



2021 BUDGET SPEECH

AND PROPOSALS

CITY OF HARARE BUDGET STATEMENT

***CITY OF HARARE 2021 BUDGET: RESTORING SERVICE DELIVERY:
TOWARDS A SMART CITY***

**PRESENTED TO CITY OF HARARE ON THURSDAY 19
NOVEMBER 2020 AT 1430HRS BY THE CHAIRPERSON OF
FINANCE AND DEVELOPMENT COMMITTEE COUNCILLOR
TICHAONA MHETU**

YOUR WORSHIP, THE MAYOR OF THE CITY CLR.L J MAFUME

HONOURABLE COUNCILLORS,

INVITED GUESTS, LADIES AND GENTLEMEN. GOOD AFTERNOON TO YOU ALL.

Your Worship, as the Chairperson of the Finance and Development Committee, I am honored to present, for your approval, the Capital and Revenue Estimates for 2021 and the Capital Development Plan for period 2022 to 2024.

1.1. Introduction and Background

Your Worship, as required by Section 288 of the Urban Councils Act (Chapter 29:15) and as read with the Public Finance Management Act (Chapter 22:19), the Finance Committee has drawn up, for the approval of Council, Estimates on Revenue and Capital Accounts for 2021. In crafting the 2021 Budget, the City engaged key stakeholders and the residents of Harare. Key issues from the virtual consultations centred on the need to improve service delivery in the Water, Sanitation and Hygiene (WASH), Roads and Health sectors. The common thread from these consultations is that stakeholders were in agreement that the City must stabilise service delivery.

Your Worship, fellow Councillors, the 2021 budget **,which is drawn under the Theme: Restoring Service Delivery: Towards a Smart City,** seeks to address key service delivery issues before we leap frog into the World Class Mode. This theme is in line with the thrust of Council in 2021 to restore service delivery in the water sector, to manage solid waste effectively and to ensure that our roads are more trafficable. By restoring service delivery, we will be developing the springboard for the transformation of Harare into a smart City.

Your Worship, the 2021 tariff regime has changed largely due to the existing macro-economic fundamentals and informed by the need to provide service delivery to all. The tariff regime might be painful, but is necessary for the City to restore the basic service delivery to our people. Our expenditure is generally depended on the prevailing foreign currency auction system although our income remains largely local currency. Furthermore, the 2021 Revenue and Capital Estimates before you were developed in a manner that aims to fulfil Council's 2021 Strategic Goals and our mid-term focussed goal of attaining 75% customer satisfaction.

Your Worship, the presentation of the 2021 budget is taking place at a time when the COVID 19 pandemic has had profound effects on the operations of Council and service delivery is at its lowest in our history. The outbreak has affected local public health, and has had unprecedented impact on local economies. This has resulted in very low revenue inflows against a great demand for services particularly in the WASH, Social Service and Roads Sectors. At the peak of the lock down, Your Worship, government stepped in with SI 136 which put a moratorium on payment of rentals. This saw revenues plunge to as low as 15% as government impressed upon the key aspect of life above economics. The City adopted the same tangent and just focused on survival, directing expenses to general expenses, covering water treatment chemicals to enable us to provide adequate water. During that time, we maintained a production capacity of 300 megalitres per day. This improved water supply coverage. With curtailed revenue inflows, the Capital expenditure incurred throughout the year was supported by the much appreciated

intergovernmental fiscal transfer from Government amounting to **ZWL\$78,3 million** which was expended on waste water infrastructure projects such as Ruzivo stream crossing, Morton Jaffray water works and pipe replacement. Government has further released another tranche of the intergovernmental fiscal transfer this November amounting to **ZWL\$ 370 million** towards water treatment chemical debt and this is a plausible development which lightens the burden of the City.

1.2 Operational Environment, Economic Review and Outlook

In contextualising the 2021 budget, a scan of the global and domestic economic developments is critical in guiding assumptions and macroeconomic and fiscal projections. According to the 2021 pre-budget strategy paper presented by the Minister of Finance and Economic Development Professor Mthuli Ncube, the domestic economy, which, in 2018-20 was confronted with climatic, macroeconomic and the current Covid-19 shocks, is projected to contract by **4.5% in 2020**. This obviously have a negative knock on effect on the operations of Council because the macro-economic conditions have a bearing on the ability of industry and commerce and other ratepayers to meet their obligations. The Economy is however predicted to recover in 2021 from a projected contraction of 4.5% in 2020 to a growth of **7.4%**, driven by consumption (2.6%) and investment (5.8%) improvements. Inflation is projected to slow down significantly, with average annual inflation projected to close the year 2021 at **134%**. Our 2021 Budget considered all these factors.

