social Contract (to protect public interest) - Performance appraisals - Salary restructuring: (Basic, Benefits, Incentives) - Objective and well managed incentive system (governed by 30:70 principle)
5.Financial Management	- Improve notification on meetings and disseminate adequate budget consultation meeting information - Explore parallel tax collection approaches: (i) valuation-based; (ii) collection-based - enhance public participation in public financial management and increase public access to critical financial reports as increased accountability and transparency increases public confidence & support
6.Land Assets and Natural Resources Management	- Update database - Strengthen M&E of assets, insure all council property & improve governance - Revise stand allocation and housing management systems
7.Social and Infrastructural Service Provision	- Develop & implement Service Delivery Improvement Strategy * short-medium-long term projects for WASH infrastructure * Enhance Service Delivery Charter functionality * Introduce annual service-specific profiling, promotion & citizen participation programming to increase public awareness, support and participation in service delivery - Expand fundraising for service delivery through public private partnerships (PPPs)
8.External Relations	- Increase constructive evidence-based policy engagement - Invest in business opportunity creation including ease of doing business

Annexure 1:

Assessment Scoresheet and Detailed Analysis

LOCAL AUTHORITY CAPACITY & PERFORMANCE ASSESSMENT		SCORE/RATING			COMMENTS
FUNCTION	Characteristic	Stakeholder	LA (Council)	Dialogue	
	FINAL SCORES	3.78	6.34	5.06	
1	STRATEGIC PLAN AND HUMAN DEVELOPMENT				
	1.1 Clear Vision, Mission and Strategy				
	1.2 Shared and owned plan document				
	1.2.1 Existence of functional planning structures				
	1.2.2 Existence of participatory (inclusive) planning processes				
	1.2.3 Participatory Monitoring and Evaluation (M&E) of Strategic Plan				
	1.2.4 Coordination of Plan with national or sector plans				
	1.2.5 Database of best practices that inform development				
	1.2.6 There are mechanisms of sharing information, knowledge & plans with other actors				
	1.2.7 Existence of Investment Planning Framework with other actors				
	1.2.8 Coincidence of expected scenarios and actual scenarios				
	1.2.9 Consistency between public policy and strategic plan				
	1.2.10 Degree of public support for policies				
	1.2.11 Progress reports, review documents and minutes				
	1.3 Establishment of aims in Human Development				
1.3.1 There is a political development plan (civic education for responsible participation in public affairs) and strategy in place					

Strategic Planning and Human Development had an overall score of 53.3% which is an average score compared to other Las that have carried out performance assessments. The Strategic Plan was developed in 2015 and reviewed in 2018. While it may have been clearly articulated, residents argued that it was not widely disseminated to residents and to that end, it lacked critical public support(rated at 35.3%). While residents' associations acknowledged their responsibility to share the document with their constituencies, they argued that the primary duty to communicate the plan remained that of council and went further to say they could not disseminate a document whose content they partially disagreed with. There were sentiments that the vision and mission were clear. However, there seemed to be lack of confidence in the strategies. This was given as part of the reason for implementation failure, hence the score of 35.3% on coincidence of expected and actual scenarios. Council boasted a fully-fledged M&E department. However, according to residents, its impact was not being felt and its activities were not adequately participatory hence the average rating of 49.1%. There was a feeling that council's strategies needed to be more adaptive to a very dynamic social and economic environment. Therefore, it was recommended that the local authority should more regularly align the plan with the changing context through more consultative processes that include all key stakeholders. The Assessment participants concurred that planning structures, namely Ward Development Committees (WADCos)] were in existence, but could not describe them as functional with a rating of 57.2%. The planning processes at a rating of 52.5% were also said to be in existence but were not sufficiently inclusive and participatory as they were politicized by political parties or personalised by councillors resulting in a negative impact on the development agenda. However, some councillors said this was not the case in all wards. Coordination of strategic plan documents with national sector plans was said to be an area which needed much improvement, rated at 48.4%. Conflicts with EMA and with residents resulting in demolition of illegal structures, and running battles with vendors in the city were cited as lack of coordination of local and national plans.				
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	1.3.2 There is clear social development plan (enhances quality of life of citizens) in Place	2.56	6.50	4.53	In future planning, the city was encouraged to make deliberate plans for political development (41.9%) to ensure responsible citizen participation in civic and public affairs, strengthen its social development and local economic development (LED) plans, rated 45.3% and 44.7% respectively, while ensuring that their LED and investment planning framework acts after wide consultation to ensure public participation.
	1.3.3 There is a clear Local Economic Development Plan in Place (environment, infrastructure, enablers, market)	2.44	6.50	4.47	
	1.3.4 There is evidence of sensitivity and support to demographic groups and distributions in council plans & policies (poor, HIV/AIDS, PWDs, Women, Children, Youth, Aged)	4.06	6.50	5.28	
	1.3.5 Effects on human development foreseen in the conception, design and implementation of local actions	3.75	6.00	4.88	
2	GOVERNANCE AND CITIZEN PARTICIPATION	4.58	7.60	6.09	
2. GOVERNANCE AND CITIZEN PARTICIPATION	2.1 Effectiveness of the law	4.28	6.25	5.27	The area of Governance and Citizen Participation had an overall score rating of 60.9% the second highest score amongst the 8 functions. It is important to note that the stakeholders had scored 45.8% while the local authority had a self-assessment score of 76.0%. While scoring differently on the overall score, stakeholder and council scores showed agreement on indicators such as electoral participation with 66.9% and 65% respectively, positive attitude towards elections at 56.3% and 65% respectively and one or two other indicators; but most governance indicators showed huge disparities in the ratings of council and stakeholders. High ratings related to electoral participation indicators more than those linked to development perhaps because much more civic education takes place during elections. Unfortunately, such participation is linked to political party structures and continues to subsist in the post elections period in a highly polarised manner that is detrimental to the service delivery and development agenda. There was a score of 52.7% on effectiveness of the law which encompasses mechanisms of access to justice (54.1%) and crime indices (51.3%). It was observed that police stations were generally close enough to citizens except in Southerly Park. Council officials gave a very high score of 90% on whether they discharged their duties in an accountable and responsible manner, but stakeholders differed with a rating of 35.6% to give a final average score of 62.8%. Stakeholders were unhappy that councillors invited citizens to development meetings through their party structures and also selected or elected development committee leaders from among their
	2.1.1 Mechanisms of access to justice	3.81	7.00	5.41	
	2.1.2 Crime indices	4.75	5.50	5.13	
	2.2 Electoral participation	6.69	6.50	6.59	
	2.3 Positive attitude towards electoral processes	5.63	6.50	6.06	
	2.4 Local leadership participate in council development policies	5.19	7.50	6.34	
	2.5 Councilors discharge their duties in a responsible and accountable manner	3.56	9.00	6.28	
	2.6 Good & effective work relations between councilors and staff on council business	5.84	7.50	6.67	
	2.6 Good & effective work relations between councilors and staff on council business	3.88	7.00	5.44	
	2.7 Positive attitude towards the citizen-council relationship	3.47	7.25	5.36	
	2.8 Transparency in public administration	3.31	6.00	4.66	
	2.8.1 Existence of control mechanisms by society & public knowledge of public administration	3.63	8.50	6.06	
	2.8.2 Clear rules of the game in administration processes	5.63	8.00	6.81	
	2.9 Corruption policies and indicators	2.00	7.50	4.75	
	2.9.1 Perceptions and allegations on corruption and any misnomer taken seriously	5.56	7.50	6.53	

