

GOVERNMENT OF ZIMBABWE

*Ministry of Local Government
and Public Works*

Annual Performance *Feedback Report*

Fiscal Year 2025 · Including 92 Local Authorities

60 Rural District Councils · 32 Urban Local Authorities



2025

Purpose & Mandate of the Evaluation



Cabinet Circular No. 7 of 2022 · IRBM System aligned to NDS1

Best Practices (Pvt) Ltd conducted the FY 2025 Performance Evaluation for the Ministry of Local Government and Public Works. The evaluation covers the Honourable Minister, two Deputy Ministers, the Permanent Secretary, the two reporting state entities (UDCORP and the Local Government Board), and all 92 Local Authorities — 60 Rural District Councils and 32 Urban Local Authorities.

2025 marks the close of NDS1; the Ministry is transitioning to NDS2 and the Call to Action 2 framework for service delivery.

VISION

Devolved governance system for prosperous and sustainable communities by 2030.

MISSION

To promote socio-economic development in rural and urban communities through good governance and a well-built environment.

MANDATE

Five programmes: Policy & Administration; Spatial Development; Local Governance; Public Buildings & Estates; Disaster Risk Management.

A year of strong execution

FY 2025 · Ministerial Performance Synthesis



The Ministry delivered a strong FY 2025. The Honourable Minister scored 4.15, the Permanent Secretary 4.41, and both Deputy Ministers placed in the Good band (4.28 and 4.38). Major policy reforms (MSDS, USL Policy, DRM Act, 10-10-70-100), universal ERP adoption across 92 Local Authorities, and surpassed Traditional Leadership targets anchored the result.

4.15**Minister***Good***4.41****Perm. Sec.***Good***4.38****DM Mavhunga***Local Authorities***4.28****DM Kabikira***Public Works***92****Local Authorities***all on ERP***3.61****LA Sector Avg***down from 3.67 (2024)***66****Chiefs Appointed***vs target 45*

14 of 15 outcome indicators met or exceeded at Ministry level. However, the Local Authorities sector is the weak link: its average declined from 3.67 (2024) to 3.61 (2025), and authorities meeting all targets collapsed from 31% to 20% (just 14% of urban LAs). 74% are now below target, and major cities — Harare (3.77), Bulawayo (3.72), Chitungwiza (3.29) — are not driving excellence. The sector needs decisive, targeted intervention.

Statutory Functions of the Ministry



Five programmes · NDS1 alignment · Eight national outcomes

The Ministry operates five programmes spanning policy, spatial development, local governance, public buildings, and disaster risk management.

P1

Policy & Administration

Strategic direction, policy formulation, HR, finance, administration.

P2

Spatial Development

Master plans, urban stateland management, devolution, USLIMS.

P3

Local Governance

MSDS, Local Authorities, Traditional Leadership, Call to Action 2.

P4

Public Buildings

Construction, maintenance, valuations, estates management, LATSU.

P5

Disaster Risk Mgmt

Preparedness, alert response, DRM Act, Civil Protection coordination.

Ministry Leadership Scores

FY 2025 · Minister · Deputy Ministers · Permanent Secretary



All four Ministry leadership figures placed in the Good band, reflecting strong policy formulation and operational execution across the five programmes.

HON. MINISTER

4.15

GOOD

Policy & ministerial oversight

PERMANENT SECRETARY

4.41

GOOD

Execution across 5 programmes

DM HON. B. KABIKIRA

4.28

GOOD

Public Works portfolio

DM HON. A.T. MAVHUNGA

4.38

GOOD

Local Authorities & SI 170

Ten Key Achievements during 2025

National events · Policy reform · Local Governance · Public buildings · DRM



1

National Events Hosted

45th Independence, Heroes Day, Defence Forces Day, Sanganyai, 22nd ZANU-PF Conference.

2

MSDS Rolled Out

To all 92 LAs; online dashboard; SI 170 promulgated.

3

Universal ERP Adoption

All 92 LAs on ERP; revenue 52%→63%; 435 PCs, 250 Starlinks.