Your Worship, the efforts being put by government to stabilise the economy are plausible and we pray that the measures continue to bear the intended fruits

so that our 2021 budget will achieve its objectives of stabilising service delivery and contribute immensely towards “an upper middle income economy” key delivery indicators. Your Worship, I am happy to inform this Council that, the City as the lower tier of government has fully adopted some of the *14 Priorities Areas* contained in the National Development Strategy (NDS1) for inclusive growth, and is a pre-cursor to the attainment of our Vision 2025 and National Vision 2030. Our Budget is informed by our Council Integrated Performance Agreement (CIPA) for 2021 whose strategies are aligned to NDS1. The budget largely addresses the following thematic areas:

1. Infrastructure and Utilities
2. Governance
3. Housing Delivery
4. Health and Wellbeing
5. Human Capital Development and Innovation

The budget has adopted issues of infrastructure development by apportioning a **57% capital expenditure** towards water and sanitation infrastructure and a recurrent budget to bolster infrastructure projects deemed crucial for the attainment of an upper middle income status by 2030. Your worship, we are very aware that our 2020 Budget Performance was largely affected by governance issues, resulting in us collecting less than what we targeted. To restore public confidence in our budget and ensure enhanced collection for us to restore service delivery, we have crafted **One Year 5 Point Stabilisation Plan**. The five-point plan is an intensive, compressed and comprehensive one-year plan that aims to stabilise council’s macro environment and enhance efficiencies of council’s operations. This is going to be a very painful pill to

swallow and like the Transitional Stabilisation Plan, is not going to be favoured by some of the stakeholders who were benefiting from malpractices and council shortcomings. The Plan is going to be a recitable phenomenon in 2021. The Pillars of the Plan are:

- 1. STOP THE BLEEDING:** Making hard and unpopular decisions in closing all revenue leakages, eradicating corruption, eliminating all celebrated land thieves (Barons), space mafias and urban mafias taking over council operations, managing costs and ending nepotism.
- 2. REVENUE MAXIMIZATION:** through updating our general valuation roll, efficient tariff modelling and billing, exploitation of all new revenue streams and enhanced debt recovery.
- 3. OPERATIONAL & TECHNICAL EFFICIENCY:** through effective project management, Efficient Project Implementation (EPI), restore infrastructure, allocative efficiencies, focus on priority programmes and efficient service delivery in all sectors.
- 4. EMPLOYEE MOTIVATION & PRODUCTIVITY:** Through human resource reforms, optimum manpower utilisation, enhanced IRBM performance management system and a fair and competitive remuneration framework and ending nepotism in employment, promotions and staff development and encouraging innovation
- 5. GOOD GOVERNANCE:** Restoring public confidence in council administration through effective leadership, performance culture, adherence to standard operating procedures, administrative and political leadership conflict resolutions, stakeholder management, transparency and accountability.

The Plan is being developed and is going to be launched after consulting all our stakeholders including the Residents, Government and Business.

1.3 Budget Performance

Your Worship, the 2020 budget was relatively underperforming because of the effects of the COVID 19 pandemic. On the revenue side, we managed to collect **ZWL\$1,695 billion** from operations as of 31 October 2020 and we are projecting to collect around **\$2.3 Billion** by end of December 2020

Your Worship, as a City, we are not ashamed to take responsibility and be frank about the limitations and challenges that confront us. Today we are able to stand before you to report on these and the successes we have recorded under a constrained fiscal space. Although we have had challenges, we are happy to report that we have recorded successes in the following areas:

- Harare Water Wastewater project (Ruzivo Stream crossing) is now 65% complete largely financed by ZWL\$12,2 million PSIP funds.
- Various water and waste water rehabilitation projects funded by ZWL\$78 million intergovernmental fiscal transfer funds and development partners.
- Mukuvisi stream crossing(RCCO)
- Pipe replacement -10km (RCCO, IGFT)
- Refurbishment of our two Major Hospitals - referral centre for Covid 19 (Wilkins, Beatrice) with support from government and other partners as well as upgrading of Highlands clinic.
- Construction of a market at corner Seke and Dieppe Road
- Contained the spread of Covid 19 under a constraint health budget

We have not done well in the roads programmes due to funding constraints. This year we had targeted to do 120 km but we have only done 1,1, km. This sector relies heavily on ZINARA funds and we have received only **ZWL\$ 46.5million** which is inadequate for works in the Roads programme. We are mulling to introduce Road Fund, Infrastructure Development Levy for our public and Street Lighting. We will engage other public utilities for operationalisation of this grant plan targeted for urban infrastructure growth.