2. GOVERNANCE AND CITIZEN PARTICIPATION	2.10 Civic awareness through participation	5.56	7.50	6.53	party structures, or friends and, in some cases, from members of their families. At a rating of 66.70% councillors and staff were said to have good relations but with a cautionary note that instances of collusion in line with personal benefits were greater cause for good relations rather than to pursue the interests of council business. It was observed that conflicts existed when councillors demanded the performance of actions that bureaucrats regarded as not compliant with the law. In the past some of the conflicts were been caused by political interference. The attitude between citizens and their local authority was rated at 54.4%, with citizens at 38.8% describing it as very poor while council officials thought it was good at 70%. It was clear that this attitude of "them versus us" needed to change if the city had to achieve its vision and mission, as it needed all the public support it could get. While council claimed that minutes were produced and read out according to the prescribed meetings' protocol at every meeting scoring the indicator at 85%, citizens scored it at 36.3% to give an average of 57.2% arguing that the protocol of reading the minutes of the last meeting was never faithfully adhered to and officers usually arrived late to meetings putting the meeting procedure in jeopardy hence the failure to read the minutes. The prevalence of organisations devoted to civic participation was rated highly at 72.5% and civic participation at 54.4%. Targeting of women was rated high at 70.3% followed by the youth at 65.9%, the poor at 56.6% but more needed to be done to target people with disabilities (PWDs) at 55.6%. Council disclosed that it had 382 bye-laws and rated itself at 63.1% for making bye-laws and that they were gender-sensitive at 51.9% but admitted that many of the bye-laws were old dating back to the pre-Independence era which highlighted their need for review.
	2.11a Minutes of consultation, feedback and review meetings including attendance registers	2.94	8.50	5.72	
	2.11b Attendance Registers are gender disaggregated	10.00	10.00	10.00	
	2.12 Promotion of civic participation	4.88	7.44	6.16	
	2.12.1 There is a clear framework for the involvement of other stakeholders in council operations	4.69	7.00	5.84	
	2.12.2 Organizations devoted to the promotion of civic participation	6.50	8.00	7.25	
	2.12.3 There is formation & implementation of programs & projects with civic participation	4.38	6.50	5.44	
	2.12.4 People with Disabilities (PWDs) are organized and involved in politics, governance & political processes & they participate actively	3.13	8.00	5.56	
	2.12.5 The Poor are organized and involved in politics, governance & political processes & they participate actively	3.81	7.50	5.66	
	2.12.6 Women are organized and involved in politics, governance & political processes & they participate actively	6.06	8.00	7.03	
	2.12.7 Youth are organized and involved in politics, governance & political processes & they participate actively	5.19	8.00	6.59	
	2.12.8 Council by-laws	4.63	8.00	6.31	
	2.12.9 Council by-laws are gender-sensitive	2.00	7.50	4.75	
	18 INDICATORS	3.54	5.02	4.28	
	3.1 Association/ Relationship with individuals and organizations with drawing power	4.00	4.25	4.13	Community mobilisation for development had an overall rating of 42.8%, lower score than Governance and citizen participation at 60.9%. It is clear from the analysis above that the high mark for citizen participation is a result of high scores on electoral participation which was linked to party political structures while mobilisation for development was rendered ineffective when councillors continued to use party structures in the post-electoral period. Meanwhile council
	3.1.1 Degree of confidence in institutions	4.19	5.00	4.59	
	3.1.2 The people's attitude to the future	3.81	3.50	3.66	
	3.2 A clear participatory mobilization process in place	4.33	5.79	5.06	

