



CITY OF HARARE

The First 100 DAYS: TOWARDS A SMART CITY

**A 100 Day City Stabilisation Plan Under the
Cllr Jacob Mafume Mayorship**

***Greater Transparency, Accountability and Integrity
for Greater Service to the people of Harare***

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1. Introduction

There are a lot of the challenges that have crippled service delivery in the City of Harare, and the sources of the challenges have been multifarious. This proposed City stabilization plan (CSP) acknowledges these challenges and suggests a multi-stakeholder process under a listening and consultative Mayor that focuses its efforts during the first 100 days towards addressing long-standing but pressing residents' concerns around the provision of quality, consistent, and affordable services in Harare. The CSP also includes a greater commitment from the city towards greater transparency, accountability and integrity in pursuit of sound people-centred governance for the City of Harare.

This 100 day CSP identifies **key problems, proposes practical solutions** associated with **key performance indicators**. In its drive towards success, the city adopts this CSP as both a roadmap towards success and also a key accountability tool against which the residents of Harare can hold city fathers and mothers accountable. Through this 100 day CSP the Harare City Council makes the following five commitments to:

- More effective service delivery that is **affordable, accessible, and at acceptable levels of quality** based on the **participation** of the **residents and stakeholders** of Harare.
- **More** open government that is **accessible, accountable and transparent** in the conduct of City business.
- A residents driven and centred approach to decision making and service provision that places an importance on effective residents participation in Council business.
- More partnerships, co-creation and collaboration with residents and stakeholders to deal with the various city challenges that require multiple efforts to resolve.
- Greater accountability, transparency and integrity of its leadership and processes.
- Greater embrace of new technology and innovation to enhance service delivery and usher Harare into the modern age, creating a smart city.
- Provision of basic modern amenities particularly water reticulation, waste management, public lighting and sewer reticulation.
- Regeneration, repairing, refurbishing and remodeling the City of Harare into a smart city
- Promotion of a density of housing and cost-efficient transport solutions to meet the needs of the residents

2. Mayoral Philosophy

The Mayor as the City's first citizen has considerable responsibilities under the local and urban government laws, and is guided by the Constitution of Zimbabwe in terms of governance, accountability, quality of leadership and the protection of fundamental rights and freedoms. The incumbent Mayor, Jacob Mafume, is a democrat, who believes in social and economic justice within an organization that is accountable, developmental, market-oriented and democratic. As a former civil society leader and now as a civic leader, the Mayor believes in the power of consultation, collaboration and people-driven solutions to seemingly intractable challenges. He is a listening and consultative Mayor and believes in the value of all contributions across the political divide and the length and breadth of the city. As a human rights lawyer, the Mayor believes in the rule of law and the institution of legal and regulatory frameworks that promote the rights of individuals and groups towards greater social and economic emancipation consistent with the letter and spirit of the 2013 Zimbabwe constitution. The Mayor also recognises the reconfiguring economy in Harare - becoming highly informalised - and how this impacts the livelihoods of the residents.

Below are some of the guiding principles underlying the Mayor's philosophy in the conduct of his duties and responsibilities, during this 100-day plan and during the Mayor's tenure of office. In the main, the plan is based on the following:

- Appreciation of the challenges that citizens are facing in terms of service delivery
- The need to increase the interaction between citizens and the City fathers and mothers
- Appreciation of the level of suffering of the residents due to the economy-wide crises engulfing the country and how this impacts on their ability to meet Council obligations
- The need to focus on public services, including those that affect our overall well-being, dignity and worthiness
- Appreciating the changing nature of the sources of livelihoods of the residents
- Low salaries for Council workers and limited opportunities for continuous professional development
- The need for collective effort where the residents work together with City fathers to resolve the teething problems
- The need to improve communication between, residents, city fathers and council employs
- The use of *Public Private Partnerships in particular BOT and BOOT* arrangements to venture into projects that address the needs of the city and accelerate the improvement of service delivery.

3. 100 Day Priority Areas

The City of Harare has standing priorities that stem from residents submissions and supported by research surveys conducted by different research institutions. Residents are disappointed with the quality of services provided by the City and dealing with this dissatisfaction is a key priority in this 100 day CSP. For instance, SIVIO network, a local civil society organisation and think tank found that 82.08 % of the respondents in their survey believe that regular supply of clean water; functioning and well-equipped clinics, should be a major city council priority, while 58.86% of respondents believe that the City should address issues related to the state and efficacy of its road network maintenance. At least 46.38% think the city is not doing well garbage disposal while 42.57% are of the view that Council is not providing affordable housing stands. The dissatisfaction levels for other services stand at 40.24% for sewer reticulation, 35.58% for street light installation and 22.47% for maintenance. As Council, these priorities resonated with the mandate and existence of local government.

Local government exists to provide services of these nature and in tandem with the central government. There are however impediments to the provision of service delivery some of them internal, which the Council undertakes to address under this Mayor, and others that are predominantly the result of cohesion or lack of thereof in central and local government relations and coordination.