2 YOUR WORSHIP, FELLOW COUNCILLORS, IT IS MY HONOUR TO PRESENT FOR YOUR APPROVAL, THE 2021 REVENUE AND CAPITAL ESTIMATES

2.0 Budget Framework

Your Worship, the budget before you, is a plan whose main thrust should be to stabilise service delivery and improve the well-being of the residents of Harare. Ladies and gentlemen, the 2021 budget estimates are advised by outcomes and outputs in the six programme areas. The predominant focus is on WASH and the budget estimates speak to this aspect by adequately providing for Capital and revenue estimates outlay, which constitute 57% of the capital budget and 61% of Revenue budget respectively. In line with government requirements that budgets be presented as programmes, the following programs are the basis of this budget:

- Governance and Administration
- Water, Sanitation and Hygiene
- Social Services
- Roads
- Public Safety and Security

- Natural Resources, Conservation and Management

Your Worship, the total budget is as follows: -

Capital budget	<u>ZWL\$ 8, 414 billion</u>
Revenue Budget	<u>ZWL\$ 24, 301 billion</u>
Total	<u>ZWL\$ 32,715 billion</u>

The capital funding structure is as follows:

Capital funding structure	Amount in ZWL\$
RCCO	4 755 079 075
PSIP	655 000 000
International grant	180 000 000
IGFT	900 000 000
ZINARA	139 500 000
PPP	512 645 000
Donation	83 640 300
Loan	1192 490 000
Total	8 414 953 675

Ladies and gentlemen, allow me to give more detail on the above budget, starting with the capital budget.

2.1 WATER AND SANITATION AND HYGIENE PROGRAMME:

ZWL\$ 4 766 208 500

The Water and Sanitation and Hygiene is at the core of service delivery programmes. In order to stabilise service delivery in this sector and in line with the aspirations of the residents and stakeholders of Harare we have made the following major provisions for the Water, Sanitation and Hygiene Programme:

ZWL\$

• Solid Waste	848 640 000
• Water Services	2 384 020 300
• Waste Water	1533 548 200
• TOTAL WASH	<u>4 766 208 500</u>

The **ZWL\$ 4.766** billion funding allocated to Water, Sanitation and Hygiene. As we strive to be a smart City we are aware of the need to manage waste water effectively and as such part of the allocation will be channelled towards the optimisation of our sewer treatment plants. Efforts will be made towards the rehabilitation of our farms which are critical in the waste water treatment process.

Programme will be funded as follows: -	ZWL\$
• Inter-Governmental Fiscal Transfer	325 000 000
• PSIP	655 000 000
• Revenue Contribution to Capital Outlay	1 782 558 500
• International Capital grant	180 000 000
TOTAL	4 766 208 500

2.2 ROADS PROGRAMME: 710 974 200 ZWL\$ Million

The state of our roads remain deplorable. The poor performance of this programme is largely due to the late disbursement of funds and price variations caused by distortions in the market. It must be acknowledged that the amount allocated is paltry and our bid is for ZINARA to avail more funding for capital works and therefore we have put the intended projects in a Capital development Plan **2022-2024**. If funds are availed earlier then these projects will be brought back to 2021. We constantly request for more funds to implement road works

but ZINARA does not respond positively to our pleas. The Roads programme provisions are as follows:

	ZWL\$
Roads Infrastructure.....	608 875 000
Traffic Management	104 099 200
TOTAL	710 974 200

SOURCES OF FUNDING	ZWL\$
LOANS OTHER.....	2 550 000
RCCO.....	568 924 200
ZINARA	139 500 000
TOTAL	710 974 200

2.3. PUBLIC SAFETY AND SECURITY SERVICES:

Your Worship, our emergency services provision is currently in a sorry state. We have not been able to procure Fire Engines for over 25 Years but relied on donations. We are currently operating with less than 5 Ambulances. We are therefore appealing to the Government to help the City by allocating foreign currency for the payment of shipment of 4 Fire Engines and Fire Equipment donated to City of Harare in 2017 by Operation Florian UK.

