



Zimbabwe Local
Government Association



Government of Zimbabwe



Service Level Benchmarking for Urban Water Supply, Sanitation & Solid Waste Management in Zimbabwe Peer Review Annual Report - 2014



December 2014

SLB Peer Review Steering Committee

“Measure and Compare for Effective Service Delivery”

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Preface

Executive Summary

Performance management and improvement are an integral part of the national drive towards prosperity as enunciated in the Zimbabwe Government's current economic blueprint – the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim ASSET). In 2012, the Government of Zimbabwe, through the Ministry of Local Government, Public Works and National Housing and the Ministry of Environment, Water and Climate, started a service level benchmarking (SLB) project to monitor and improve service delivery in the urban water and sanitation sector. The Government was partnered by the World Bank Water and Sanitation Program, the Zimbabwe Local Government Association (ZILGA) and the University of Zimbabwe. The project developed data collection instruments which were used to gather baseline data on councils performance in 2012. Thereafter, a participatory approach was used by the partners to develop and agree on target benchmarks to guide the sector from 2013 to 2018.

A second run of SLB was conducted in 2014 using a peer review system. This required the development of processes and procedures to guide the process and ensure gradual translation of the process from central to local government. Peer Review Teams were formulated in July 2014 and visited councils to collect data and scrutinise the operation of each council. The visits started end of July and lasted until mid-November 2014. In-between, the SLB Project was officially launched by Government in September 2014 in Mutare.

This report reviews the progress to date and gives a summary of the results of the Peer Review Process of 2014. As expected, the results did not show much changes from the 2012 data as there were no meaningful injection of funds into the sector. However, it is evident that some councils did take steps to plug off some areas of concern, especially those that did not require a lot of funding. A change of systems and attitudes also reflected in the movement of indicators. As this was a second round of data collection, some of the movements in indicators could also be due to a tightening of the data gathering systems as officials became more conscious of the need to keep proper and accurate records. Some councils carried out property surveys and this, in a way, helped them to improve revenue collection by identifying properties that were missing from their databases.

The results for water supply indicators are shown in the table below. The important findings are that non-revenue water and bill collection efficiency require further attention. Redressing customer complaints and making provisions for maintenance of ageing infrastructure are also key issues requiring equal attention. The testing of the quality of drinking water right from the treatment plant, intermediate points (reservoirs and pumping stations, and consumer end need to be tightened and guided by clear protocols.

On wastewater management, the collection of sewage for treatment is still very low. It is evident that sewage is being collected from sources but most of it is not reaching wastewater treatment

plants. This is revealed by a high treatment capacity in relation to the incoming sewage. It is also important that flows at sewage treatment plants are recorded and that the plants themselves are well-maintained. The testing of sewage seems to have improved and this needs to be encouraged for current and future decision making. Instead of discharging sewage direct into rivers, councils are encouraged to reuse it in neighbouring farms. A lot of work to encourage local farmers to accept sewage effluent for crop irrigation is required.

Results for refuse collection show an appreciable effort by councils although the general impression in the country is that solid waste is not being properly collected. Councils have invested into the acquisition of refuse collection equipment, although a lot still needs to be done. The other problems in this area are to do with lack of recycling/reuse of solid waste materials and no scientific refuse disposal systems. Councils are still a long way from developing compliant landfills as prescribed by EMA as these require appropriate land and funds. What is urgent at this moment is to have a pilot demonstration of a compliant landfill in one or two councils so that everyone appreciates what is required.

Summary of SLB indicators - Water Supply (2013)

Benchmarks	Property level coverage of direct water supply		Per Capita Supply of Water		Extent of metering of water connections				Extent of NRW		Continuity of water supply		Quality of water supplied		Efficiency in satisfactory response/ reaction to customer complaints		Efficiency of cost recovery in water supply services		Efficiency in collection of water supply related charges		Maintenance Coverage Ratio	
	100%		lcd		100%		25%		24 hrs		100%		80%		150%		75%		20%			
	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in hrs	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS
Harare	82	1	123	1	79	1	58	1	17	2	98	1	39	1	123	2	35	4	0	4		
Bulawayo	93	1	157	1	88	2	23	2	10	4	88	1	88	1	200	2	0	4	12	4		
Chitungwiza	75	4	50	1	100	4	-2199	4	1	4	100	4	59	2	221	1	35	4	0	4		
Mutare	92	1	229	4	85	2	46	2	8	4	100	1	113	2	294	4	42	4	20	4		
Epworth	14	4	0	4	88	2	-986	4	0	4	#DIV/0!	4	100	3	106	2	36	4	10	4		
Gweru	94	1	270	1	85	2	50	3	18	4	100	3	80	2	261	2	12	2	5	4		
Kwekwe	100	1	349	3	100	2	63	4	24	2	91	2	95	4	176	2	43	2	1	4		
Kadoma	92	1	295	4	100	2	79	1	10	2	99	4	67	2	92	4	1	4	2	1		
Masvingo	94	1	231	1	70	2	25	2	8	4	100	1	76	2	480	1	50	4	8	4		
Chinhoyi	66	1	170	4	100	3	31	4	12	4	100	4	90	2	110	4	61	4	0	4		
Marondera	93	4	136	1	100	2	51	2	9	4	97	2	50	2	90	2	93	4	4	4		
Norton	68	4	89	4	99	4	54	4	3	4	100	4	33	4	173	4	27	4	0	4		
Ruwa	66	1	34	3	100	2	0	3	10	4	92	4	94	2	146	2	22	4	0	4		
Chegutu	94	4	128	4	28	4	100	4	5	4	93	4	16	2	69	2	0	4	0	4		
Zvishavane	86	1	209	4	42	2	19	4	20	4	95	1	77	1	196	4	16	4	1	4		
Bindura	86	1	151	4	75	2	32	4	10	4	82	2	89	2	196	1	66	4	0	4		
Beitbridge	86	4	132	1	84	1	33	2	9	4	100	1	100	2	89	1	50	4	0	4		
Redcliff	99	4	229	1	86	2	47	2	6	4	#DIV/0!	4	57	3	87	1	23	4	0	4		
Hwange LB	#DIV/0!	4	123	4	100	4	33	4	22	4	99	4	25	4	243	4	35	4	2	4		
Victoria Falls	67	4	399	1	79	2	17	4	21	2	100	4	77	4	123	4	73	4	1	4		
Rusape	66	4	228	1	79	2	56	4	21	2	87	3	75	4	167	1	65	4	4	4		
Chiredzi	77	4	217	4	19	4	61	4	6	4	100	4	67	4	93	4	16	4	12	4		
Kariba	92	1	614	1	90	2	59	4	23	1	87	1	83	3	129	1	66	1	3	1		
Chipinge	84	4	156	4	100	4	80	4	12	4	#DIV/0!	4	32	4	112	4	40	4	4	4		
Gokwe	44	4	75	4	100	2	11	3	18	4	0	4	75	2	172	4	68	2	12	1		
Shurugwi	80	4	166	1	42	2	-62	4	6	4	100	4	70	4	286	2	28	2	7	1		
Gwanda	71	4	0	4	87	4	#DIV/0!	4	16	4	100	4	1	4	55	4	17	4	9	4		
Karoi	79	4	134	4	100	2	9	4	5	2	83	2	58	3	68	4	60	4	13	4		
Plumtree	67	4	1120	4	100	4	3	4	16	4	100	4	56	4	208	4	74	4	1	4		
Mvurwi	55	4	148	4	100	2	44	3	12	2	0	4	20	2	181	4	0	4	0	4		
Chirundu	62	4	#DIV/0!	4	1	4	44	4	12	4	100	4	82	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4		
Lupane	0	4	#DIV/0!	4	#DIV/0!	4	27	4	21	4	100	4	25	4	125	4	58	4	20	4		
Average	75	3	212	3	81	3	-67	3	12	3	89	3	65	3	164	3	39	4	5	4		

Besides collecting data, the Peer Review Process has allowed councils to visit each other and evaluate/assess the issues affecting service delivery in each council. Some of the issues that came out are that some councils do not have sound economic bases to sustain local economies and that some face serious manpower challenges. Although ICT is a strength in some councils, the lack of it in others is hindering effective service delivery. There are councils still using manual receipting and

accounting. The prevailing economic situation is affecting council cashflows, resulting in some failing to pay their workers, maintain/service existing equipment, and purchase critical new equipment. In terms of threats, councils are grappling with illegal/unplanned settlements and settlements being developed by rural district councils on their borders.

Summary of SLB indicators - Wastewater Management (2013)

Town/City	Coverage of Functional Toilets		Coverage of sewerage network		Efficiency in collection of sewage		Adequacy of capacity for treatment of Sewage		Quality of Sewage treatment		Extent of recycling or re-use of sewage		Efficiency in satisfactory response/ reaction to customer complaints		Efficiency in cost recovery of in sewage management		Efficiency in Collection of sewage charges		Maintenance Coverage Ratio	
	100%		66%		95%		100%		100%		10%		80%		150%		75%		15%	
	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS
Harare	82	1	70	1	110	2	141	2	49	2	32	1	100	2	170	2	53	4	0	4
Bulawayo	93	4	86	3	28	4	153	2	0	2	14	4	94	1	192	2	0	4	3	4
Chitungwiza	85	4	77	3	4	4	19	4	#DIV/0!	4	0	4	92	2	321	2	45	4	10	4
Mutare	98	1	97	1	86	4	71	2	0	4	10	4	45	2	199	4	58	4	5	4
Epworth	1	4	0	2	0	4	0	4	#DIV/0!	4	#DIV/0!	4	0	4	0	4	#DIV/0!	4	0	4
Gweru	100	1	98	3	61	4	122	3	0	4	0	4	80	3	113	2	15	2	3	4
Kwekwe	100	1	94	1	0	4	100	2	85	4	0	4	96	4	109	2	50	4	5	4
Kadoma	97	4	90	4	222	4	516	4	#DIV/0!	4	0	4	51	2	53	2	23	4	0	4
Masvingo	100	4	90	3	35	4	188	2	0	4	0	4	73	3	319	4	72	2	9	4
Chinhoyi	64	1	64	1	91	4	83	4	#DIV/0!	4	0	4	71	3	525	4	54	4	3	4
Marondera	93	3	86	3	0	4	243	1	#DIV/0!	4	0	4	72	2	#DIV/0!	4	45	4	3	4
Norton	72	4	44	3	73	2	132	4	0	4	0	4	92	2	62	2	49	2	#DIV/0!	4
Ruwa	100	1	66	1	246	4	4440	2	#DIV/0!	4	0	4	67	2	360	2	22	2	2	4
Chegututu	98	4	64	4	67	4	274	4	33	4	0	4	88	4	368	4	4	4	60	4
Zvishavane	100	1	96	1	52	4	54	4	0	4	0	4	78	2	300	4	28	4	25	4
Bindura	79	1	68	1	99	4	157	3	100	4	0	4	74	4	117	4	65	4	12	4
Beitbridge	73	4	70	3	47	4	71	2	0	2	14	4	50	3	66	2	12	4	6	4
Redcliff	100	4	99	3	130	4	56	2	0	4	0	4	76	3	234	1	55	4	9	4
Hwange LB	#DIV/0!	4	#DIV/0!	4	0	4	0	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4
Victoria Falls	97	1	93	3	100	4	42	4	50	4	0	4	96	3	0	4	#DIV/0!	4	0	4
Rusape	67	4	43	4	57	4	140	4	0	4	0	4	100	3	123	2	48	4	2	4
Chiredzi	77	4	73	4	139	4	321	4	0	4	0	4	71	4	173	4	47	4	4	4
Kariba	100	4	82	4	80	1	5	4	#DIV/0!	4	0	4	100	3	49	1	57	1	1	1
Chipinge	84	4	48	4	4	4	967	4	100	4	0	4	99	4	46	4	40	4	3	4
Gokwe	0	4	0	4	0	4	0	4	0	4	#DIV/0!	4	0	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4
Shurugwi	66	4	27	3	0	4	70	3	#DIV/0!	4	#DIV/0!	4	90	2	104	2	14	2	4	1
Gwanda	66	4	72	4	59	4	94	4	0	4	1	4	75	4	138	4	144	4	1	4
Karoi	100	1	70	4	89	4	177	2	67	4	0	4	78	3	88	2	26	2	3	4
Plumtree	100	4	81	4	27	4	91	4	#DIV/0!	4	8	4	64	4	48	4	0	4	0	4
Mvurwi	89	4	50	4	104	4	0	4	0	4	0	4	99	4	98	4	55	4	2	4
Chirundu	17	4	12	4	0	4	18	4	#DIV/0!	4	#DIV/0!	4	100	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4
Lupane	#DIV/0!	4	0	4	0	4	0	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4
Average	80	3	65	3	63	4	273	3	24	4	3	4	76	3	162	3	42	4	7	4

Summary of SLB indicators - Solid Waste Management (2013)