official ratings tended to be higher than ratings of citizens for the same indicators which resulted in a generally higher dialogue score for the governance and citizen participation function. Discussions revealed that stakeholders had general low confidence in the institutions that are linked to Council, i.e. schools, clinics, district sub-offices etc. with an average score rating of 45.9%. The need for ratepayers to have confidence in council institutions cannot be over-emphasized. Council needs to do something to increase citizens' confidence in their institutions. It is only after ratepayers and stakeholders are confident with institutions that they can be engaging in development and be able to faithfully pay towards service provision. The attitude towards the future was rated at 36.6%. This would seem to suggest that most people planned for a future outside Harare whenever that was possible but were perhaps constrained to stay in Harare by circumstances. The targeting of special groups (poor, women, youth, aged, girl child and/ or PWDs) for development had an average score of 50.6%. The score was an average score showing that more needed to be done to target certain groups such as the aged with a score of 37.5%, women (48.4%) and people with disabilities (PWDs) at 50% to ensure their participation went beyond tokenism and mere planning for their participation. Targeting of people affected and infected with HIV/AIDS was relatively better with a rating of 65.0% mainly because of the many support organisations working with these people. There was a general feeling that there were little or no tangible sustainable projects on the ground at 46.6%. The discussion on libraries, scored at 35.6%, noted that while the buildings were there, most of the libraries had no books or the books were old and not up to date; and also the buildings were in a deplorable state that discouraged students from even studying there using their own books. Vocational training centres, at 34.4%, were said to be inadequate to cater for the population and some zones had none at all. The availability of WASH infrastructure was scored at 46.9%. The score was brought down by zones that include Mabvuku-Tafara, Hatcliffe and Southerly Park; the last 2 locations being settlements that mushroomed and were not properly planned and developed before settlement. Therefore, WASH infrastructure was poor in those areas. Improved standard of living for the inhabitants of Harare had a rating 29.7% which was a very low score indeed reflecting on the							
3.2.1 There are deliberate efforts to target or reach out to the Poor in mobilization on council programs	3.13	6.00	4.56				
3.2.2 There are deliberate efforts to target or reach out to Women in mobilization on council programs	5.19	4.50	4.84				
3.2.3 There are deliberate efforts to target or reach out to the Youth in mobilization on council programs	4.38	7.00	5.69				
3.2.4 There are deliberate efforts to target or reach out to the Aged in mobilization on council plans programs	3.50	4.00	3.75				
3.2.5 There is evidence of support and protection of the girl child in council plans & programs	3.63	6.50	5.06				
3.2.6 There are deliberate efforts to target People with Disabilities (PWD's) immobilization on council plans & programs	3.50	6.50	5.00				
3.2.7 There are deliberate efforts to target people affected or infected with HIV/AIDS in mobilization on council plans & programs	7.00	6.00	6.50				
3.3 Sustainable projects on the ground	2.81	6.50	4.66				
3.4 Functional libraries	3.13	4.00	3.56				
3.5 Vocational Training Centres	2.88	4.00	3.44				
3.6 Availability of WASH infrastructure	3.38	6.00	4.69				
3.7 Improved standard of living	2.94	3.00	2.97				
3.8 Public support for processes undertaken	4.86	6.63	5.74				
3.8.1 Level of public knowledge	4.44	7.50	5.97				
3. COMMUNITY MOBILISATION FOR DEVELOPMENT (SOCIAL & CROSS CUTTING)							