The same SIVIO (2020) findings found that the majority of respondents, about 79%, attribute the failure to deliver on local services to corruption. The other contributing factors to poor delivery of services cited are incompetence by officeholders (46.44%); inadequate resources (41.92%); meddling by central government (37.41%); lack of appropriate oversight by Councillors (35.73%); and lack of oversight by residents (22.5%). Clearly, there is a trust deficit between residents and their elected officials due to allegations of corruption.

Within the first 100 days, the Mayor commits to reinforce a culture of accountability, transparency and integrity that demonstrates a commitment to provision of quality services for residents. These will include mechanisms allowing for citizens to engage with the Mayor and Councillors; increase in accessing information and planning processes of the council such as budget development, and projects implementation and execution. At every level of Council, Councillors and staff we recommit ourselves to values of transparency and accountability.

The TEN POINT 100 day is based on the following principles and pledges:

1. Smart City

What: We need to restore the sunshine city status of Harare.

How: We intend to remove all the garbage in all open spaces and residential areas of Harare within a period of four weeks. We will deploy a truck per ward and announce waste collection schedules for the wards in Harare. Thereafter a commitment to remove garbage bi-weekly. We are repairing 8 refuse compactors trucks and we aim to have an availability of 30 trucks per day in the next two weeks

Measurement: A clean Harare by 30 October 2020.

2. Access to Clean Water

What: Provision of clean and potable water to all parts and households in Harare as required by section 77 of the 2013 Constitution.

How: Restoration of clean and potable water supplies to most households and bowzers to those we will not be able to reach in the next 100 days

Measurement: percentage of households with access to potable water.

3. Health Facilities Improvements

What: Access to decent health services to all residents, fighting COVID 19 and other diseases. The provision of *a health is a fundamental human right*. This is also reinforced in section 76 of the 2013 Constitution.

How: Opening and equipping all clinics with essential medicines. Currently 10% of the clinics are working.

Measurement: Number of fully operational clinics with at least 75% essential drugs availability.

Road Rehabilitation

What: Repairing roads in Harare. This is a key infrastructure to attract investment in Harare. Currently most *roads are dilapidated, and this is a serious impediment to the conduct of business*.

How: Repair, roads in Harare within 100 days.

Measurement: Kilometres of roads repaired.

4. Drainage and Reticulation

What: Cleaning all storm water drains.

How: Clean drainages in all zones in Harare before the onset of the rainfall season

Measurement: kilometers of cleaned storm water drains in Harare.

❖ Internally, the five priorities for Council Internal Improvements are;

6. Fostering Transparency and Accountability

What: Ensure transparency in the tender processes and land sales

How: Enforce tender procedures and land management procedures

Measurement: Land management processes automated

7. Staff Competence and Skills Enhancement

What: Identification, retention and upskilling of the human resources. There is need to *protect and secure the rights and interests of our workers.*

How: In consultation with the human resources team, conduct a rapid skills and human resources audit to identify competencies skills required, deployment and or re-assignment. If gaps are identified, the Mayor will recommend possible realignment of tasks, restructuring and recruitment of external talent. The Mayor will also take a keen interest in adequate remuneration of Council staff and regular adjustments to take into account exchange control fluctuations.

Measurement: Percentage increase in skills and number of employees redeployed.

8. Engagement with Citizens

What: Carry out regular meetings between residents and city leaders. The *citizen at the epicentre of the city's decision making.*

How: Carryout monthly ward-based consultative meetings between City leaders and the residents, for Mayoral consultative engagements. Also monthly and other meetings with sectoral stakeholders. Other meetings include Breakfast meetings, Town Hall meetings, relevant events to launch campaigns, publications where the Mayor can be a guest of honour. Innovative communication methods will also be pursued.

Measurement: Number of consultative meetings held and key decisions implemented

9. Revenue Collection, Use and Accountability

What: Robust rates collection and efficient allocation in areas that FOCUS on public service priorities.

How: Prioritise the creation of a **Consolidated Revenue Account** to reduce leakages and increase transparency and accountability in budgeting and resource use. In view of the changing economy, council will review revenue collection methods and sources and capacitate the Revenue Collection Offices to carry out their mandate. Revenue collection officers will be appointed with urgency. This would include the NEW sites of work and income sources for the NEW resident emerging in Harare. The allocation of resources will prioritise public services delivery and remuneration of a competent workforce

Measurement: Percentage of revenue collected against revenue billed

10. Property Titling Programme

What: Give title deeds to all deserving properties in Harare to increase security of ownership, create value and enhance council revenue base. The residents have a ***right to housing and shelter***.

How: Carry out a comprehensive audit of all the properties and houses in Harare for purposes of issuing title deeds to deserving property owners to increase security of ownership and create real market value. We will speed up the finalisation of the housing stock audit and thereafter hasten the provision of title-deeds to eligible house owners.

Measurement: Number of properties issued with title deeds.