Town/City	Coverage of SWM services through door to door collection of waste		Efficiency of collection of municipal solid waste		Extent of recovery of municipal solid waste collected		Extent of scientific disposal of waste at landfill sites		Efficiency in satisfactory response/reaction to customer complaints		Efficiency of cost recovery in SWM services		Efficiency in collection of SWM charges		Maintenance Coverage ratio		Coverage of receptacles	
	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS	Value in %	RS
Benchmarks	100%		100%		20%		100%		80%		100%		75%		20%		100%	
Harare	3	4	0	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	0	4
Bulawayo	29	3	58	4	2	4	100	3	63	1	165	2	0	4	2	4	69	1
Chitungwiza	97	3	39	2	0	3	0	4	43	2	331	2	32	4	1	4	17	4
Mutare	98	2	78	4	0	4	0	4	67	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	98	4
Epworth	1	4	19	4	0	4	0	4	0	4	0	4	0	4	7	4	1	4
Gweru	10	2	61	4	0	3	0	4	58	3	173	2	8	2	4	4	73	4
Kwekwe	94	4	63	4	0	4	0	4	70	4	200	2	40	2	65	4	73	4
Kadoma	90	4	221	4	0	4	0	4	100	4	55	2	14	4	0	4	45	4
Masvingo	98	3	95	4	5	4	0	4	100	2	277	2	72	2	11	4	80	4
Chinhoyi	84	1	91	4	1	4	0	4	67	4	412	4	45	4	14	4	9	4
Marondera	77	4	56	4	5	4	0	4	25	4	157	1	45	4	7	4	40	4
Norton	100	4	4	4	0	4	0	4	75	4	625	2	42	4	4	4	41	4
Ruwa	74	1	97	4	0	4	0	4	100	4	144	2	29	4	4	4	74	4
Chegutu	100	3	96	4	0	4	0	4	50	4	157	4	28	4	2	4	7	4
Zvishavane	100	4	66	4	0	4	0	4	67	4	130	4	10	1	1	4	26	4
Bindura	88	2	63	2	0	4	0	4	90	4	72	4	41	4	2	4	60	1
Beitbridge	79	4	99	4	0	4	0	4	100	3	327	1	53	4	5	4	30	4
Redcliff	91	3	76	4	0	4	0	4	67	4	431	1	53	4	11	4	55	4
Hwange LB	#DIV/0!	4	0	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4
Victoria Falls	100	3	149	4	0	4	0	4	67	3	209	4	0	4	0	4	26	1
Rusape	100	4	49	4	0	4	0	4	63	3	388	1	26	4	5	4	56	4
Chiredzi	63	4	143	4	0	4	0	4	100	4	510	1	15	4	11	4	42	4
Kariba	100	1	0	4	#DIV/0!	4	#DIV/0!	4	50	3	107	1	38	1	1	1	50	1
Chipinge	34	4	100	4	0	4	0	4	100	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	94	4
Gokwe	20	4	0	4	0	4	0	4	100	4	24	2	96	2	1	4	94	3
Shurugwi	98	3	163	4	0	4	0	3	83	4	857	2	20	2	1	1	86	1
Gwanda	77	4	53	4	0	4	0	4	62	4	965	4	50	4	2	4	88	4
Karoi	88	3	91	4	1	4	0	4	57	3	48	4	74	4	2	4	10	4
Plumtree	0	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	0	4
Mvurwi	100	4	88	4	0	4	0	4	100	4	46	4	32	4	9	4	96	4
Chirundu	5	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	60	4	0	4	#DIV/0!	4	0	4	3	4
Lupane	0	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	#DIV/0!	4	0	4
Average	68	3	73	4	1	4	4	4	71	4	262	3	34	4	7	4	47	4

Going forward, the councils have identified the following as critical to improved service delivery:

- Development of Master/Strategic Plans
- Increased stakeholder participation and coordination
- Expansion and Rehabilitation of Infrastructure
- Improved Revenue Collection Strategies
- Reviewing of tariff structures to economic levels
- Establishment of a compliant landfill

The SLB Project will continue in 2015 by increasingly focusing on the domestication of the SLB process at council level. This will be anchored on the development and implementation of Information Systems Improvement Plans (ISIP) and Performance Improvement Plants (PIP). The two will entail the development of action plans which are linked to or feed into the council budgetary system.

1. Introduction

1.1 Background

In 2008/9 Zimbabwe experienced a serious outbreak of cholera resulting in over 4,000 deaths. WASH (Water, Sanitation and Hygiene) infrastructure in the country had deteriorated to unprecedented levels characterized by frequent breakdown of equipment and infrastructure deterioration, resulting in high water leakages, rampant sewer over-flows, and shortage of potable water leading to the use of unprotected shallow wells in urban areas. On the other hand, there was a lot of uncollected refuse due to lack of requisite resources. This situation was caused and sustained by hyper inflation, lack of foreign currency to buy essential equipment and spares, skills flight, high rural-urban migration and eroded revenues. A need therefore arose for stakeholders to find a lasting solution to contain this situation. This called for definitive interventions aimed at addressing the challenges bedevilling the sector which included:

1. Rapid appraisal reports by engineering consultants to get a better understanding of the problems
2. Provision of water treatment chemicals to urban councils to ensure clean water reaches consumers
3. Emergency rehabilitation of water and sanitation infrastructure
4. Establishment of WASH clusters
5. Capacity building for water and wastewater operators
6. Transfer back of water and wastewater infrastructure management from ZINWA to local authorities
7. A number of studies were conducted to assess status and needs in WASH, these include water tariffs study, water sector investment framework, Greater Harare water supply and sanitation investment framework, dam safety study, etc
8. Development of National Water Policy of 2013, and the Sanitation and Hygiene Strategy of 2011
9. Service Level Benchmarking of water and sanitation services
10. Review of regulatory and coordination structures in WASH sector

Upon the realisation of a need for well coordinated and sustainable WASH services, relevant cabinet ministers met in Nyanga in February 2010. The meeting agreed on WASH coordination frameworks which included the formation of the National Action Committee and its sub-committees. Pursuant to the Tariff Study conducted in 2011, the Ministry of Local Government, Public Works and National Housing (MLGPW&NH) in September 2012 requested the World Bank for technical and financial support for the establishment and implementation of a service level benchmarking (SLB) system for urban WASH services.

In 2012, the World Bank Water and Sanitation Programme (WSP), in partnership with the Ministry of Local Government, Public Works and National Housing (MoLGPW&NH), Ministry of Environment,

Water and Climate (MoEWC) and Zimbabwe Local Government Association (ZILGA) identified water, wastewater and solid waste as key elements in service delivery. The three services formed the basis for SLB.

1.2 Objectives of Service Level Benchmarking

The objectives of the Zimbabwean SLB process were defined as follows:

1. To formulate and develop a local benchmarking framework in Zimbabwe based on regional and international best practises.
2. Using the developed framework, to collect relevant and statistically valid data from the service providers in order to assess and develop local and practical benchmarks. The local benchmarks would be progressively adjusted to international levels.
3. To prepare a citizenship feedback mechanism for periodically communicating service provider performance.
4. To prepare, based on experiences from data collection and analysis, a manual or standard handbook on the benchmarking process in Zimbabwe.

1.3 SLB Methodology Adopted in Zimbabwe

The SLB Project was divided into the following phases:

1.3.1 Inception

The SLB project started with an inception phase and an inception workshop was held in September 2013 to refine the methodology and present the draft data collection instruments.

1.3.2 Participatory development of indicators

The data collection instruments were presented to town engineers and other council and Zimbabwe National Water Authority (ZINWA) officials at a workshop in October 2012. Three questionnaires on water supply, wastewater management, and solid waste management, plus a reliability assessment form were presented and thoroughly analysed word-for-word. It took up to end of November 2012 to consult and finally agree on the data collection instruments.

1.3.3 Data collection

The data collection phase started in January 2013 up to March 2013 with a team comprising of members from WSP, Zimbabwe Local Government Association (ZILGA), Ministry of Local Government, Public Works and National Housing (MLGPW&NH), Ministry of Environment, Water and Climate (MEWC) staff and MSc students from the University of Zimbabwe. A capacity building element was incorporated into the project right from the start when data collection teams were formulated (Fig 1.1). Data for 2012 on water supply, wastewater and solid waste management were collected from all the 32 urban local authorities in Zimbabwe.

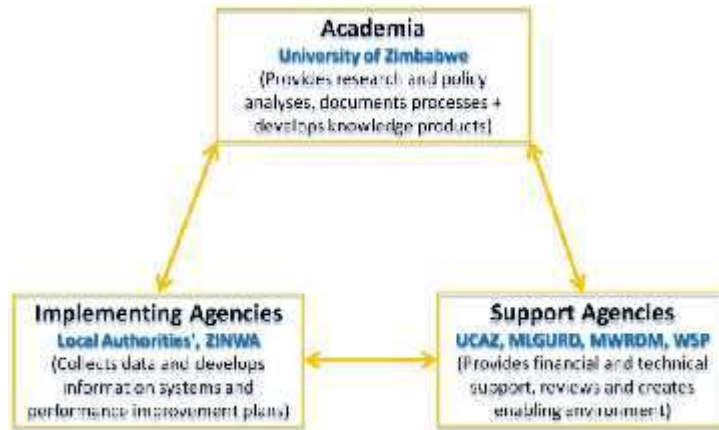


Figure 1.1. Incorporation of the local capacity building element into the SLB Project by ensuring involvement of all key partners right from the beginning

1.3.4 Data analysis, validation and benchmarks

The data was compiled in a master sheet and results presented to ZILGA forum meetings, the Infrastructure Technical Reference Group (ITRG), Australian Embassy, Africa Development Bank, GIZ and UNICEF. A technical review workshop was held in Kadoma to validate data, review data collection tools and set local benchmarks. The most important outcome of the Kadoma Workshop was the unanimous agreement that from 2014, the benchmarking exercise will be led by ZILGA teams through a peer review mechanism with financial and technical support from the World Bank in the next three years.

2. Peer Review Process – Setup and Methodology

2.1 Definition

Peer review is the evaluation of work by one or more people of similar competence to the producers of the work (peers). It constitutes a form of self-regulation by qualified members of a profession within the relevant field. Peer review methods are employed to maintain standards of quality, improve performance, and provide credibility. Peer review in urban service level benchmarking can thus be described as the systematic examination and assessment of the performance of a council/utility by other councils/utilities. Peer reviews in Zimbabwean local authorities have therefore been designed to support and facilitate the drive for quality improvement using a process that responds to changes in national development and priorities.

2.2 Objectives of the SLB Peer Review Process

- i. To support and facilitate improvements in the delivery of water and sanitation services (water supply, wastewater management, and solid waste management) in Zimbabwe, against agreed national and international standards of performance.
- ii. To carry out a thorough participatory review and report on the findings.
- iii. To facilitate the delivery of recommended service improvements/changes in partnership with those using and delivering services.
- iv. To provide opportunities for sharing/learning good practice and benchmarking services on a national basis.
- v. To provide an effective mechanism for council and residents involvement, thus ensuring two-way communication.

2.3 Governance Structure

The Peer Review process is carried out through agreed programme implementation structures as shown in Fig 2.1. However, the structure below is also supported by cooperating partners such as the World Bank, UNICEF, GIZ, AusAid and AfDB.

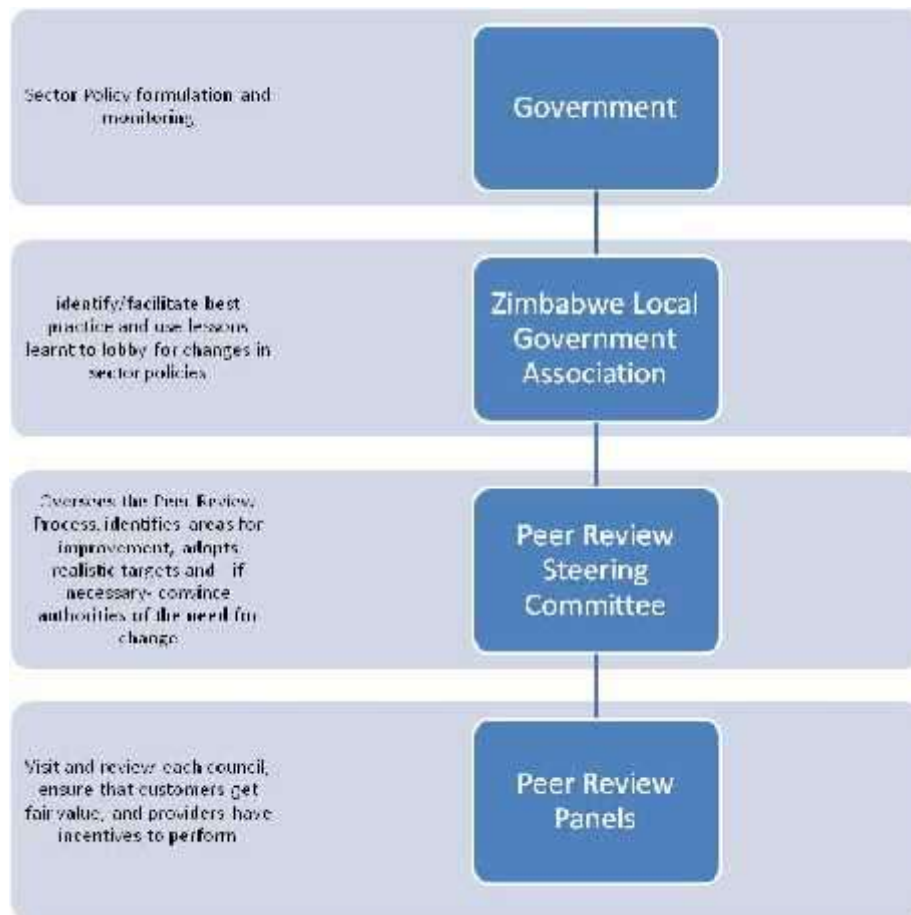


Figure 2.1. Governance Structure for Peer Review

2.3.1 Government

The government membership will comprise the WASH Cluster, namely;

- i. Ministry of Local Government, Public Works and National Housing
- ii. Ministry of Environment, Water and Climate,
- iii. Ministry of Health and Child Care,
- iv. Ministry of Finance,
- v. Ministry of Economic Development,
- vi. Ministry of Energy and Power Development,
- vii. Ministry of Agriculture, Mechanisation and Irrigation Development,
- viii. National Action Committee on water, and
- ix. National Coordination Unit (Secretariat)

2.3.2 Zimbabwe Local Government Association (ZILGA)

This will comprise all urban local authorities and the attendant structures of the Association, namely;

- i. Executive Committee,
- ii. Presidential Committee,
- iii. Finance and Audit Subcommittee,

- iv. Technical Services Subcommittee,
- v. Health Services Subcommittee,
- vi. Management, Manpower and Legal Subcommittee
- vii. Housing and Social Services Subcommittee, and
- viii. Women in Local Government Forum.

The above committees are serviced by Council Officials' Fora.

2.3.3 Peer Review Steering Committee (PRSC)

a) Membership of PRSC

- i. Chairperson of Town Clerks Forum (Chair)
- ii. Deputy Chairperson of Town Clerks Forum
- iii. Chairperson of Town Engineers Forum
- iv. Chairperson of Directors of Finance Forum
- v. Chairperson of Housing Officers Forum
- vi. Chairperson of Health Officers Forum
- vii. Representative from Ministry of Local Government, Public Works and National Housing
- viii. Representative from Ministry of Environment, Water and Climate
- ix. Representative from Ministry of Health and Child Care
- x. Representative from Ministry of Energy and Power Development
- xi. Representative from Ministry of Finance and Economic Development
- xii. Representative from ZINWA
- xiii. Representative from ZILGA Secretariat

b) Terms of Reference of PRSC

- i. Devise and maintain a schedule of peer reviews of urban water and sanitation services, ensuring that each utility is reviewed every year or more frequently as necessary.
- ii. Revise and circulate a template for Peer Review Reports for each year, depending on areas they would like to emphasize on.
- iii. Organise and hold at least one general meeting of stakeholders each calendar year.
- iv. Prepare and submit an annual report of Peer Reviews to stakeholders, including the Urban WASH Sub-Committee.
- v. Oversee the peer review process, to ensure that reviews are carried out in a timely and objective fashion; to ensure peer review is an appropriate and effective process.
- vi. Provide final sign-off of each of the peer review reports within four weeks of peer review date.
- vii. Develop and implement a capacity building or training programme to support the peer review process.