	3.8.2 Public expectations of the results of the processes	4.31	6.50	5.41	general socio-economic decline in Zimbabwe and the citizens' anxiety and feeling of pain on the falling standards of living. Such factors have generally caused apathy and disenchantment with only average support for council processes at 57.4%.
	3.8.3 Public support	4.63	5.00	4.81	
	3.8.4 Public are able to express their concerns	6.06	7.50	6.78	
4	INSTITUTIONAL MANAGEMENT	5.05	7.18	6.11	
4. INSTITUTIONAL MANAGEMENT	4.1 Committees and departments understand their roles	5.81	7.50	6.66	Institutional Management had an overall score of 61.1% which is the highest score amongst the functions. This was not surprising for a big institution of around 8,600 employees. It was expected to have a robust bureaucracy. The discussions revealed that most critical council staff were properly qualified and rated at 59.4%. However, citizens wondered whether they were competent - a matter which was in doubt with motivation and effort to work hard on council business scored at 35.6% and council officials' own self-assessment at 40% for the indicator. The major cause of this low score was attributed to salary arrears. The working conditions (office space, equipment and staff conditions) were rated at 26.3% indicating that they were not conducive for optimal production. Participants to the workshop cited lack of appropriate equipment and protective gear in some instances. Committees and departments were said to understand their roles at 66.6%. The dialogue deliberations developed consensus that regular council meetings were held. However, it was noted that more needed to be done to make minutes more readily accessible to the public and the indicator was rated at 65.9%. Staff implementation of council resolutions was rated at 49.7% and resources were cited as the major impediment to implementation. This was in synchrony with the low scores for financial management and infrastructure and social services provision. However, the Mayor in his remarks encouraged every Harare resident to rebuild the city by adopting the same attitude as that adopted by the first settlers when they built the city. Council was said to be over-staffed in some departments while grossly understaffed in others for example in the city health department (45%). All workers were reported to have contracts, and to have signed codes of conduct and council policy documents (78.4%). The recruitment policy was said to be sensitive to PWDs (60%). Finally, Council had a gender policy (77.5%) which was being promoted and practiced (68.8%).
	4.2 Regular council meetings are held and minutes are accessible to the public	5.19	8.00	6.59	
	4.3 Council Staff implement council resolutions (efficiently and effectively)	3.44	6.50	4.97	
	4.4 Human Resource & Operational Efficiency	4.22	5.71	4.97	
	4.4.1a Council Staff are qualified (are recruited and operate professionally)	5.38	6.50	5.94	
	4.4.2 Council Staff have performance assessments	4.13	6.00	5.06	
	4.4.3 Council Staff are highly motivated and they work hard on council business	3.13	4.00	3.56	
	4.4.4 All departments are fully staffed. i.e. Council is short staffed, adequately staffed or overstaffed	4.00	5.00	4.50	
	4.4.5 The working conditions are conducive for optimal production (office space, equipment and staff conditions)	3.25	2.00	2.63	
	4.4.6 Workers have contracts and have signed codes of conduct and council policy documents	6.19	9.50	7.84	
	4.5 Gender Protocol Compliance	5.00	7.00	6.00	
	4.4.7 There is sensitivity to PWD's in council's staff and human resources policy including recruitment	6.58	8.17	7.38	
	4.5.1 There is a Gender Policy in the Council	6.50	9.00	7.75	
	4.5.2 The gender policy is being promoted and practiced in council operations	6.75	7.00	6.88	
	4.5.3 There is Gender Sensitivity in recruitment, succession and organizational policies	6.50	8.50	7.50	

5	FINANCIAL MANAGEMENT	2.99	6.73	4.86	Financial Management had an overall score of 48.6% and this was less than desirable. Participatory budgeting had an average score of 53.2%. Conversations during the dialogue meeting revealed that, while there was a clear publicised schedule for participatory budgeting with 68.4% rating, stakeholders felt it was not advertised or communicated with adequate notice. Stakeholders acknowledged that some form of participatory budgeting was taking place (rated 65.3%), but they did not get enough budget information such as previous budget performance, budget formulation meeting schedules and programs to be able to participate meaningfully. They reported that they were not receiving budget planning and implementation feedback reports (39.4%). Ideally ward Councillors as representatives who receive consistent feedback reports from management have to pass on this information to their wards through councillor feedback meetings once every month or every quarter after full council meetings. The Assessment also notes a low score of 51.9% on the targeting of special groups within the budgeting cycle. Certainly, more could be done to target vulnerable and minority groups in budgeting to get their views and incorporate them in the overall local authority budget. Budget compliance was rated at 40.6% with council's own rating at the border line of 50%, which was mainly explained by poor revenue collection efficiency at 44.3%. Collection efficiency is a compound of 4 factors which were rated as follows: collection practices (53.4%), competency of revenue collection personnel to compute bill and operate collection system (47.5%), internal controls 40.3% and avoidance or minimization of legal and compliance costs (35.9%). In addition, the availability of a reliable and credible database affects the collection and this was rated at 46.9%. There was a general feeling that council was not adhering to the 30:70 principle in the allocation of financial resources between administration and service delivery and council admittedly put their own rating at 50% citing poor collections as the main cause, while residents put theirs at 30% to give an average of 40%. The agreed capital expenditure allocation at 49.7% to a large extent explains the poor performance on core or infrastructural & social service provision functions. Accounting and internal control policies were noted as an
	5.1 Participatory budgeting	3.80	6.83	5.32	
	5.1.1 There is a clear and publicized participatory budgeting cycle in place (clarity on dates, venues, participants and their roles & responsibilities)	4.69	9.00	6.84	
	5.1.2 All stakeholders receive budget formulation meeting schedules and programs	3.56	9.50	6.53	
	5.1.3 All stakeholders participate in the budgeting process	4.19	6.50	5.34	
	5.1.4 All stakeholders receive budget planning and implementation feedback reports	3.38	4.50	3.94	
	5.1.5 There is targeting of special groups in stakeholder map and planning process for budget participation (Poor, Women, Youth, Aged, PWDs, OVCs, Girl Child & People Infected & Affected by HIV/AIDs)	3.88	6.50	5.19	
	5.1.6 There is optimal budget compliance in council operations	3.13	5.00	4.06	
	5.2 Availability of reliable and credible database	3.38	6.00	4.69	
	5.3 Good revenue collection efficiency	3.98	4.88	4.43	
	5.3.1 Collection Practices (automated/non-automated)	4.19	6.50	5.34	
	5.3.2 Competences of revenue collection personnel to calculate bill and operate collection system (billing & collection)	4.00	5.50	4.75	
	5.3.3 Internal controls on the processes of billing, collecting and banking revenue to avoid revenue leakage	4.06	4.00	4.03	
	5.3.4 Is council doing best to avoid unnecessary legal and other compliance costs (e.g. Debt recovery processes are cost effective and client friendly)	3.69	3.50	3.59	
	5.4 Adherence to 30:70 principle of Administration: Service Delivery ratio	3.00	5.00	4.00	