Sub-programs	ZWL\$
Emergency Services.....	80 873 700
Municipal Police.....	17 778 800

Public Lighting75 447 400

TOTAL.....221 529 900

Sources of Funding-Sub-programs

ZWL\$

RCCO.....174 099 900

Donation..... 40 800 000

Capital Loan..... 6 630 000

TOTAL..... 221 529 900

2.4 SOCIAL SERVICES: ZWL\$ 1 689 705 000

ZWL\$

Housing184 903 600

Education.....107 223 700

Social amenities & Welfare.....240 000 000

City Health..... 895 906 800

Informal Sector261 670 900

TOTAL.....1 689 705 000

Sources of Funding

ZWL\$

RCCO.....1 284 049 700

Loans..... 40 000 000

PPP..... 276 015 000

Donation.....	.42 840 300
IGFT.....	.46 800 000
TOTAL.....	1 689 705 000

2.5 GOVERNANCE AND ADMIN PROGRAMME: ZWL \$ 962 453 700

The Governance and Administration Programme is a cluster of departments that provide governance and administrative support in Council. In essence, these are the Finance Department, the Human Capital Department, the Chamber Secretary’s Department and Town Clerks’ Office. Capital budget allocations to the various sub programs within the governance program were made as follows: -

	ZWL\$
COUNCIL.....	120 055 800
CEO.....	19 482 000
HUMAN RESOURCES	27 274 800
FINANCE.....	113 601 800
TECHNICAL SERVICES	682 039 300
TOTAL	<u>962 453 700</u>

Below is the funding structure

	ZWL\$
RCCO.....	881 363 000
Loans.....	81 090 000
TOTAL.....	<u>962 453 700</u>

2.6 Natural Resources, Conservation and Management ZWL\$ 64 082 400

The programme has no sub programme and will be wholly funded by revenue contribution to capital outlay.

2021 REVENUE BUDGET

Your Worship, the proposed 2021 revenue budget before you is a responsive budget. The justification for water tariff increase has been necessitated by a drastic increase in cost of inputs namely chemicals, cost of repairs, maintenance, capital charges on borrowed funds for capital works and electricity costs. Projected cost of producing one cubic metre of water in 2021 is ZWL\$ 151 up from ZWL\$ 99 in 2020.

The projected consolidated own revenue and utilisation for the year 2021 for the city is as follows:

	ZWL\$
OWN REVENUE.....	28 727 334 489
RECURRENT EXPENDITURE.....	24 300 952 838
RCCO.....	4 755 079 075
SURPLUS.....	0

Your Worship, the above own revenue amounting to **ZWL\$ 28 727 334 489** will come from the following income streams:

Source	Amount in ZWL\$
Refuse collection	818 ,801 million
Parks fees	9.877 million
Waste water	912,014 million
Property tax	11, 282 billion
Health fees	1,018 billion

Harare Water	8,93 billion
Public safety	235,99 million
Housing & Estates	398.05 million
Bill boards	278,74million
Quarry	135 .02million
City parking	109.24million
Welfare and Education	119.78 million
City architect	750.97million
Informal Sector	499,96 million
Other	3,22 billion

I NOW TURN TO THE PROJECTED 2021 PERFORMANCE OF THE VARIOUS PROGRAMMES RELATING TO REVENUE GENERATION.

3.1. Water, Sanitation and Hygiene Programme

Refuse ,Once a week Collection (Area)	Existing	Proposed 01/01/21
	ZWL\$	
Residential: H.D.A.	28	565
Residential: L.D.A	42	803
Commercial/Industrial	72	1 632

Commercial and Industrial

Frequency per week of Collection	Existing	Proposed 01/01/21 ZWL
1	72	163
2	100	1705
3	140	1782

4	180	1862
5	215	1946
6	240	2034
7	265	2125

3.2 ROADS PROGRAMME

Your Worship, the Roads programme is expected to realise ZWL\$ **491, 65** million in order to support the roads maintenance programme. Harare quarry and City Parking Private Limited have been merged into the main city Roads programme to promote transparency and good corporate governance. The revenue for this programme will be drawn from billboards ZWL\$ 278,740 million parking fees ZWL\$ 109,29 million, quarry ZWL\$ 135.02 million. ZINARA fees amount to ZWL\$ **298 .13** million and other fees ZWL\$ million.