- viii. Act as an honest broker for appeals and complaints against individual peer reviews.

2.3.4 Peer Review Panels

a) Membership of Peer Review Panels

Each peer review team comprises the following officials:

- i. Representative of Town Clerks Forum (Chair)
- ii. Representative of Chamber Secretaries Forum
- iii. Representative of Town Engineers Forum
- iv. Representative of Directors of Finance Forum
- v. Representative of Housing Officers Forum
- vi. Representative of Health Officers Forum
- vii. One representative from Ministry of Local Government, Public Works and National Housing or from Ministry of Environment, Water and Climate
- viii. Representative from ZINWA
- ix. ZILGA Peer Review Project Coordinator
- x. Representative of World Bank WSP

b) Terms of Reference of Peer Review Panels

- i. Analyse peer review data in accordance with agreed benchmarks, SLB Data Collection Handbook and reliability scoring, and SLB Peer Review Handbook.
- ii. Be prepared to communicate with relevant staff from the council/utility under review for purposes of data clarification.
- iii. As independent reviewers of the service, communicate with the rest of the peer review panel members by email, teleconference, etc.
- iv. Attend the peer review meeting.
- v. Contribute to the peer review report in a timely fashion.

2.4 Activities for 2014

2.4.1 Activities and Key Deliverables

The timelines for 2014 are shown in Fig 2.2 and described briefly below.

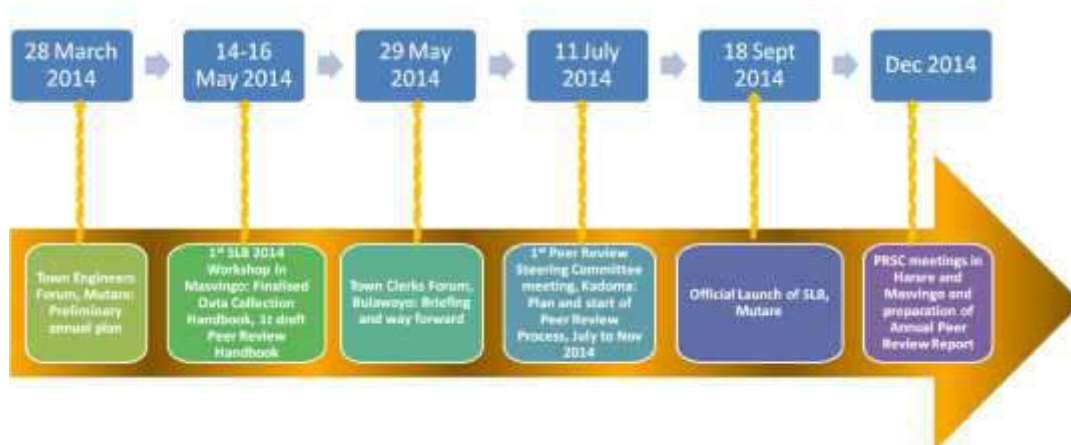


Figure 2.2. Summary of activities and timelines for 2014

March/April 2014: Presentation of draft action plan for the SLB Peer Review activities for 2014 at Town Engineers’ Forum in Mutare and issuing of 2014 questionnaires to councils with a deadline for submission end of April 2014.

May 2014: Masvingo Stakeholders Workshop: Finalisation of peer review handbook and questionnaires. The way forward was discussed in detailed and it was agreed that the SLB leadership would henceforth be under the Town Clerks Forum.

Workshop for Town Clerks in Bulawayo to sensitize them on the status of the SLB and peer review processes.

July 2014: Meeting of CEO’s and Chairpersons of the urban ZILGA forum meetings in Kadoma: Finalisation and adoption of the governance structures of the peer review process. The workshop developed timetable for Peer Review visits to councils based on the four categories of urban local authorities in Zimbabwe as shown in Table 2.1. Plans were made for the official launch of SLB by the political leadership in September 2014

Table 2.1. Categorisation of urban councils in Zimbabwe which was used for formulation of Peer Review Panels

Cities	Municipalities	Town Councils	Local Boards
Bulawayo	Bindura	Beitbridge	Epworth
Gweru	Chegutu	Chipinge	Hwange
Harare	Chinhoyi	Chiredzi	Lupane
Kadoma	Chitungwiza	Gokwe	Chirundu
KweKwe	Gwanda	Karoi	Ruwa
Masvingo	Kariba	Mvurwi	
Mutare	Marondera	Norton	
	Redcliff	Plumtree	
	Victoria Falls	Rusape	
		Shurugwi	
		Zvishavane	

July-November 2014: Rollout of the Peer Review process, starting with Masvingo City Council and ending with Kadoma and Marondera.

Peer review teams comprised of Town Clerks/Secretaries and all heads of departments, as appropriate.

August/September 2014: Meeting with Permanent Secretary of Local Government, Public Works and National Housing to brief him on SLB and request Ministers to launch the SLB Project in Mutare.

Launch of SLB Peer Review process: Attended by Ministers of LGPW&NH and EWC, Mayors, Town Clerks, Provincial Administrators, ZINWA, Donor Community and ZILGA (see Fig 2.3).

Huge buy-in from Local authorities and government



Figure 2.3. Photos from the Official Launch of the SLB Project in Mutare on 18 September 2014

2.4.2 Matrices for Visits to Different Towns

The visits to each local authority were organised as shown in Tables 2.2 to 2.5. The visits were generally organised as follows:

Day 1 – Most guests will have arrived the previous day and are ready to start on time

9.00am - Introductions and review of council preparedness in terms of fully completed questionnaires, all supporting documents in place, and a team SWOT Analysis ready for presentation. (Meeting to agree on format of presentation and acceptable forms of data submission – soft or hardcopies)

9.30am - Guided field visits to water supply, wastewater and solid waste management installations.

1.30pm Lunch provided by Reviewed Council

2.30pm Council leadership team provide their overview presentation. Reviewers question time

3.00pm Reviewers commence drilling down and observations, review of evidence, and reliability scoring. (Council to provide latest copies of questionnaires and ALL supporting documents)

Day 2 – The outline structure for the day will be:

8.00am Reviewers continue drilling down and observations, review of evidence, and reliability scoring.

12.30pm Lunch provided by Reviewed Council – reviewers may use this time for confidential discussions

1.00pm Core team discussions and writing of findings, planning feedback session

4.00pm Feedback to the expanded council management led by the Chair of the Peer Review Team (Other members of council management, besides the heads of department can be invited for this session).

4.20pm Q&A with the expanded council management

4.30pm Close

Where the council was poorly prepared for the visit, the peer review process was taking much longer. It was important that review teams completed and submitted their report before departure. The reviewed council was supposed to revise their data as per reviewers' recommendations and re-submit all documents, including supporting information template, overview presentation, and SWOT Analysis, within a week. Failure to comply with this often hindered the whole process.

Table 2.2. Peer Review Matrix for Cities used in 2014

Council Visited	Dates of Visit	Council providing Peer Reviewers and their designations							Government
		Masvingo	Kadoma	KweKwe	Mutare	Gweru	Bulawayo	Harare	
Masvingo	28-29 July 2014		HU	CS	HO	TC	TT	TE	MoLGPW&NH
KweKwe	27-28 August 2014	TC	CS		HU	TE	HO	TT	MoEWC
Mutare	16-17 September 2014	TT	TC	TE		HO	CS	HU	MoEWC
Gweru	24-26 September 2014	CS	HO	HU	TT		TE	TC	MoEWC
Bulawayo	16-17 October 2014	HO	TE	TT	TC	HU		CS	MoLGPW&NH
Harare	30-31 October 2014	HU	TT	HO	TE	CS	TC		MoEWC
Kadoma	20-21 November 2014	TE		TC	CS	TT	HU	HO	MoLGPW&NH

Table 2.3. Peer Review Matrix for Municipalities used in 2014

Council Visited	Dates of Visit	Council providing Peer Reviewers and their designations									Government
		Chitungwiza	Bindura	Chegutu	Marondera	Chinhoyi	Vic Falls	Kariba	Redcliff	Gwanda	
Chitungwiza	31 July-1 August 2014		TE	HO	TC	CS		TT**		HU	MoLGPW&NH
Bindura	14-15 August 2014	TC			HU		TT	CS	HO	TE	MoEWC
Chegutu	25-26 August 2014	TE	CS		CS			TC	TT	HO	MoLGPW&NH
Vic Falls	29-30 September 2014	CS		HU	TE	HO			TC	TT	MoLGPW&NH
Kariba	2-3 October 2014	HU	HO	TT		TC	TE		HU		MoEWC
Redcliff	9-10 October 2014			CS	TT	TE	HU	HO		TC	MoLGPW&NH
Gwanda	27-28 October 2014		HU	TE	HO	TT	TC		CS		MoEWC
Chinhoyi	10-11 November 2014	HO	TT	TC	TE		CS	HU			MoEWC
Marondera	20-21 November 2014	TT	TC			HU	HO		TE	CS	MoLGPW&NH

Table 2.4. Peer Review Matrix for Town Councils used in 2014

Council Visited	Dates of Visit	Council providing Peer Reviewers and their designations											Government	++++
		Shurugwi	Mvurwi	Chiredzi	Rusape	Plumtree	Karoi	Gokwe	Chipinge	Beitbridge	Norton	Zvishavane		
Shurugwi	13-14 August 2014			TT	HO**		TC				TE	HU	MoEWC	
Mvurwi	25-26 August 2014	TE			HU			HO	TT	TC			MoLGPW&NH	ZINWA
Chiredzi	28-29 August 2014				TE	TT			HO		HU	TC	MoLGPW&NH	
Karoi	25-26 September 2014	HU	HO	TC				TE		TT			MoLGPW&NH	ZINWA
Gokwe	2-3 October 2014	HO	TC		TT	HU	TE						MoEWC	ZINWA
Chipinge	9-10 October 2014		HU	HO		TE		TC			TT		MoEWC	
Beitbridge	13-14 October 2014					TC	HO	TT	HU			TE	MoLGPW&NH	ZINWA
Norton	16-17 October 2014	TC		HU		HO			TE			TT	MoEWC	
Zvishavane	30-31 October 2014		TT		TC			HU		TE	HO		MoLGPW&NH	
Rusape	13-14 November 2014	TT		TE				HU		TC	HO		MoEWC	
Plumtree	03-04 November 2014		TE					TT			HU	TC	HO	MoLGPW&NH

Table 2.5. Peer Review Matrix for Local Boards used in 2014

Council Visited	Dates of Visit	Council providing Peer Reviewers and their designations					Government	++++
		Epworth	Ruwa	Hwange	Lupane	Chirundu		
Epworth	18-19 August 2014		TC	HO	TE + HO		MoEWC	TE -Harare
Ruwa	20-21 August 2014	TC		TT + HO	TE		MoEWC	TE -Harare
Hwange	22-23 September 2014	TE	TT + HO		TC		MoLGPW&NH	ZINWA
Lupane	24-25 September 2014	TE	TT + HO			TC	MoEWC	ZINWA
Chirundu	5-6 October 2014	TT	TE + HO	TC			MoLGPW&NH	ZINWA

NB: TC = Town Clerk/Secretary; TE = Town Engineer; TT = Town Treasurer; HO = Health Officer; HU = Director of Housing; CS = Chamber Secretary

3. Results from the 2014 Peer Review Process

3.1 Trend Analysis of 2013 SLB indicators

3.1.1 Water Supply Indicators

The data collected for 2013 did not show much change from the data of 2012 (Table 3.1).

Table 3.1. Results for Water Supply Indicators in 2013 as compared to 2012 data and target benchmarks

Ref	Indicator	Target Performance or Benchmark	All Councils Average Performance 2012	All Councils Average Performance 2013	Remarks
	1. Water Supply Indicators				
1.1	Property level coverage of direct water supply, %	100	77	74.7	Marginal decrease
1.2	Per capita supply of water , L/cap.d	150	225	216.6	Marginal decrease
1.3	Extent of metering of water connections, %	100	89	80.8	Marginal decrease
1.4	Extent of non-revenue water (NRW), %	25	43	-67.4	Figure distorted by Chitungwiza and Epworth
1.5	Continuity of water supply, hr/d	24	12	12.2	Not change
1.6	Quality of water supplied, %	100	82	89.5	Marginal increase
1.7	Efficiency in satisfactory response/reaction to customer complaints, %	80	67	64.6	Marginal decrease
1.8	Operating cost recovery in water supply services, %	150	181	163.1	Decrease
1.9	Efficiency in collection of water supply-related charges, %	75	52	39.1	Decrease
1.10	Maintenance Coverage ratio, %	20	3	4.9	Marginal increase

The following points were noted:

Property level coverage of direct water supply, %: There was not much change as expected as there were very few projects to connect properties to water reticulation. If anything, the changes recorded are probably due to improvements in data quality by councils. Some councils did carry out property surveys as agreed whilst some are still to do the exercise. This helped to improve the property database of councils concerned, which would also lead to improved revenue collection.

Per capita supply of water, L/cap.d: There was a slight decrease as infrastructure continued to deteriorate, together with increases in power cuts and population increases.

Extent of metering of water connections, %: Not much change

Extent of non-revenue water (NRW), %:When Chitungwiza and Epworth are excluded, the change is from 43% in 2012 to 36% in 2013. This important indicator was distorted by a number of things. As

most meters were not working and there were no funds for replacing them, a number of councils used estimates which were generally on the higher side, especially for Chitungwiza, Epworth and Shurugwi. Some councils also had suspiciously very low NRW (Figure 3.1), which could be due to high estimates of water consumed. In some cases bulk meters were not working and councils relied on estimates, based on pumping records.