5. FINANCIAL MANAGEMENT

5. FINANCIAL MANAGEMENT	5.5 Capital expenditure measure (allocation)	2.94	7.00	4.97	area that needed strengthening (43.8%). A score of 50.6% showed that there were no sufficient public finance scrutiny mechanisms in place. It would appear there were not enough mechanisms known to the public.This included the lack of consistent councillor feedback meetings. Quarterly, Annual financial statements and internal and external audits had a score of 80% which is relatively high and the accounting software was rated as good at 70%. An average score of 55% was given to the treatment of external sources of funds starting with consultation on selection of external sources of funds at 60% and participation by citizens on how the funds would be redeemed at 50%. Citizens wished that council could be more transparent in processes leading to the sourcing of such funds. Tangible local economic development was rated lowly at 35.3% and council's business and income generation strategy were also rated lowly at 46.6%. Issues raised around LED were the lack of public consultation leading to construction of white elephants, and the market area at corner Chitungwiza road and Crips road which had no toilet facilities,did not attract vendors, as well as factory and flea market shells along Simon Mazorodze road which had proved too expensive for tenants were cited.
	5.6 Strong accounting and internal control policies	3.25	5.50	4.38	
	5.7 Public finance scrutiny mechanisms in place	2.63	7.50	5.06	
	5.8 External Sources of funds	2.31	8.00	5.50	
	5.8.1 Stakeholders are informed and consulted on the selection of external sources of funds	4.00	8.00	6.00	
	5.8.2 Stakeholders are informed of how external capital will be redeemed and participate in determining how they will contribute	3.00	7.00	5.00	
	5.9 Availability of Quarterly financial reports	7.50	8.50	8.00	
	5.10 Availability of annual financial statements	7.00	9.00	8.00	
	5.11 Regular external audits	7.50	8.50	8.00	
	5.12 Good Accounting software	6.50	7.50	7.00	
6	5.13 Tangible Local Economic Development (LED)	3.56	3.50	3.53	Land Assets Management had an overall rating of 44.2%. Compliance with various Acts had a score of 42.5%.Difficulties were cited in connection with stand allocation and bye-laws on property development especially in the advent of unplanned and illegal settlements. Some of the issues cited were in connection with the environmental management act where residents wondered why some houses were sprouting on wetlands or landfills and areas designated for schools, recreation and other uses. The council asset register mainly in relation to land and council property was not in a desirable state and rated at 43.5%. Insurance of council property was rated at 34.4% which by interpretation exposed council to considerable risk of irrecoverable loss in the event of disaster befalling such property. The system of allocating serviced stands while in place was hardly functional (44.7%) and there had been periods in the past when stand allocation had been totally out of control. Residents had no faith
	5.14 Viable Business & Income generation strategy	2.81	6.50	4.66	
	LAND ASSETS MANAGEMENT	3.29	5.55	4.42	
	6.1 Compliance with various Acts	3.00	5.50	4.25	
	6.2 Council maintains asset registers	4.25	4.50	4.38	
	6.3 Insurance of council property*	3.38	3.50	3.44	
	6.4 A system of allocating Serviced stands is in place	2.94	6.00	4.47	
	6.4.1 The system pays due attention to the aged, OVC's and People with Disabilities (PWD's)	2.44	6.00	4.22	
	6.5 Valuation roll	3.06	5.50	4.28	
	6.6 Updating of data records	3.50	6.00	4.75	
6. LAND ASSETS MANAGEMENT	6.7 Periodic Inspection and evaluation of council assets	3.03	6.00	4.52	