3.3 SOCIAL SERVICES PROGRAMME

Your Worship, the social service programme is expected to realise own revenue of ZWL\$3,065 billion. City Health ZWL\$2,174 billion, Housing and Estates ZWL\$ 379.5 million, Education ZWL\$ 83,9 million and Informal sector ZWL\$ 391.9million. The shortfall from the programme is offset by property tax.

	Existing	Proposed 2021
	ZWL\$	ZWL\$

Clinic Fees		
Adult	417	417
Child	250	250
Hospital Fees		
Adult	417	417
Child	250	250
Caesarean section	12 510	12510
Maternity Fee	2 000	2 000

Hospital and clinic fees will remain as per 2020 rate to promote access to health by all, it is expected that government grants for drugs and related programs will cover the shortfall as well as contribution from property tax.

Your Worship Council rented accommodation was not contributing much in terms of revenue because our rentals have been very sub economic. In the coming year we are proposing the following charges;

AREA	EXISTING 2020	Proposed ZWL\$ 01/01/21
Glen Norah (semi-detached)	240	2800
Dzivarasekwa(terraced full unit)	300	3200
Kuwadzana Four roomed DH8	500	8 400

3.4. PUBLIC SAFETY AND SECURITY

Your Worship, Public safety and security is expected to generate own revenue of ZWL\$ 235,99 million. The programme with a projected expenditure of ZWL\$1.753 billion is subsidised by property tax to the tune of ZWL\$ 1,517 billion after taking into consideration funding from loans and other.

Ambulance fees are as follows:

AMBULANCE FEES	Existing ZWL\$	Proposed ZWL\$ 01/01/21
Ambulance	100	820
Inter Hospital-non ventilated	100	2 050
Ventilated	150	2 625

3.5 GOVERNANCE AND ADMINISTRATION

The programme is expected to generate projected own funds amounting to ZWL\$12,076 billion. The revenue will come mainly from property tax ZWL\$11,282 billion, technical services comprising city architect and DOW Administration ZWL\$ 669.96 million and ZWL\$ 81.01 million. This is the programme where property tax resides and is responsible for offsetting shortfalls incurred by other programmes.

3.6 NATURAL RESOURCES AND CONSERVATION

The programme is expected to generate own revenue amounting to ZWL\$9,87 million with shortfall being offset by property tax.

4. CROSS SECTION OF MONTHLY BILL

Your Worship, with the proposed the following are examples of ordinary monthly bills for high density and low density areas. 5 cubic metres of water equivalent to 25 drums (200 Litre in 1 drum) is the monthly life line for a standard household of six occupants.

	HIGH DENSITY (Mbare) 2021	LOW DENSITY (Mabelreign)
Water(5cubic metres)	575	765
Sewage	250	410
Refuse	565	803
Property Tax	345	2580
TOTAL	1735	4 558

RECOMMENDATIONS

Your Worship, the recommendations listed below were pronounced in the 2020 budget and implementation has been slow. I therefore propose that these be carried forward to 2021 with a few additions and amendments.

1. It is recommended that tariffs be amended in line with obtaining inflation levels to retain the intrinsic value

2. Analysis of recurrent expenditure shows that chemicals constitute 52% of the general expenses of the programme which is an unsustainable position.

Recommendations are that Council:

- i. finds alternative chemicals for water purification
 - ii. combines with other local authorities and centrally procure common chemicals so that we benefit from economies of scale
- 2.1. Linked to the above, Council must have a fundraiser in the Revenue Collection Agency who is responsible for raising funds from international organisations. Your Worship this has been lacking in Council, we have opportunities to benefit from our engagements with the international community.
- 2.2. **Refuse trucks:** Inadequate spares for refuse trucks affect turnaround time. The spares should be adequately provided for by having the spares in stock. Concerted efforts should also be made to facilitate delivery of 15 outstanding trucks to enhance fleet availability. This will result in daily operational fleet rising to 30 by year end 2020 attributed to completion of repairs for 12 refuse compactors. In 2021 purchase and delivery of outstanding trucks will raise the fleet to 45.
3. **Billboard fees:** Billboards are a key potential revenue stream, which has not been optimally explored, going forward a proper audit should be undertaken and automation of billboard management must to be done to promote efficiency and transparency. An annual potential income of ZWL\$ 8,620 million can be realized from bill board application fees and a further of ZWL\$ 36,17 million can be realized from billboard rentals across the city. Furthermore, contracts with companies should be water tight to avoid monetary loss in instances of severing ties. Council will not accept payment

in advance by billboard companies who leverage on their financial muscle and take advantage of Councils' constrained cash flow and manage to negotiate a sub-economic unsustainable tariff

Debt recovery strategies: Council is implored to execute effective debt recovery by creating a strategic alliance with ZESA and collect debt on ZESA platform as one buys electricity

4.