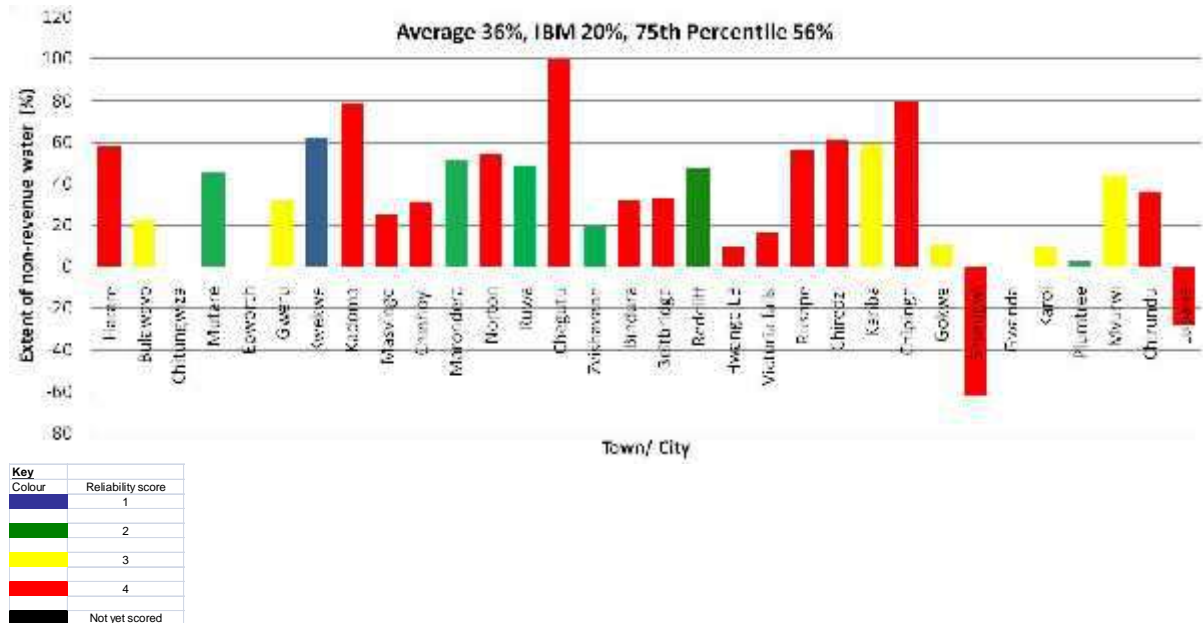


Figure 3.1. Non-revenue Water results for 2013 for all 32 urban councils in Zimbabwe

Continuity of water supply, hr/d: Results show that the water supply situation has not changed much, with water available for half the day in most councils. Very few councils such as KweKwe, Kariba, Rusape and Victoria Falls were able to supply water for over 20 hours per day (Fig 3.2). The situation was more critical in Chitungwiza, Epworth and Norton. However, record-keeping on the supply situation for different areas in a single council remained very poor.

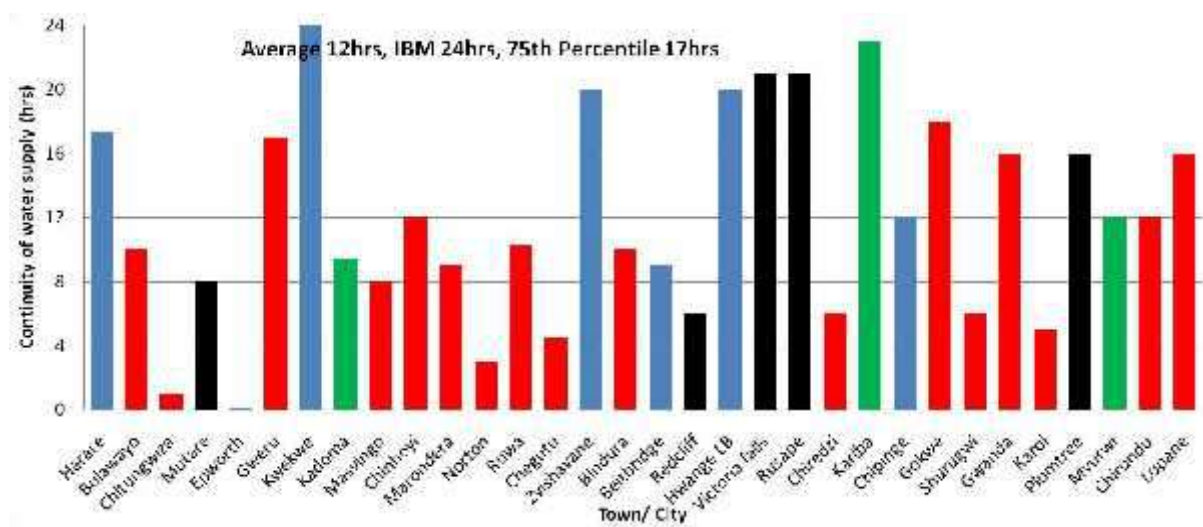


Figure 3.2. Continuity of Water Supply results for 2013 for all 32 urban councils in Zimbabwe

Quality of water supplied, %: Only a marginal improvement was noticed. Except for large cities, most towns do not have the requisite equipment for testing on their own. Where tests are done,

these tend to be restricted to basic tests such as residual chlorine, pH and turbidity and these were confined to water treatment plants. Tests are rarely done for intermediate points whilst there is no standard regime for tests at consumer end. Councils therefore need to come up with an appropriate sampling, testing and quality control protocol in order to improve the protection of their water consumers. Councils should also periodically send their samples for independent verification; the Government Analyst laboratories can do this for free although results might take long to come back.

Efficiency in satisfactory response/reaction to customer complaints, %: Practically the change was not significant. The ability of councils to adequately respond to complaints remained constrained by limited resources.

Operating cost recovery in water supply services, %: The indicator reduced by nearly 10% from the 2012 figure. This is explained by the fact that operating revenues went down by about 28% probably due to debt cancellation and councils accounted for this in different ways. The net response to reduced operating revenues was for councils to reduce expenditure on water supply by nearly 23%. About 25% of the councils are not achieving full cost recovery whilst those councils achieving more than 200% cost recovery (about 25% of them) could be under-spending on water supply (Fig 3.3).

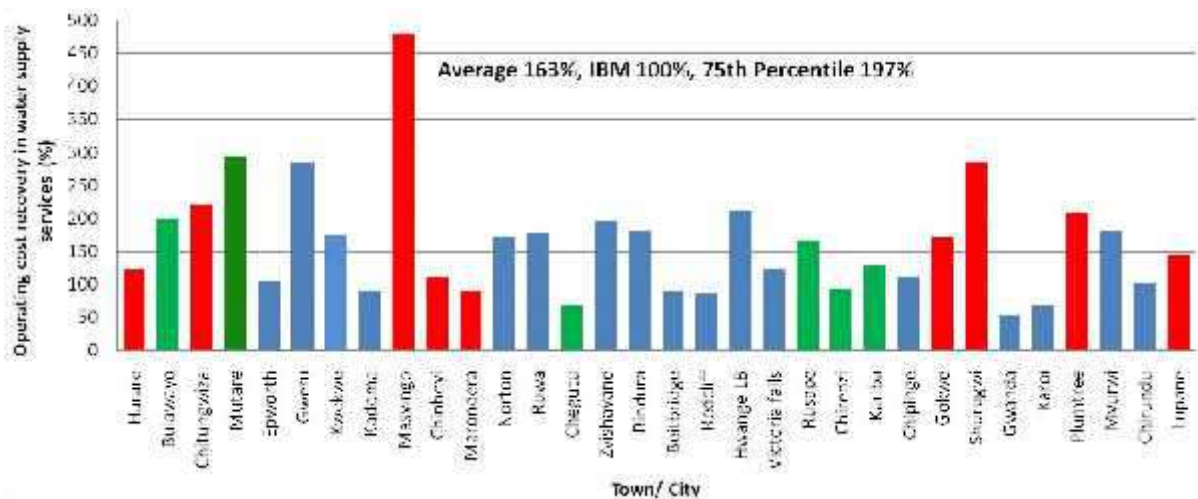


Figure 3.3. Operating Cost Recovery in Water Supply results for 2013 for all 32 urban councils in Zimbabwe

Efficiency in collection of water supply-related charges, %: The revenue collection efficiency decreased from 52% in 2012 to 41% in 2013. This is at the backdrop of a general tight liquidity situation prevailing in the country, compounded by attitudes towards paying bills created by the debt cancellation by Government in the year under review. However, we note that our results are hamstrung by problems in interpreting current revenues. Some councils, as indicated in Fig 3.4, accounted for what they collected as payment against arrears. The Treasurers Forum needs to come out with a uniform interpretation on this.

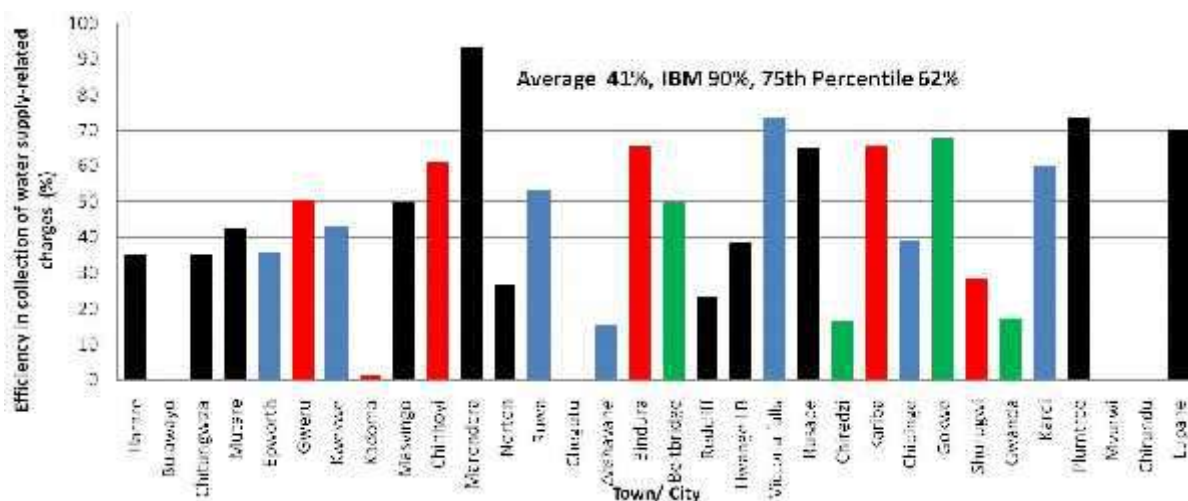


Figure 3.4. Efficiency in Collection of Water Supply-related Charges results for 2013 for all 32 urban councils in Zimbabwe

Maintenance Coverage ratio, %: The results show that only 4% was used for maintenance related expenses out all the expenses incurred in water supply. This is still very low compare to the target benchmark of 20%. It has been recommended that councils keep separate ledgers for maintenance as compared to repairs. In addition, a costed maintenance plan is required for each council.

3.1.2 Wastewater Management Indicators

The data collected for 2013 did not show much change from the data of 2012 (Table 3.3).

Table 3.2. Results for Wastewater Management Indicators in 2013 as compared to 2012 data and target benchmarks

Ref	Indicator	Target Performance or Benchmark	All Councils Average Performance 2012	All Councils Average Performance 2013	Remarks
2. Wastewater Management Indicators					
2.1	Coverage of toilets, %	100	81.3	80.5	Not much change
2.2	Coverage of sewerage network services, %	66/80	68.9	64.8	Not much change
2.3	Efficiency in collection of sewage, %	95	30.5	62.8	Significant improvement
2.4	Adequacy of capacity for treatment of sewage, %	100	161.5	273.3	Not much change
2.5	Quality of sewage treatment, %	100	4.3	24.2	Noticeable improvement
2.6	Extent of recycling or reuse of sewage, %	10	2.9	3.0	Not much change
2.7	Efficiency in satisfactory response/reaction to customer complaints, %	80	59.1	75.7	Good improvement towards target benchmark
2.8	Efficiency of cost recovery in sewage management, %	150	235.5	162.2	Significant reduction in performance
2.9	Efficiency in collection of sewage charges, %	75	42.4	41.6	Not much change
2.10	Maintenance Coverage ratio, %	15	2.7	6.5	Some positive change though much still needs to be done

The following points were noted:

Coverage of toilets, %: There was very little change on this indicator as very little infrastructural developments took place in 2013.

Coverage of sewerage network services, %: There were no changes as given above.

Efficiency in collection of sewage, %: There has been substantial improvement in most towns although the data still has accuracy problems, with a number of councils collecting more than 100% (Fig 3.5). This actually could be a problem of leaking pipes. Any extra efforts put into increasing collection efficiency would be confirmed by a corresponding decrease in cost coverage ratio.

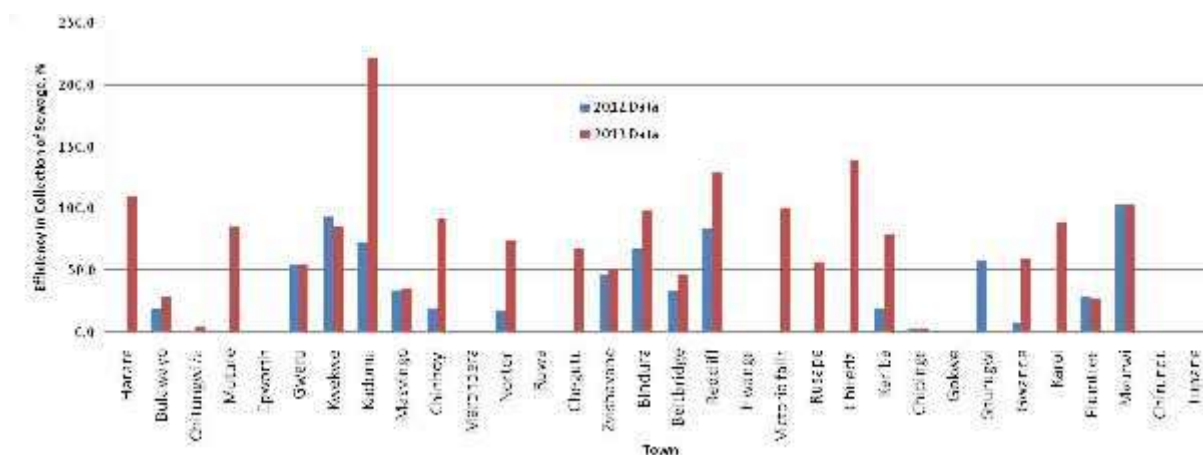


Figure 3.5. Efficiency in Collection of Sewage comparative results for 2012 and 2013 for all 32 urban councils in Zimbabwe

Adequacy of capacity for treatment of sewage, %: Not much change was expected as there were no new constructions although rehabilitations could have improved the functional capacity of the plants.

Quality of sewage treatment, %: The testing of sewage has generally improved, with most councils now able to show evidence of analytical results. However, meeting prescribed local standards will continue to be a problem because of installed technologies and stringent EMA standards. Currently most sewage treatment plants (>80%) are not functional.