6. LAND ASSETS MANAGEMENT	6.8 Control of council movable assets e.g. Vehicles	3.94	7.50	5.72	in the system. Meanwhile, over half a million people were reportedly on the waiting list for stands. The system for targeting of Orphans and Vulnerable Children, the aged and PWDs was rated at 42.2%. The valuation roll was rated at 42.8%, updating of data records at 47.5% which demonstrated a weakness that could easily qualify as a cause for poor revenue collection as well. Council was encouraged to improve the inspection of its assets which was rated at 45.2% and to take greater control of its movable assets such as vehicles this being rated at 57.2%. Council was also encouraged to update and maintain its natural resources register (43.1%); and improve governance of natural resource extraction so that it complied with the law (40.9%); and that it ensure that local people benefitted more from natural resources in their locality (41.6%).
	6.9 Natural Resources Governance	3.38	5.00	4.19	
	6.9.1 Does council have a register of natural resources for its area of jurisdiction	4.13	4.50	4.31	
	6.9.2 Is natural resource extraction properly governed (complying with law) and fair	3.19	5.00	4.09	
	6.9.3 Are the local people (within council jurisdiction) getting equitable or commensurate benefit from the natural resources	2.81	5.50	4.16	
7	INFRASTRUCTURE & SOCIAL SERVICE DELIVERY	3.31	5.03	4.17	
	7.1 Water & Sanitation	2.44	5.17	3.80	Social and Infrastructural Provision had the lowest score of 41.7%. Discussions mainly attributed this to the lack of financial resources and poor capital expenditure allocation (scored at 49.7) in the financial management section. The functional area forms the core of this Assessment as it encompasses the essential social services such as water and sanitation, health, education, housing roads and environmental management. These are the services that have a direct bearing on residents in a local authority area and thus their significance to the well-being of the people cannot be over emphasized. Water and Sanitation had an overall average score of 38.0% with clean safe drinking water rated at 45.6%, while sustainable sanitation and hygiene facilities was rated at 37.2%. Citizens mainly in Mabvuku Tafara lamented going for years without tap water, while those in Southerly Park and Hatfield reported poor sanitation facilities. The council officials cited problems of securing foreign currency to acquire water treatment chemicals, while reporting that Harare was in need of a new water source to cope with the rising demand of supplying Chitungwiza and other surrounding areas over and above its own residents. Meanwhile, new infrastructure such as treatment works and piping were needed to reduce treated water leakage as there was too much pressure on the current infrastructure which was built for
	7.1.1 Clean safe drinking water	2.63	6.50	4.56	
	7.1.2 Sustainable sanitation and hygiene facilities	2.94	4.50	3.72	
	7.1.3 Due attention is given to People with Disabilities (PWD's) in the provision of hygiene & enabling facilities	1.75	4.50	3.13	
	7.2 Health	3.67	5.81	4.74	
	7.2.1 Access to health care and facilities (clinics and referral hospitals)	4.75	7.50	6.13	
	7.2.2 Availability of medical staff and equipment	3.81	6.25	5.03	
	7.2.3 Quality of health service from entry to exit	3.75	5.25	4.50	
	7.2.4 Affordability of health care	8.00	8.50	8.25	
	7.2.5 Availability of drugs and medicines in clinics & hospitals	2.25	5.00	3.63	
	7.2.6 Special attention given to OVCs in the provision of Health	2.63	4.50	3.56	
	7.2.7 Special attention is given to the Girl Child in the provision of Health	3.94	4.00	3.97	
	7.2.8 Due attention is given to People With Disabilities (PWD's), the aged, and People infected or affected by HIV/AIDS in the provision of Health	4.31	5.50	4.91	

300,000 residents while the city was now catering for over 2million residents. Meanwhile, the recent cholera outbreak of 2018 in Glenview and other places was seen as reflective of the poor ratings given to water and sanitation.			
Health had an overall average score of 47.4%.Access to health care and health facilities was rated at 61.3%; but availability of medical staff and equipment was rated poorly at 50.3%. It was reported that there was a general shortage of staff such as Doctors and Nurses at some clinics and hospitals. This was also alluded to by the assessment on institutional development municipal function. The quality of health services at health facilities from entry to exit was rated at 45%,while affordability was rated at 82.5%.Drugs and essential medicines were not available or too expensive and out of reach of the poor and rated at 36.3%. Attention to OVC, the girl child and other groups such as PWDs and those infected or affected with HIV/AIDS were rated at 35.6%, 39.7% and 49.1% respectively in the provision of health.			
Education had an overall average score of 46.9%. The availability, accessibility and quality of education facilities was rated at 43.6% with primary at 55.9%, while secondary was rated 35.6% and tertiary 39.4%. Council highlighted that it was not responsible for secondary schools as that was the responsibility of national government. Meanwhile, the discussion on tertiary education centred mainly around vocational training centres (VTC) which were described as inadequate and, in some zones, non-existent. Attention to OVC, thegirlchild and other groups (PWDs and those infected or affected by HIV/AIDS) had ratings of 40%, 40% and 41.3% respectively. School development committees were said to be highly functional at 69.7%.			
Housing had a low score of 33.1%, made up of provision 41.9%, land and housing management system at 28.8% and whether the system paid due attention to PWDs at 26.6%. The chaotic system of stand, allocation that had been taken over by land barons, and the apparent lack of planning, servicing and development of stands contributed to the low scores. Council committed to introduce a new system and advised that the old system had already been phased out. In this new system individuals could not identify land by themselves to motivate allocation because council was aware of all its land.			
Power and energy supply were rated at 56.6% which was relatively			