- **Lease management process:** Council to recover what is due and payable through cancellation of leases and engagement of defaulters through stakeholder engagement programmes.
- **Data collection:** Council must embark on an intensive data collection exercise in order to update the customer's database with information such as emails, cell numbers. This will be utilised for e-billing, sending reminders and general notices. Door to door visitations to obtain information in both residential and commercial properties must be implemented.
- **Blacklisting delinquent customers:** engagements with a Financial Clearing Bureau are on course and this will bring immediate results through access to debtors' database hence there is need to expedite this process.
- **Increasing payment platforms and revenue collection points is important to bring convenience to customers.**

5. **General valuation roll:** Given that the existing GVR is outdated, council should have a GVR in place by December 2021 to capture the true value of properties commensurate with each property.

6. **Council Business entities:** Process of bringing back to Council non performing business entities should be expedited and completed by mid - year 2021
7. **Contracts:** Due diligence need to be executed on drawing up of contracts as these previously had loopholes, which made them unenforceable with a resultant monetary liability to council.
8. **Tariffs:** For the 2021 budget estimates tariffs are cost recovery in exception of health where there is need to promote access to health for all.
9. **Health grant:** There is need to pursue government in view of disbursement of a health grant in line with provisions of Public Health Act.
11. **Statutory Instrument 135 of 2019 Public Finance Management Regulations of 2019:** There should be awareness across Council of this legislation as its provisions are cross cutting to the shop floor
12. **Projects:** Moving into 2021, Council must strive to complete various unfinished infrastructure projects.
13. **ERP:** Council must prioritise the full implementation of the modules and ensure integration of all processes on the ERP
14. **CHEMICALS CREDITORS LIQUIDATION PLAN:** That the Central Government takes over the legacy debt on water treatment chemicals (ZWL 705 million) and electricity (ZWL 291 million) so the City can employ the proceeds from tariff adjustment towards making water account operations sustainable

5. CONCLUSION

Before I close Your Worship, Deputy Mayor and Fellow Councillors, allow me to recognize the following: -

- The various stakeholders including the residents of Harare who through virtual meetings have given Council valuable feedback, which has been broadly incorporated in the preparation of these Estimates. My fellow Councillors for deliberating on these Estimates and giving guidance during their preparation.
- The Town Clerk, Heads of Departments and their staff who were involved in the preparation of these Estimates.
- Allow me to extend our gratitude as council to all the corporates who worked with us in 2020, let us work together in building the smart City that we want.

Your Worship, the successful implementation of the programmes spelt out above requires that the various stakeholders including the residents/ ratepayers of the City of Harare to pay their bills when they fall due. There is political will from all of us to ensure that residents, business, industry, commerce and government must pay. So everyone must pay for services, there is a cost to doing business or living in an urban set up. This is the only way your Council will be able to provide services to their expectation.

FINALLY

Your Worship, the budget that is before you is reasonable. Residents were consulted and we heeded. Council took heed and responded with a budget that aims to deliver stabilisation of service delivery. The budget aims to restore service delivery. Water, wastewater and refuse collection challenges, and the deplorable state of our roads have been afforded priority in the budget before you, Your Worship. The Smart City concept, which is characterised by the use of modern systems and processes as demanded by stakeholders at various fora will be sufficiently addressed by the budget before you Your Worship.

I NOW HAVE THE PLEASURE, YOUR WORSHIP, FELLOW COUNCILLORS, IN ASKING COUNCIL TO APPROVE THE 2021 CAPITAL AND REVENUE ESTIMATES, AND THE 2022 TO 2024 THREE-YEAR DEVELOPMENT PLAN BEFORE YOU.

***CITY OF HARARE 2021 BUDGET: RESTORING SERVICE
DELIVERY: TOWARDS A SMART CITY.***

I THANK YOU!