Extent of recycling or reuse of sewage, %: No change as this requires capital works for rehabilitation or new constructions. There is a need to raise awareness of new farmers on the benefits of using sewage treatment plant effluent for crop/pasture irrigation so that councils can have somewhere to divert effluent to.

Efficiency in satisfactory response/reaction to customer complaints, %: Very little change. Councils need to improve the recording and tracking of complaints.

Efficiency of cost recovery in sewage management, %: Cost recovery went down from 2012 to 2013 (Fig 3.6). The possible reasons have already been explained under Water Supply. Since sewage collection also increased for the same year, it is also possible that councils increased expenditure on

this function, which will have the net effect of lowering this indicator. The indicator is still above the agreed benchmark.

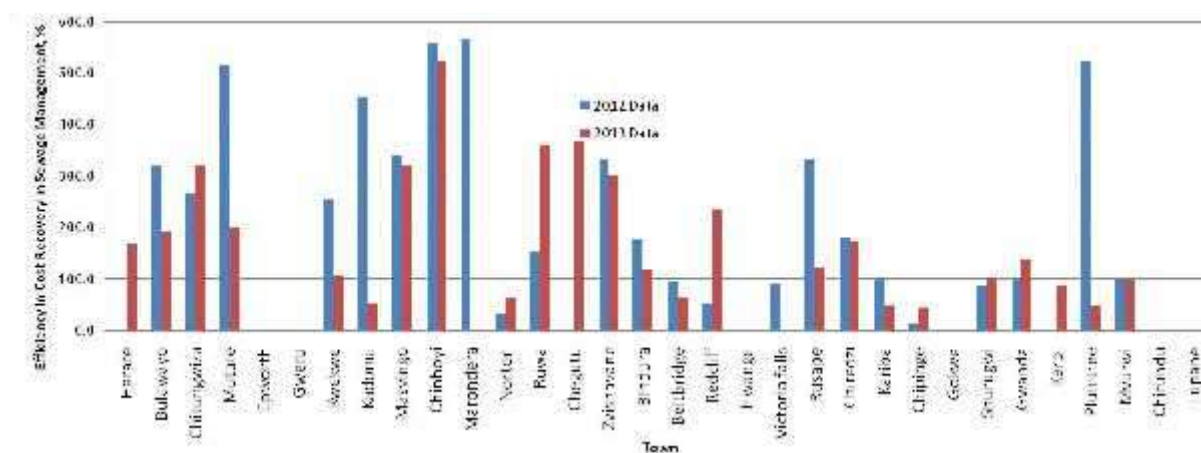


Figure 3.6. Efficiency in Cost Recovery in Sewage Management comparative results for 2012 and 2013 for all 32 urban councils in Zimbabwe

Efficiency in collection of sewage charges, %: The indicator increased only marginally by 2 percentage points. It is still way below the target of 75%.

Maintenance Coverage ratio, %: There has been a small positive change on this indicator. More details have been provided already under Water Supply indicators.

3.1.3 Solid Waste Management Indicators

The data collected for 2013 did not show much change from the data of 2012 (Table 3.3).

Table 3.3. Results for Solid Waste Management Indicators in 2013 as compared to 2012 data and target benchmarks

Ref	Indicator	Target Performance or Benchmark	All Councils Average Performance 2012	All Councils Average Performance 2013	Remarks
	3. Solid Waste Management Indicators				
3.1	Coverage of SWM services through kerbside collection of waste, %	100	18.5	67.6	Change is mostly due to use of once a week from twice a week used in 2012
3.2	Efficiency of collection of municipal solid waste, %	100	64.4	73.1	Some positive change
3.3	Extent of recovery of municipal solid waste collected, %	20	0.7	0.6	Virtually no change
3.4	Extent of scientific disposal of waste at landfill sites, %	100	3.6	3.8	Virtually no change
3.5	Efficiency in satisfactory response/reaction to customer complaints, %	80	67.9	71.1	Insignificant change
3.6	Efficiency of cost recovery in SWM services, %	100	186.0	261.9	Substantial positive change
3.7	Efficiency in collection of SWM charges, %	75	56.1	34.5	Substantial decline
3.8	Maintenance Coverage ratio, %	20	6.0	6.6	Virtually no change
3.9	Coverage of receptacles, %	100	40.3	46.6	Very little change

Coverage of SWM services through kerbside collection of waste, %: Change is mostly due to use of once a week from twice a week collection used in 2012. The data given also showed better organisation. However, some councils failed to give the breakdown on collections which was required to calculate this indicator.

Efficiency of collection of municipal solid waste, %: Improvement in collection levels (Fig 3.7) show increased efforts by councils, with some of them acquiring refuse collection trucks.

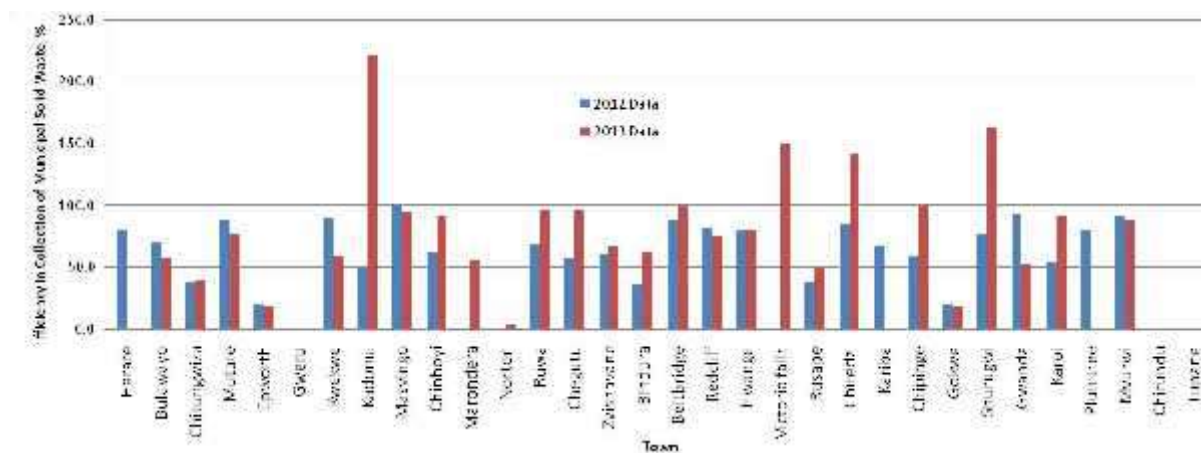


Figure 3.7. Efficiency in Collection of Municipal Solid Waste comparative results for 2012 and 2013 for all 32 urban councils in Zimbabwe

Extent of recovery of municipal solid waste collected, %: Virtually no change. Some examples of recovery from Bulawayo and Karoi have been noted for dissemination to other councils.

Extent of scientific disposal of waste at landfill sites, %: Virtually no change. Councils are at different stages of planning for compliant landfills in accordance with EMA regulations. However, a demonstration is required and Victoria Falls Municipality has been working with EMA on this. It is recommended that councils seek a donor to fund construction of pilot scientific landfills. The funds for constructing scientific landfills will remain a constraint in the short-term.

Efficiency in satisfactory response/reaction to customer complaints, %: No changes, as discussed for Water Supply.

Efficiency of cost recovery in SWM services, %: The cost recovery aspect improved substantially but this could have had an effect on the collection efficiency if councils indeed raised tariffs to improve cost recovery. On the other hand, poor expenditure levels could have contributed to the increase in the indicator. The change in this indicator therefore needs to be considered with utmost care.

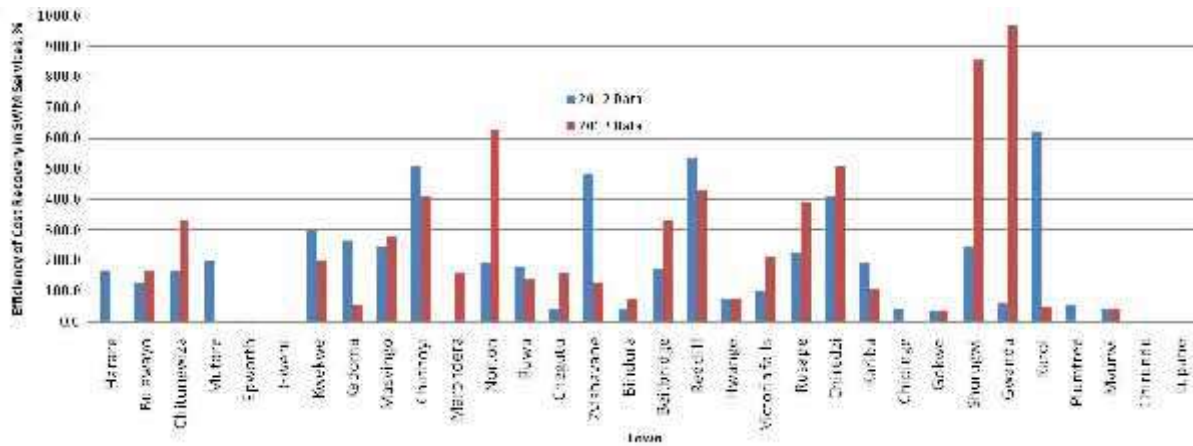


Figure 3.8. Efficiency in Cost Recovery in Municipal Solid Waste Management comparative results for 2012 and 2013 for all 32 urban councils in Zimbabwe

Efficiency in collection of SWM charges, %: Collection efficiency went down substantially as for Water Supply and Wastewater Management. This poses a serious threat to the sustainability of service delivery. The reasons for this have already been explained above.

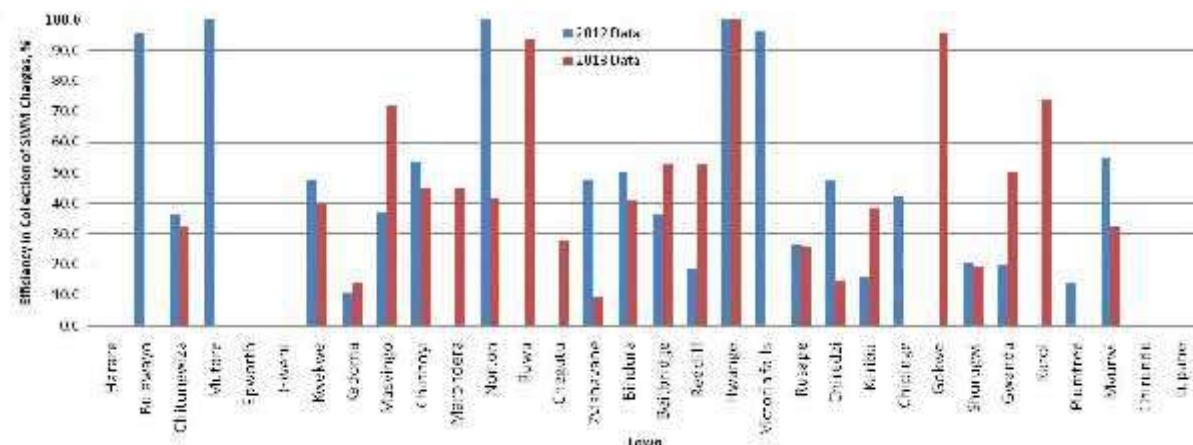


Figure 3.9. Efficiency in Collection of SWM Charges comparative results for 2012 and 2013 for all 32 urban councils in Zimbabwe

Maintenance Coverage ratio, %: No change.

Coverage of receptacles, %: No change.

3.1.4 Summary of 2013 Indicators

Table 3.4 gives a summary of all indicators for the 2013 data. These indicators were affected by some councils who did not submit complete information. The councils shaded green returned revised questionnaires after peer review visits, although some data was still missing. The councils shaded red did not submit even the questionnaires used for the peer reviews. Those shaded yellow were reviewed but they did not make any corrections which were recommended by peer reviewers. This shows some startling gaps in the peer review process as a member of the SLB Team, chair of the review panel, and the Town Clerk/Secretary of the visited council were supposed to be responsible for all collected data.