7.3 Education	4.48	4.90	4.69
7.3.1 Availability, accessibility and quality of education facilities	4.73	4.00	4.36
7.3.1a Primary	5.69	5.50	5.59
7.3.1b Secondary	5.13	2.00	3.56
7.3.1c Tertiary (VTCs)	3.38	4.50	3.94
7.3.2 Special attention given to OVCs in the provision of Education	4.00	4.00	4.00
7.3.3 Special attention is given to the Girl Child in the provision of Education	4.00	4.00	4.00
7.3.4 Due attention is given to People with Disabilities (PWD's), the aged, and People infected or affected by HIV/AIDS in the provision of Education	3.75	4.50	4.13
7.3.5 Functional School Development Committees	5.94	8.00	6.97
7.4 Housing	2.38	4.25	3.31
7.4.1 Provision of Housing	2.88	5.50	4.19
7.4.2 Efficient land & housing management system	2.56	4.50	2.88
7.4.3 Due attention is given to the aged in the provision of housing	2.25	3.50	2.88
7.4.4 Due attention is given to People with Disabilities in the provision of Housing	1.81	3.50	2.66
7.5 Energy/ Power Supply	5.19	6.13	5.66
7.5.1 Is there adequate Industrial and Domestic Power in the City, Town or Local Authority area	5.50	6.00	5.75
7.5.2 What is the quality of service in the provision of power (Frequency of Load shedding & not breakdowns) i.e. How many times do you experience power cuts per week	5.81	7.00	6.41
7.5.3 How frequent do you experience Power Outages through Breakdowns. How many times do you experience faults per month	4.88	6.50	5.69
7.5.4 How quickly and effectively after reporting does the problem get fixed	4.56	5.00	4.78

7. INFRASTRUCTURE & SOCIAL SERVICE DELIVERY

high. Participants to zonal meetings highlighted that the general improvement in service was attributable to the service delivery committees set up in the communities to respond to power supply issues. It was noted that power outages had greatly reduced from former times and rated 64.1% and while the overall score was lower at 47.8% it was reported in many zones that breakdowns were often very quickly attended to.				
Roads and Transport had an overall score of 41.1%. Trafficability was rated at 44.4% while the transport system was rated at 37.8%. Trafficability was affected by the litter of potholes in many tributary roads in the suburbs. It was noted that the number and size of potholes increased during the rainy season. Efficiency of the transport system during the time of the assessment was being affected mainly by the non-availability of fuel which reduced availability of participants. Nevertheless, issues of ranking of taxis and parking in the CBD were viewed as some of the factors reducing the rating. It was also generally agreed that there was a need to modernise the transport system for greater efficiency and effectiveness.				
Environmental management had an overall score of 45.7%. Contributing to this score was refuse collection at 45.3%, public toilets at 30.3%, availability of functional fire and ambulance services at 50.3% while availability of good cemetery services was rated at 56.9. Citizens observed that public cemeteries were now in short supply and most cemeteries in the city were now privately-owned and their graves were very expensive and beyond the reach of the majority of citizens and poor.				
Public lighting was scored at 35% and viewed as an area in need of attention to increase public security in many suburbs.				
Recreational and public amenities were rated 32.7% with swimming pools, sporting facilities and parks at 26.6% and described to be in a very poor and non-functional state across the city.				
Planning of social services with the poor in mind was rated at 33.6% indicating that there was need to deliberately target the poor.				
Customer care was rated at 45.8%. Citizens felt that the city could improve on information dissemination and communication (39.4%), by developing and implementing more effective mechanisms (52.2%). It was not enough for council to just direct its residents to its website as many residents may not actually have access to internet in order				
7.6 Roads and Transport	3.97	4.25	4.11	
7.6.1 Trafficable Roads	3.88	5.00	4.44	
7.6.2 Is the transport system, adequate, efficient and effective (orderly transport management system)	4.06	3.50	3.78	
7.7 Environmental Management	2.95	6.19	4.57	
7.7.1 Is there a functional environmental Management System including regular & Effective Refuse Collection	3.81	5.25	4.53	
7.7.2 Are public toilets adequate, clean and well maintained	1.56	4.50	3.03	
7.7.3 Does the local authority have a functional fire and ambulance service	3.06	7.00	5.03	
7.7.4 Does the local authority have a good cemetery service	3.38	8.00	5.69	
7.8 Public Lighting and Security	2.50	4.50	3.50	
7.8.1 Does the local authority have a good public lighting system	2.50	4.50	3.50	
7.9 Recreation & Public Amenities	2.28	4.25	3.27	
7.9.1 What is the state of recreational facilities e.g. Swimming pools, parks etc.	2.31	3.00	2.66	
7.9.3 Recreational Facilities are planned and constructed in consultation with stakeholders including the Youth	2.25	5.50	3.88	
7.10 Services are planned and made available to the poor	2.23	4.50	3.36	
7.10.1 Roads, serviced stands, security & Public Lighting and refuse collection are planned and provided to the poor	1.94	4.50	3.22	
7.10.2 Clean safe drinking water, sanitation & hygiene enabling facilities are planned & made available to the poor	2.44	5.00	3.72	