Table 3.4. Summary of all SLB Indicators for 2013 data

Water Supply Indicators		Town	Harare	Bulawayo	Chitungwiza	Mutare	Epworth	Gweru	Kwekwe	Kadoma	Masvingo	Chinhoyi	Marondera	Norfon	Ruwa	Chegutu	Zvishavane	Bindura	Beltbridge	Redcliff	Hwange LB	Victoria falls	Rusape	Chiredzi	Kariba	Chipinge	Gokwe	Shurugwi	Gwanda	Karoi	Plumtree	Mvuvwi	Chirundu	Lupane	Average If	
Ref	Performance Indicator																																			
1.1	Property level coverage of direct water supply	82	93	75	92	14	84	100	92	94	66	93	68	66	94	86	86	76	98	#DIV/0!	67	66	77	92	84	44	80	71	79	67	55	62	0	74.7		
1.2	Per capita supply of water	259	157	50	229	0	270	349	295	231	170	136	89	34	128	209	151	132	229	123	399	228	217	614	156	75	166	0	134	1120	148	#DIV/0!	#DIV/0!	216.6		
1.3	Extent of metering of water connections	79	88	100	85	88	85	100	100	70	100	100	99	100	28	42	75	84	86	100	79	79	19	90	100	100	42	87	100	100	100	1	#DIV/0!	80.8		
1.4	Extent of non-revenue water (NRW)	58	23	219	46	99	50	63	79	25	31	51	54	0	100	19	32	33	47	33	17	56	61	59	80	11	62	#DIV/0!	9	3	44	44	27	-67.4		
1.5	Continuity of water supply	17	10	1	8	0	18	24	10	8	12	9	3	10	5	20	10	9	6	22	21	21	6	23	12	18	6	16	5	16	12	12	21	12.2		
1.6	Quality of water supplied	98	92	100	100	#DIV/0!	100	91	99	100	100	97	100	92	93	95	82	100	#DIV/0!	99	100	87	100	87	#DIV/0!	0	100	100	83	100	0	100	100	89.5		
1.7	Efficiency in satisfactory response/reaction to customer complaints	39	88	59	113	100	80	95	67	76	90	50	33	94	16	77	89	100	100	57	25	77	75	67	83	32	75	70	1	58	56	20	82	25	64.6	
1.8	Operating cost recovery in water supply services	123	200	221	294	106	261	176	92	480	110	90	173	146	69	196	181	89	87	243	123	167	93	129	112	172	286	55	68	208	181	#DIV/0!	125	163.1		
1.9	Efficiency in collection of water supply-related charges	35	0	35	42	36	12	43	1	50	61	93	27	22	0	16	66	50	23	35	73	65	16	66	40	68	28	17	60	74	0	#DIV/0!	58	39.1		
1.10	Maintenance Coverage ratio	0	12	0	20	10	5	1	2	8	0	4	0	0	0	1	0	0	0	2	1	4	12	3	4	12	7	9	13	1	0	#DIV/0!	20	4.9		
Wastewater Management Indicators																																				
2.1	Coverage of functional toilets	82	93	85	98	1	100	100	97	100	64	93	72	100	98	100	79	73	100	#DIV/0!	97	67	77	100	84	0	66	83	100	100	89	17	#DIV/0!	80.5		
2.2	Coverage of sewerage network services	70	86	77	97	0	98	94	90	90	64	86	44	66	64	96	68	70	98	#DIV/0!	93	43	73	82	48	0	27	72	70	81	50	12	0	64.8		
2.3	Efficiency in collection of sewage	110	28	4	86	0	61	0	222	35	91	0	73	246	67	52	99	47	130	0	100	57	139	80	4	0	0	59	89	27	104	0	0	62.8		
2.4	Adequacy of capacity for treatment of sewage	141	153	19	71	0	122	100	516	188	83	243	132	444	274	54	157	71	56	0	42	140	321	5	967	0	70	94	177	91	0	18	0	273.3		
2.5	Quality of sewage treatment	49	0	#DIV/0!	0	#DIV/0!	0	85	#DIV/0!	0	#DIV/0!	#DIV/0!	0	#DIV/0!	33	0	100	0	0	#DIV/0!	50	0	0	#DIV/0!	100	0	#DIV/0!	0	67	#DIV/0!	0	#DIV/0!	#DIV/0!	24.2		
2.6	Extent of recycling or reuse of sewage	32	14	0	10	#DIV/0!	0	0	0	0	0	0	0	0	0	0	0	14	0	#DIV/0!	0	0	0	0	0	#DIV/0!	#DIV/0!	1	0	8	0	#DIV/0!	#DIV/0!	3.0		
2.7	Efficiency in satisfactory response/reaction to customer complaints	100	94	92	45	0	80	96	51	73	71	72	92	67	88	78	74	50	76	#DIV/0!	96	100	71	100	99	0	90	75	78	64	99	100	#DIV/0!	75.7		
2.8	Efficiency of cost recovery in sewage management	170	192	321	199	0	113	109	53	319	525	#DIV/0!	62	360	368	300	117	66	234	#DIV/0!	0	123	173	49	46	#DIV/0!	104	138	88	48	98	#DIV/0!	#DIV/0!	162.2		
2.9	Efficiency in collection of sewage charges	53	0	45	58	#DIV/0!	15	50	23	72	54	45	49	22	4	28	65	12	55	#DIV/0!	#DIV/0!	48	47	57	40	#DIV/0!	14	144	28	0	55	#DIV/0!	#DIV/0!	41.6		
2.10	Maintenance Coverage ratio	0	3	10	5	0	3	5	0	9	3	#DIV/0!	2	2	60	25	12	6	9	#DIV/0!	0	2	4	1	3	#DIV/0!	4	1	3	0	2	#DIV/0!	#DIV/0!	6.5		
Solid Waste Management Indicators																																				
3.1	Coverage of SWM services through door-to-door collection of waste	3	29	97	98	1	10	94	90	98	84	77	100	74	100	100	88	79	91	#DIV/0!	100	100	63	100	34	20	98	77	88	-	100	5	-	67.6		
3.2	Efficiency of collection of municipal solid waste	-	58	39	78	19	61	63	221	95	91	56	4	97	96	66	63	99	76	-	149	49	143	-	100	-	163	53	91	#DIV/0!	88	#DIV/0!	#DIV/0!	73.1		
3.3	Extent of recovery of municipal solid waste collected	#DIV/0!	2	0	0	-	0	0	0	5	1	5	-	-	0	0	-	0	-	#DIV/0!	-	-	-	#DIV/0!	-	-	-	-	1	#DIV/0!	-	#DIV/0!	#DIV/0!	0.6		
3.4	Extent of scientific disposal of waste at landfill sites	#DIV/0!	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	#DIV/0!	-	-	-	#DIV/0!	-	-	-	-	-	#DIV/0!	-	#DIV/0!	#DIV/0!	3.8		
3.5	Efficiency in satisfactory response/reaction to customer complaints	#DIV/0!	63	43	67	-	58	70	100	100	67	25	75	100	50	67	90	100	67	#DIV/0!	67	63	100	60	100	100	83	62	57	#DIV/0!	100	60	#DIV/0!	71.1		
3.6	Efficiency of cost recovery in SWM services	#DIV/0!	165	331	#DIV/0!	0	173	200	55	277	412	157	625	144	157	130	72	327	431	#DIV/0!	209	388	510	107	#DIV/0!	24	857	965	48	#DIV/0!	46	-	#DIV/0!	261.9		
3.7	Efficiency in collection of SWM charges	#DIV/0!	-	32	#DIV/0!	-	8	40	14	72	45	45	42	29	28	10	41	53	53	#DIV/0!	-	26	15	38	#DIV/0!	96	20	50	74	#DIV/0!	32	#DIV/0!	#DIV/0!	34.5		
3.8	Maintenance Coverage ratio	#DIV/0!	2	1	#DIV/0!	7	4	65	0	11	14	7	4	4	2	1	2	5	11	#DIV/0!	-	5	11	1	#DIV/0!	1	1	2	2	#DIV/0!	9	-	#DIV/0!	6.6		
3.9	Coverage of receptacles	-	69	17	98	1	73	73	45	80	9	40	41	74	7	26	60	30	55	#DIV/0!	26	56	42	50	94	94	86	88	10	-	96	3	-	46.6		

3.2 Availability and Reliability of Data

Most councils, regardless of sizes, are struggling to maintain quality data. It is still difficult to get basic data on infrastructure such as the length of reticulations, capacity of water and wastewater treatment plants, etc. Normal data accounting data which should be available from the computer and audit reports was also difficult to get. The general impression is that there is a disconnect between those who generate the data and those who are supposed to manage the data. Some extreme cases include water tests which were carried out but not recorded. It is strongly recommended that councils develop Information Systems Improvement Plan (ISIP) and Performance Improvement Plans (PIP) with clear annual targets.

Table 3.5 shows the level of availability of data for WASH sub-sectors for 2013 and 2012. In 2013, data were mostly available for water supply (86.2%) and least available for wastewater management (80.2%). Overall, 82.3% of the required data were collected for 2013, an improvement from 67.4% collected for 2012. However, the situation remains worrisome since this was the second run of SLB data collection. In terms of performance of councils in 2013, Chitungwiza, Norton and Zvishavane tried their best to provide data. There were serious concerns for Lupane, Chirundu and Hwange Local Board, who were generally not forthcoming in submitting data. The capacity of Chirundu and Lupane over the two years to generate SLB data remains questionable and the two towns would require special attention/assistance in 2015. On the other hand, the consistent efforts of councils such as Gwanda to provide complete data (although not necessarily accurate) should be recognised.

Table 3.5. Availability of 2013 SLB data in urban councils

(a) 2013 Data

Town	Harare	Bulawayo	Chitungwiza	Mutare	Epworth	Gweru	Kwekwe	Kadoma	Masvingo	Chinhoyi	Marondera	Norton	Ruwa	Chegutu	Zvishavane	Bindura	Beitbridge	Redcliff	Hwange LB	Victoria Falls	Rusape	Chiredzi	Kariba	Chipinge	Golwe	Shurugwi	Gwanda	Karoi	Plumtree	Mururi	Chirundu	Lupane	Average per Indicator
Water Supply	97.3	92.7	98.2	100.0	88.2	94.5	98.2	87.3	97.3	99.1	99.1	100.0	91.8	100.0	93.6	81.8	92.7	63.6	88.2	87.3	99.1	94.5	68.2	54.5	99.1	84.5	89.1	89.1	44.5	40.0	60.0	86	86.2
Wastewater Management	82.1	100.0	98.7	100.0	100.0	74.4	80.8	100.0	93.6	96.2	84.6	97.4	97.4	76.9	100.0	93.6	75.6	88.5	5.1	70.5	98.7	74.4	96.2	84.6	15.4	98.7	88.5	94.9	92.3	89.7	17.9	0.0	80.2
Solid Waste Management	2.7	100.0	100.0	79.5	83.6	98.6	91.8	97.3	76.7	97.3	93.2	98.6	100.0	87.7	100.0	94.5	90.4	90.4	2.7	91.8	94.5	78.1	94.5	98.6	94.5	100.0	89.0	95.9	0.0	95.9	54.8	0.0	80.4
Average per Town	60.7	97.6	99.0	93.2	90.6	89.2	90.2	94.8	89.2	97.5	92.3	98.7	96.4	88.2	97.9	90.0	86.3	80.8	32.0	83.2	97.4	82.3	86.3	79.3	69.7	94.4	88.9	93.3	45.6	75.2	44.2	28.8	82.3
Ranking (best Council)	28	4	1	11	13	17	14	8	16	5	12	2	7	19	3	15	21	24	31	22	6	23	20	25	27	9	18	10	29	26	30	32	

(b) 2012 Data

Town	Harare	Bulawayo	Chitungwiza	Mutare	Epworth	Gweru	Kwekwe	Kadoma	Masvingo	Chinhoyi	Marondera	Norton	Ruwa	Chegutu	Zvishavane	Bindura	Beitbridge	Redcliff	Hwange LB	Hwange Colliery	Victoria Falls	Rusape	Chiredzi	Kariba	Chipinge	Golwe	Shurugwi	Gwanda	Karoi	Plumtree	Mururi	Chirundu	Lupane	Average per Indicator
Water Supply	51.8	72.7	86.4	85.8	90.8	77.3	86.4	80.9	86.4	76.4	52.7	58.2	60.0	30.9	97.3	66.4	77.3	85.5	98.2	86.4	72.7	90.0	90.0	73.8	92.7	54.5	52.7	92.7	40.0	81.8	44.5	45.5	91.8	74.2
Wastewater Management	47.4	74.4	83.6	75.6	79.5	51.3	75.6	92.3	94.9	73.1	60.3	79.5	80.3	12.8	97.4	62.8	74.4	88.5	30.8	92.3	67.9	87.2	80.9	84.6	78.2	15.4	70.5	94.9	26.9	82.1	89.7	10.3	16.7	67.3
Solid Waste Management	97.3	97.3	94.2	43.8	43.8	16.4	74.0	75.3	95.9	39.7	27.4	98.6	27.4	27.4	97.3	27.4	45.2	95.9	71.2	72.8	27.4	83.6	83.6	27.4	80.8	97.3	35.6	100.0	91.8	43.8	95.9	12.3	13.7	60.6
Average per Town	65.5	81.4	71.4	68.3	71.4	48.3	78.7	86.2	92.4	63.1	46.8	78.8	49.2	23.7	97.3	52.2	65.6	93.3	66.7	83.8	56.0	86.9	84.8	61.9	83.9	55.7	53.0	95.9	52.9	69.2	76.7	22.7	40.7	67.4
Ranking (best Council)	20	10	15	17	14	29	12	6	4	21	30	11	28	32	1	27	19	3	18	9	23	5	7	22	8	24	25	2	26	16	13	33	31	

The reliability of data remained a concern throughout the Peer Review exercise (Table 3.5). To improve the quality of data collected, a template was developed to collect evidence against benchmarks. This helped to some extent but there is still a need for proper systems to collect and manage data in councils. The reviewers were generally very sceptical of any data that was presented without proper proof as required in the Supporting Information Template.

Kariba had the most reliable data, with an overall average score of 2. The average for all councils was 3.

Table 3.5. Summary of Reliability Scores for 2013 data

Water Supply Indicators		Harare	Bulawayo	Chitungwiza	Mutare	Epworth	Gweru	Kwekwe	Kadoma	Masvingo	Chinhoyi	Marondera	Norton	Ruwa	Chegutu	Zvishavane	Bindura	Beitbridge	Redcliff	Hwange LB	Victoria falls	Rusape	Chiredzi	Kariba	Chipinga	Gokwe	Shurugwi	Gwanda	Karoi	Plumtree	Mvurwi	Chirundu	Lupani	Average Score per Indicator			
Ref	Performance Indicator																																				
1.1	Proper level coverage of direct water supply	1	1	4	1	4	1	1	1	1	4	4	4	1	4	1	1	1	4	4	4	4	1	4	4	4	4	4	4	4	4	4	4	4	3		
1.2	Per capita supply of water	1	1	1	4	4	1	3	4	1	4	1	4	3	4	4	4	1	1	4	1	1	4	1	4	4	4	4	4	4	4	4	4	4	3		
1.3	Extent of metering of water connections	1	2	4	2	2	2	2	2	2	3	2	4	2	4	2	2	1	2	4	2	2	4	2	4	2	4	2	4	2	4	4	4	4	3		
1.4	Extent of non-revenue water (NRW)	1	2	4	2	4	3	4	1	2	4	2	4	3	4	4	4	2	2	4	4	4	4	4	4	3	4	4	4	4	4	3	4	4	3		
1.5	Continuity of water supply	2	4	4	4	4	4	2	2	4	4	4	4	4	4	4	4	4	4	4	4	2	2	4	1	4	4	4	4	2	4	4	4	4	4	3	
1.6	Quality of water supplied	1	1	4	1	4	3	2	4	1	4	2	4	4	4	4	1	2	1	4	4	4	3	4	1	4	4	4	4	2	4	4	4	4	4	3	
1.7	Efficiency in satisfactory response/reaction to customer complaints	1	1	2	2	3	2	4	2	2	2	2	4	2	2	1	2	2	3	4	4	4	4	3	4	2	4	4	3	4	4	2	4	4	4	3	
1.8	Operating cost recovery in water supply services	2	2	1	4	2	2	2	4	1	4	2	4	2	2	4	1	1	1	4	4	1	4	4	1	4	4	2	4	4	4	4	4	4	4	3	
1.9	Efficiency in collection of water supply-related charges	4	4	4	4	4	2	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1	4	2	2	4	4	4	4	4	4	4	4	4	
1.10	Maintenance Coverage ratio	4	4	4	4	4	4	4	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1	4	1	1	4	4	4	4	4	4	4	4		
Wastewater Management Indicators		Harare	Bulawayo	Chitungwiza	Mutare	Epworth	Gweru	Kwekwe	Kadoma	Masvingo	Chinhoyi	Marondera	Norton	Ruwa	Chegutu	Zvishavane	Bindura	Beitbridge	Redcliff	Hwange LB	Victoria falls	Rusape	Chiredzi	Kariba	Chipinga	Gokwe	Shurugwi	Gwanda	Karoi	Plumtree	Mvurwi	Chirundu	Lupani	Average Score per Indicator			
Ref	Performance Indicator																																				
2.1	Coverage of functional toilets	1	4	4	1	4	1	4	4	4	1	4	4	1	4	4	1	1	4	4	4	1	4	4	4	4	4	4	4	1	4	4	4	4	4	3	
2.2	Coverage of sewerage network services	1	3	3	1	2	3	1	4	3	1	3	3	1	4	1	1	3	3	4	4	3	4	4	4	4	4	3	4	1	4	4	4	4	4	3	
2.3	Efficiency in collection of sewage	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1	4	4	4	4	4	4	4	4	4	4	4	4	
2.4	Adequacy of capacity for treatment of sewage	2	2	4	2	4	3	2	4	2	4	1	4	2	4	4	3	2	2	4	4	4	4	4	4	4	4	3	4	2	4	4	4	4	4	3	
2.5	Quality of sewage treatment	2	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
2.6	Extent of recycling or reuse of sewage	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
2.7	Efficiency in satisfactory response/reaction to customer complaints	2	1	2	2	4	3	4	2	3	3	2	2	2	4	2	4	3	3	4	4	3	4	3	4	3	4	2	4	3	4	4	4	4	4	3	
2.8	Efficiency of cost recovery in sewage management	2	2	4	4	2	2	2	2	4	4	4	2	2	4	4	4	2	1	4	4	4	3	4	1	4	4	2	4	2	4	4	4	4	4	4	3
2.9	Efficiency in collection of sewage charges	4	4	4	4	4	2	4	4	2	4	4	2	4	4	4	4	4	4	4	4	4	4	1	4	4	2	4	2	4	2	4	4	4	4	4	
2.10	Maintenance Coverage ratio	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1	4	4	1	4	4	4	4	4	4	4	4	4	
Solid Waste Management Indicators		Harare	Bulawayo	Chitungwiza	Mutare	Epworth	Gweru	Kwekwe	Kadoma	Masvingo	Chinhoyi	Marondera	Norton	Ruwa	Chegutu	Zvishavane	Bindura	Beitbridge	Redcliff	Hwange LB	Victoria falls	Rusape	Chiredzi	Kariba	Chipinga	Gokwe	Shurugwi	Gwanda	Karoi	Plumtree	Mvurwi	Chirundu	Lupani	Average Score per Indicator			
Ref	Performance Indicator																																				
3.1	Coverage of SWM services through door-to-door collection of waste	4	3	3	2	4	3	4	4	3	1	4	4	1	4	4	2	4	4	4	4	3	4	1	4	4	4	3	4	4	4	4	4	4	4	4	
3.2	Efficiency of collection of municipal solid waste	4	4	2	4	4	4	4	4	4	4	4	4	4	4	4	4	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
3.3	Extent of recovery of municipal solid waste collected	4	4	3	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
3.4	Extent of scientific disposal of waste at landfill sites	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	
3.5	Efficiency in satisfactory response/reaction to customer complaints	4	1	2	4	4	3	4	4	2	4	4	4	4	4	4	4	3	4	4	4	3	4	3	4	4	4	4	3	4	4	4	4	4	4	4	
3.6	Efficiency of cost recovery in SWM services	4	2	2	4	4	2	2	2	2	4	1	2	2	4	4	4	1	1	4	4	1	1	1	4	4	2	2	4	4	4	4	4	4	4	3	
3.7	Efficiency in collection of SWM charges	4	4	4	4	4	2	2	4	2	4	4	4	4	4	1	4	4	4	4	4	4	4	1	4	2	2	4	4	4	4	4	4	4	4	4	
3.8	Maintenance Coverage ratio	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	1	4	4	1	4	4	4	4	4	4	4	4	4	
3.9	Coverage of receptacles	4	1	4	4	4	4	4	4	4	4	4	4	4	4	4	1	4	4	4	4	1	4	4	1	4	3	1	4	4	4	4	4	4	4	4	
Average Reliability Score		3	3	3	3	4	3	3	3	3	3	3	4	3	4	3	3	3	3	3	4	3	3	4	2	4	3	3	4	3	4	4	4	4	4	3	

3.3 Performance Ranking of Councils

We are still developing a performance ranking methodology to be presented for discussion by all councils. This would include performance indicator, weighting factor for the indicator as agreed in Kadoma in July 2013, and the reliability score. The results for the ranking were withdrawn until the Annual Review meeting as some council were still sending in their data after seeing the position on the master sheet.

3.4 SWOT Analysis

Each council was requested to provide and present a team SWOT Analysis focusing on water supply and sanitation. The Review Teams further interrogated the presentations and reported their findings in their reports. The presentations were analysed and Figs 3.10 to 3.13 summaries the issues that came out at least twice during the visits. Fig 3.10 shows the Strengths as presented. The main issues were the availability of road networks to service the towns (albeit currently in bad state), skilled and adequate staff, and ICT. Most councils also have adequate sources of water supply but do not have the capacity to tap the water.

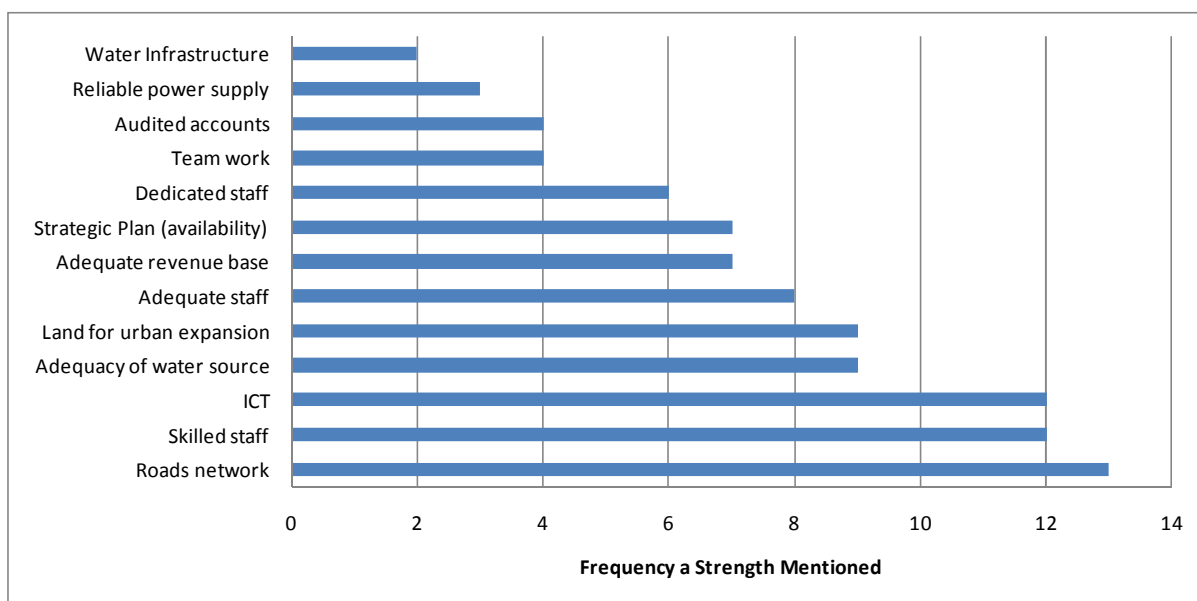


Figure 3.10. Strengths reported in most Local Authorities

The issues of aged and poor infrastructure, low revenue collection, together with obsolete/inadequate plant and equipment featured mostly as the weaknesses affecting councils (Figure 3.10). Inadequate or outdated ICT featured in some councils as they are using old computers and have not been able to renew licences for their software. A number of towns are also operating without current masterplans or strategic plans. However, councils were in the process of developing integrated results-based management-compliant strategic plans which should improve the situation going forward.

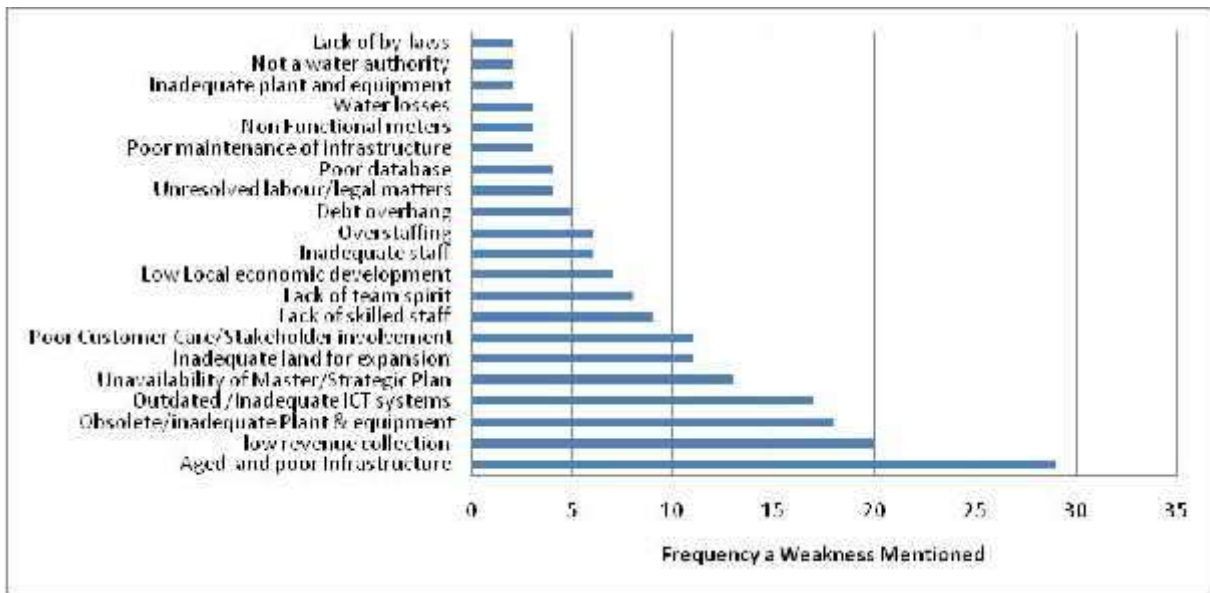


Figure 3.11. Weaknesses affecting most Local Authorities

Opportunities for support from the private sector, donors and government have been reported (Fig 3.12). Some councils also have a natural resources base, such as minerals and good rains for farming to drive their local economies. Establishment of universities in some towns have also boosted their economies.

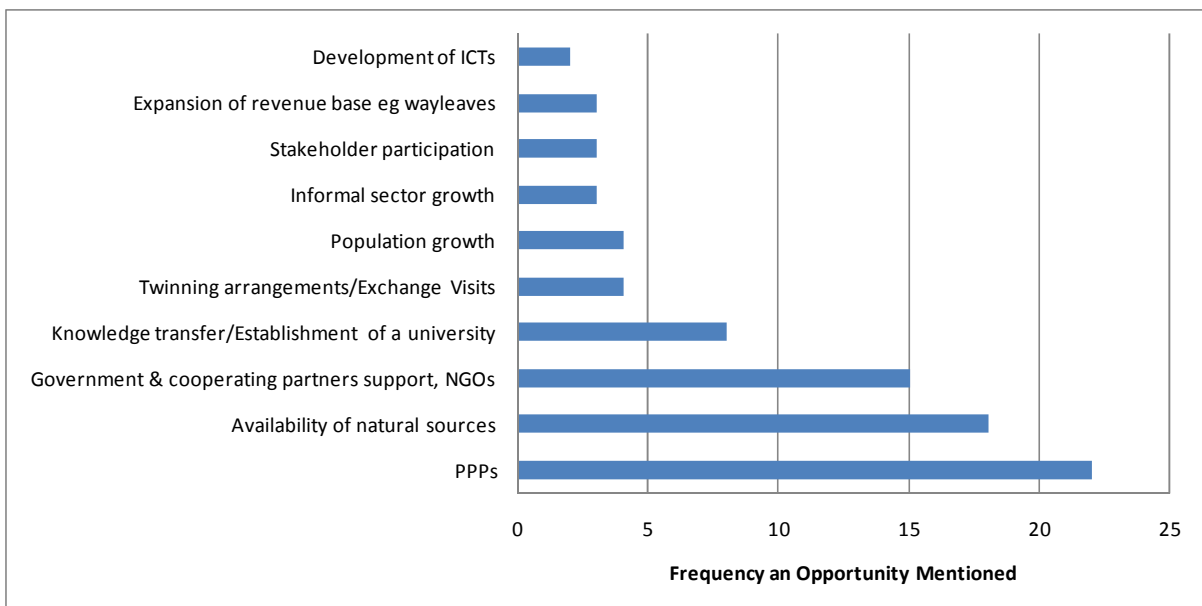


Figure 3.12. Opportunities reported in most Local Authorities

The prevailing economic situation has greatly affected the ability of councils to raise adequate revenues to sustain their infrastructure and operations (Fig 3.13). This has resulted in very poor bill collection efficiency and increased pollution of the environment. At the same time, EMA is putting a lot of pressure on councils to stop polluting the environment and to construct proper landfills.

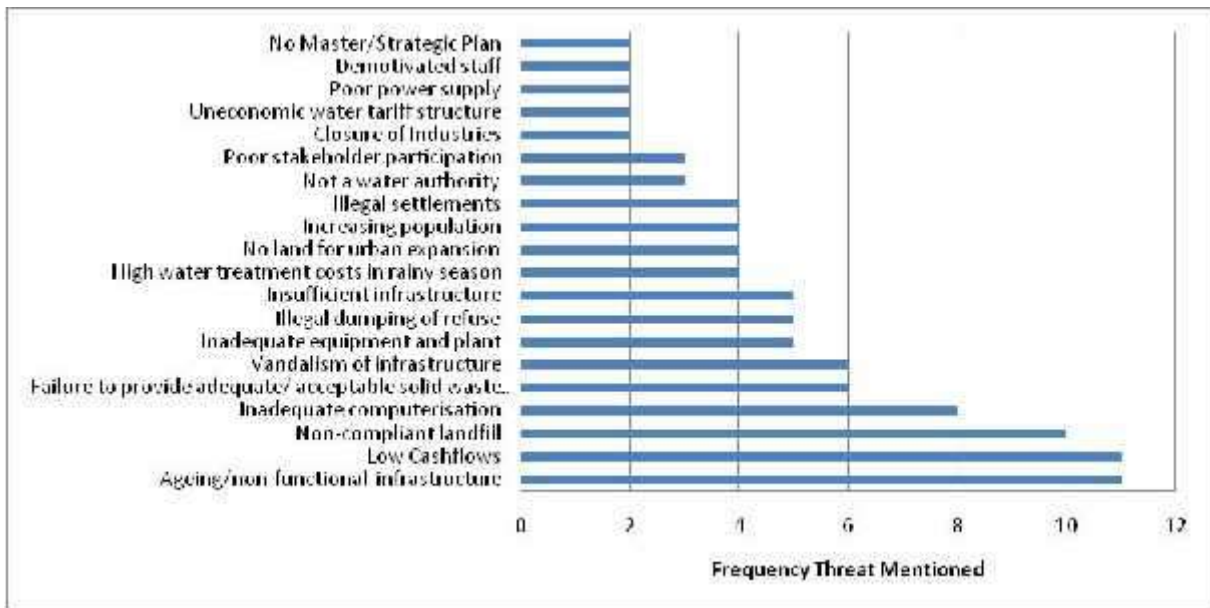


Figure 3.13. Threats reported in most Local Authorities

The following issues did not come out from council reports but the PRSC also considered them as key issues in SWOT analysis:

- (i) Corruption is a real threat
- (ii) Inadequacy of equipment
- (iii) Proliferation of un-serviced residential settlements
- (iv) Local authorities should not perceive their mandate as best practices, e.g., supply of water round the clock, having refuse collection schedules etc.