7. INFRASTRUCTURE & SOCIAL SERVICE DELIVERY

7. INFRASTRUCTURE & SOCIAL SERVICE DELIVERY	7.10.3 Health & education is planned and made available to the poor	2.31	4.00	3.16	to access the website. The quality of service delivery was overall rated at 44.4%. The framework of monitoring service delivery was lowly rated at 33.8% and citizen satisfaction level of council services was at 36.6%. Processes to report service delivery complaints were said to be in existence, with a rating of 53.8%. However, the response to the reports was rated at 43.8% on account of lengthy periods before reported matters were attended to. Meanwhile, publicised service delivery schedule advising on water cuts and refuse collection days and times etc. were seen as something which could be improved. It was evident that infrastructure and social services provision required a lot of attention beginning with the availing of adequate resources for capital projects and then systematic intervention of technical support. This should be placed on high priority by council as it was evident from these assessments that certain services such as water provision for example had a pervasive effect on the provision of other services. A resident without water may find it difficult to pay for refuse collection as all rates and service charges appear on one bill. Council should also try to ride on one particular service as a target service around which to mobilize public support and participation even in other services. Attention on one strategic service area annually can mobilize revenue to support all service areas.
	7.11 Customer Care	3.91	5.25	4.58	
	7.11.1 There is good customer care, communication with customers and public relations	3.88	4.00	3.94	
	7.11.2 Mechanisms for attention to citizens are available (suggestion boxes, toll free lines & Website)	3.94	6.50	5.22	
	7.12 Quality in the delivery of services	3.68	5.20	4.44	
	7.12.1 Does the Local Authority have a framework for monitoring service delivery? *	2.25	4.50	3.38	
	7.12.2 To what extent are you satisfied with municipal services?	3.31	4.00	3.66	
	7.12.3 Are the processes for reporting service delivery complaints to the local authority clear? *	4.75	6.00	5.38	
	7.12.4 Does the service improve after reporting and how long does it take for report to be attended?	4.25	4.50	4.38	
	7.12.5 Is there a published service delivery schedule e.g. For water cuts and refuse collection etc.	3.81	7.00	5.41	
8	EXTERNAL RELATIONS	3.70	6.75	5.22	
8.0 EXTERNAL RELATIONS	8.1 Information database for all stakeholders kept in place	8.00	8.00	8.00	External Relations had an overall score of 52.2 %. The information database to reach out to stakeholders was said to be in place and operational and was rated at 80%. Council alluded to harmonious relations with the provincial government at least before the new provincial structure is installed to align with the constitution provisions on devolution. Relations with national government were rated at 58.1% and this reflected on the numerous conflicts in the past between council and the ministry of local government such as the council debt write-off by government prior to the 2013 elections, ministerial directives that interfered with council operations and policy conflicts on vendors and illegal settlements in Harare. Council had defined mechanisms of working with the media (70%), private organisations, NGOs and government departments (71.6%) and such organisations had a favourable operating environment rated at 66.9%.
	8.2 Harmonious relations between local & provincial govt.	7.50	7.50	7.50	
	8.3 Harmonious relations between local & national govt.	3.13	8.50	5.81	
	8.4 Defined mechanisms for working with media institutions to publicize council activities	5.00	9.00	7.00	
	8.5 Existence of private organizations that participate in the achievement of public objectives plus good collaboration with NGOs, Govt depts. & other organizations	6.31	8.00	7.16	

8. EXTERNAL RELATIONS

8.6 Development agents, civil society organizations and non-governmental organizations have favorable operating space & environment	4.88	8.50	6.69	The investment climate being rated at 47.5% indicated that council needed to pay more attention to making itself more attractive to investors through various incentives and improving ease of doing business. The exercise of right to self-determination was rated at 34.4% with politics being cited as impairing justice at 43.8%, and degree of transfer of fiscal funds and competencies from national to local level measured at 25.6% and 33.8% respectively. This was indicative of the fact that provisions for devolution stipulated in the constitution were not yet having their desired effect on the autonomous function of council. While access was evident from the scores, comments were that some of the local authority empowerment programmes were sometimes high jacked by politicians impeding access by ordinary citizens. Attention to the youth, women and People with Disabilities (PWDs) in provision of investment and business opportunities were scored lowly at 34.1%, 37.8% and 33.8% respectively. It was clear that there was a lot of room for council to improve the investment and business opportunity climate for these special groups in order to combat unemployment.
8.7 Attractive Investment climate for interested stakeholders with adequate incentives	3.00	6.50	4.75	
8.8 Availability of markets and built up market stalls	3.69	7.50	5.59	
8.9 Full Exercise of the right to self-determination	2.88	4.00	3.44	
8.9.1 Capacity of courts to influence local politics	3.75	5.00	4.38	
8.9.2 Degree of transfer of competency from national to local level	2.25	4.50	3.38	
8.9.3 Degree and consistency of transfer of fiscal funds and competencies from national to local level	2.63	2.50	2.56	
8.10 Youth have due attention and provision of investment & business opportunity	2.31	4.50	3.41	
8.11 Women have due attention and provision of investment & business opportunity	3.06	4.50	3.78	
8.12 People with Disabilities have due attention and provision of investment & business opportunity	2.25	4.50	3.38	



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