3.5 Key Challenges Faced by Councils

The Peer Review Teams were asked to analyse and come up with a list of key challenges facing each council. Fig 3.14 summaries the main challenges that came out more than once.

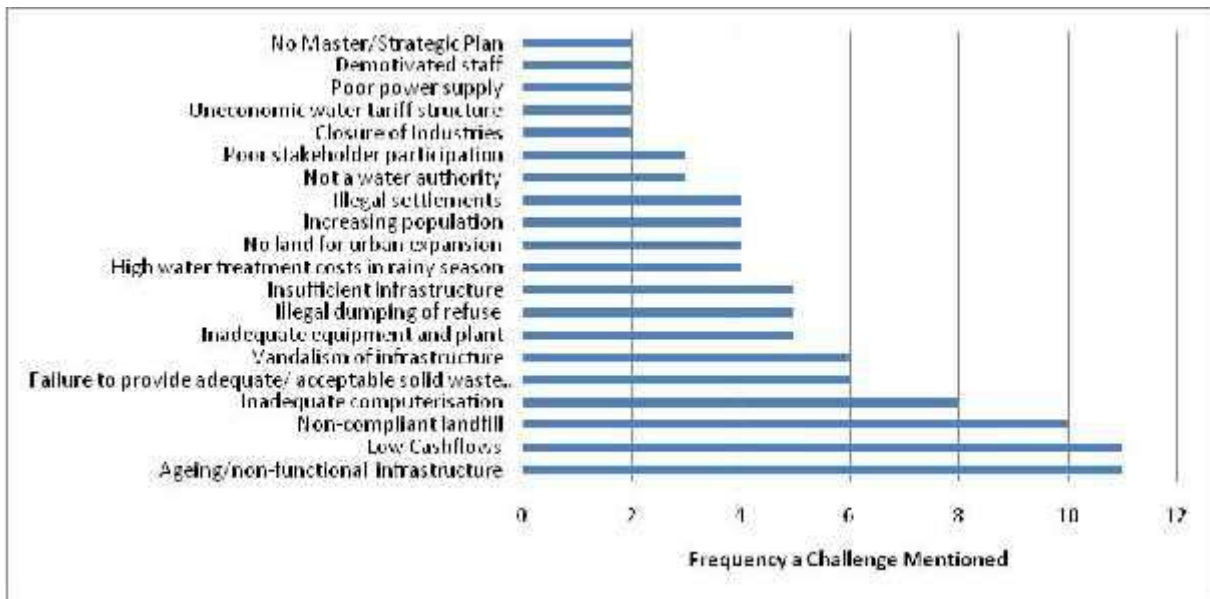


Figure 3.14. Summary of Key Challenges facing most Local Authorities as reported by Peer Review Panels

3.6 Best practices

The following best practices were discussed and reported in various Peer Review Reports

- (i) SMS platform for reporting complaints
- (ii) Use of Community-based Organisations (CBOs) in recycling waste (Karoi)
- (iii) Billboards with contact numbers for services (Bindura)
- (iv) Practice of RRR artefacts project (Bulawayo)
- (v) Leachate ponds at landfill sites (Bulawayo)
- (vi) Accredited laboratory (Bulawayo)
- (vii) Construction of communal refuse collection points (Chinhoyi and Karoi)
- (viii) Formation of joint local authority to preside over peri-urban developments (Masvingo)

3.7 Emerging Issues

1. Land Acquisition:

- i. Conflict between urban and rural councils on developments in peri-urban areas,
- ii. Location of municipal infrastructure on private land,
- iii. Current dumpsites now in the middle of existing settlements and therefore there is need for establishment of new sites,
- iv. Unplanned settlements

2. Amalgamation of Authorities in Hwange

Clarification of mandates between Hwange Local Board, Zimbabwe Power Corporation, Parks and Wildlife Management Authority and Hwange Colliery

3. Recycling

Symbiotic relationship between local authorities and waste recyclers in promoting waste segregation.

4. Disposal of Electronic Waste, Diapers, Car Bodies and Cans

The disposal of the above is posing a serious challenge to local authorities

5. Sand Accumulation in Sewer Pipes

6. Houses Constructed on Top of Sewer Lines

3.8 Key Recommendations by Peer Reviewers

Fig 3.15 summarises the key recommendations given to various local authorities.

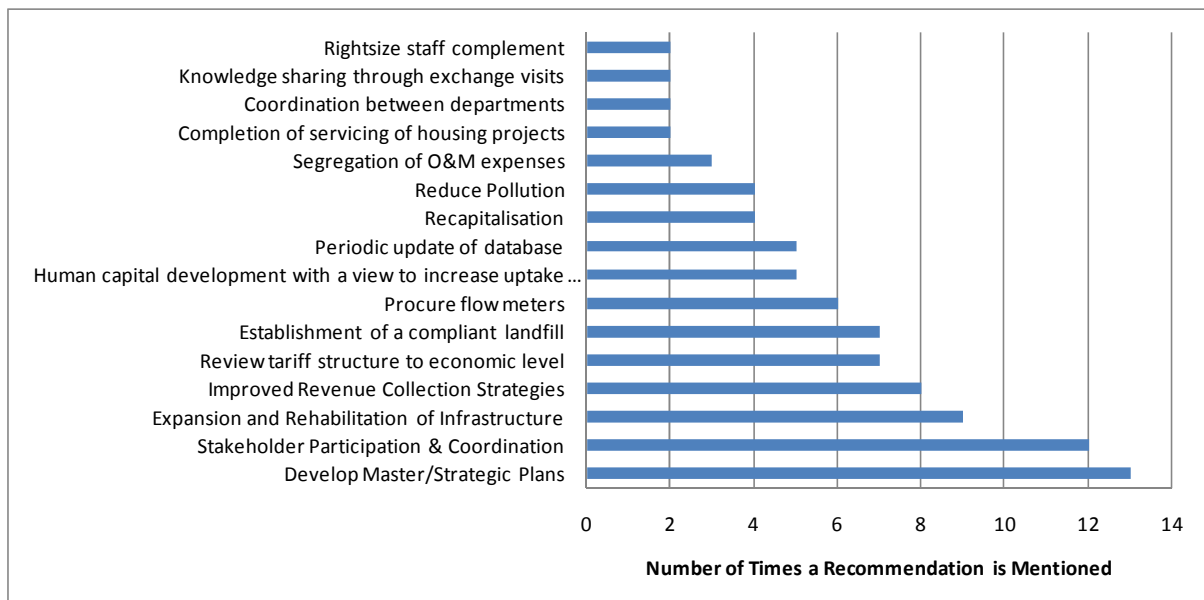


Figure 3.15. Summary of Key Recommendations made by Review Teams on various Local Authorities

4. Lessons Learnt and Way Forward

4.1 Lessons Learnt

4.1.1 Process and Organisation

The 2014 process was the first run of the Peer Review system and we obviously overlooked or over-estimated a number of things. We therefore adjusted the process a number of times, even before the peer review visits started. One major issue was balancing the length of the visits, considering the limited resources and the quality of the expected product. In future, two full days would be required to ensure that reviewers do a thorough job and come out with a well considered and professional report before they leave the town of review. More time, however, will be required for big cities like Harare and Bulawayo.

The role of the panel chair was sometimes compromised as some chairs did not understand what was expected of them. As most communication was by email, it was evident afterwards the end that not everyone had access to internet. As a result, a lot of vital information and communications were lost. In some cases, the review panels arrived without ever seeing the documents of the reviewed council.

Councils are at different stages of development, especially in terms of ICT. This had a bearing on the mode of presentation and the pace of the review discussions. Electronic copies were always required for verifying the data against checking figures. The effect of any changes in figures can only be captured if an electronic copy is being used.

Some councils tempered with checking figures and formulas, despite a warning not to do so. This defeated the whole purpose of checking and verifying the data. Next time all cells with formulas will be locked from editing.

A number of organisational challenges were faced. These include late withdrawal from panel visits and levels of subsistence allowances. The World Bank system cannot cater for last minute changes and councils will have to foot the whole bill for such changes. In case of changes by the Town Clerk/Secretary, they have to find a suitable replacement (another Town Clerk/Secretary) and notify the Chairperson of the PRSC. All councils are given the timetable for review visits and it is essential that the HODs know in advance where they will be travelling to. Review panels should be finalised two weeks before the visits to allow enough time for administrative procedures of the World Bank. Regarding allowances, local authorities were free to top on the standard World Bank rate, if their system allows it.

There was evidence of lack of communication of the SLB process among departments in some councils and this was seen through disparities in the data provided by engineering and accounting departments.

4.1.2 Understanding of Questionnaires

It was wrongly assumed that members of the SLB Team who had visited several councils in 2013 were now familiar with the questionnaires. This was a costly assumption as sometimes the data that was obtained was of poor quality. The Review Teams were not able to detect mistakes in the data in the field. The checking figures and formulas had been tempered with and questionnaires were returned with data elements still missing. In fact, there was hardly any follow up on the data after the visits. This resulted in only about 82% of the data being gathered. The following issues need to be considered, going forward:

- Training for the SLB core teams - ministries, UCAZ and ZINWA should have specific people to work on the SLB Project who will go for a serious training on the questionnaires and how they are completed and verified.
- The Chairperson of the Review Team should remain responsible for collecting and submitting all revised documents after review. These documents are the questionnaires, SWOT Analysis, supporting information template, and overview presentation.

4.1.3 Documentation

Some councils were failing to provide relevant documentation whilst others were providing too much documentation. The Supporting Information Template is the minimum of what is required. It was always very difficult to get this template filled out in full. The template tries to standardise the data so that it is easier to import into one database. The SWOT analysis was also on a template with clear instructions on what to do. However, some councils were still developing their own models/templates, which posed problems in compilation.

The completion of questionnaires remained a problem, even in some cities. The data in the questionnaire is linked and it is easier to work as a team when completing these questionnaires. It was expected that the Town Clerk/Secretary would check the questionnaires for correctness and completeness before submission. This did not happen in many councils and at times departments were submitting their data separately.

There was supposed to be a link between the questionnaires and the supporting evidence provided. This was always a problem.

4.2 Way forward

4.2.1 Format of Visits in 2015

In 2015, the visits to councils will be in two parts to ensure that data quality is greatly improved. The Consultant will first visit the council and spend a day with council officials going through the data and supporting documents and making detailed recommendations. After the data is in place, the Peer Review teams will visit and validate the data and complete reliability scoring. This arrangement will not apply for councils that have good systems to generate >90% of data in an accurate way. The proposed schedules for the visits will be finalised at the SLB Annual Review Workshop in January 2015.

4.2.2 Planned Workshops and Meetings

The plans for 2015 are mainly restricted to the period up to June, although it is expected that the peer review process will continue beyond that. This is to ensure that funded activities are completed on time. The following workshops and meeting are envisaged:

Peer Review Annual Workshop, 26-27 January 2015 in Bulawayo to consider the 2014 Peer Review annual Report and map the way forward for 2015. The meeting will be attended by Town Clerks/Secretaries, Town Engineers, Town Treasurers plus executive members of the following ZILGA forums: Chamber Secretaries, Health Officers, and Housing Officers.

SLB Briefing for Mayors, 28 January 2015 in Bulawayo to give detailed briefing on SLB, its essence and relevance, achievements to date and plans for the future.

Peer Review Steering Committee meeting, April 2015 in Kadoma to assess and review progress on peer review visits, and to prepare for a feedback workshop.

Peer Review Feedback meeting, 12 June 2015, to receive results for the 2015 SLB data and peer review process.

4.2.3 Capacity Development

Training in 2015 will be organised as follows:

Early February: Training of all SLB Team members from MoLGPW&NH, MoEWC, World Bank, ZILGA and ZINWA. The training will cover the procedures and the questionnaires. The two ministries will provide Engineers and Accountants for a hands-on training and these will form the backbone of all peer review teams. Engineers and Accountants from towns closer to the training venue could also be invited. The training will take 4-5 days and the proposed dates and venue are 9-12 February 2015 in Kadoma. Maximum participants 15 as it is a computer-based training. Participants should all be familiar with Microsoft Excel.

First quarter of 2015: One day extra will be added to forum meetings for Town Clerks, Town Engineers, Town Treasurers, and Health Officers for training on SLB. The dates will be given by the forums through ZILGA. The trainings will be facilitated by the Consultant and Mr. Alpha Nhamo of MoLGPW&NH.

4.2.4 Look and Learn Visits

Look and Learn visits are part of the first day of the peer review visits. One external visit is planned and detailed plans will be discussed in the January 2015 workshop.

4.2.5 Performance Improvement Plans

The SLB process leads to the development of performance improvement plans. The concept will be introduced at the January 2015 workshop and these will replace the SWOT Analysis as part of the

SLB documentation. All councils have been reviewed and recommendations made. These need to be digested further and elaborated in PIPs. The PIPs will incorporate information systems improvement plans (ISIPs) and these need to be translated into the budgetary system for all local authorities.

4.2.6 Handbooks and Documentation

The Peer Review Handbook has been revised and now needs to be considered and finalised by the January 2015 workshop. A process has also been started to document the Lessons Learnt and these need to be finalised and presented to all stakeholders.

A session in the January 2015 workshop will also discuss and develop the framework for policy briefs for consideration by higher authorities.