4

Vacancy Rate Reduced

LA senior manager rate 8%→4.25%, against 5% target.

5

Traditional Leadership

66 Chiefs, 101 Headmen, 3,784 Village Heads — all exceeded.

6

14 Cabinet Papers

Vs target 10. USL Policy, DRM Act, MSDS, 10-10-70-100.

7

Public Buildings

Chimoio Flats handed over; Lupane & Hwedza occupied; Villas near complete.

8

Mbare Musika Phase 1

Regeneration completed and launched; Phase 2 in preparation.

9

DRM Strengthened

DRM App with HIT; alert-to-response 45min vs 1-hr target.

10

Vision 2030 Infra

Dam masterplans done; 10-10-70-100 to Cabinet for 250 projects.

Five Key Challenges in 2025

Funding · Capacity · Systems · Structural

**1****Treasury Disbursement Delays**

Late and non-disbursement affected Chiefs' meetings, valuations, tools of trade, and capacity-building.

2**Recruitment Freezes**

Critical positions unfilled, particularly in Public Works and Estates Management.

3**WoGPMS Offline**

Down since the start of the year, blocking automated Local Authority Performance Contract reporting.

4**UDCORP Structural Issues**

Undercapitalisation and confusion over UDCORP Act legal status need Cabinet-level resolution.

5**LA Budget Below Target**

Achieved 57% against 72.5% target; ERP-billing integration delays and valuation roll gaps cited.

Local Government Key Reforms



FY 2025 · Four flagship Ministry-level reforms

Four landmark reforms transformed the policy and service-delivery landscape in 2025 — advancing accountability, orderly urban development, and revenue sustainability in line with Vision 2030.

1

Minimum Service Delivery Standards

Launched May 2025 · SI 170

Sets minimum benchmarks for water, sanitation, waste, health and housing — enhancing accountability and giving a measurable standard for all 92 LAs.

2

Geo Pomona Waste Partnership

27,000 tonnes / month

Government–Geo Pomona PPP transformed Harare’s waste crisis — once a hazard of uncollected garbage and illegal dumpsites — into a regional model for urban sustainability.

3

Urban Stateland Management Policy

Launched May 2025

Promotes sustainable, orderly, efficient urban development; curbs land baronism and illegal settlements; ensures equitable land access aligned to Vision 2030.

4

Prepaid Water Meter Rollout

600,000 units · Harare first

Nationwide rollout from mid-2025 (Warren Park, Mabelreign) expanding to Bulawayo and Mutare — curbs wastage, improves revenue, ends estimated billing.

Outcome Performance — FY 2025



14 of 15 indicators met or exceeded

Outcome Indicator	Target	Actual	Status
O1: Compliance Levels	100%	100%	Met
O1: Client Satisfaction	75%	82.35%	Exceeded
O1: Employee Satisfaction	78%	82%	Exceeded
O2: Local Development Plans	100%	100%	Met
O2: Master Plan Compliance	100%	100%	Met
O3: LA Budget Performance	72.5%	57%	Below
O3: Stakeholder Participation	100%	100%	Met
O3: LA Compliance	100%	100%	Met
O3: Senior Manager Vacancy Rate	5%	4.25%	Exceeded
O4: Lift Functionality	90%	92%	Exceeded
O4: Plant Functionality	70%	79%	Exceeded
O4: Equipment Functionality	80%	91%	Exceeded
O5: Alert-to-Response Time	1 hr	45 min	Exceeded
O5: Governance Resilience	90%	100%	Exceeded
O5: Early Warning Coverage	100%	100%	Met

State Entity Performance Scorecard

FY 2025 · Two reporting entities



UDCORP

Urban Development Corporation

CEO / DG

4.26

CHAIR

4.18

GOOD

Substantive operational turnaround: 76% revenue, 20% profit margin vs 1% target, 94% governance compliance, Knockmalloch Housing resuscitated. GM recommended for commendation.

LGB

Local Government Board

CEO / DG

3.39

CHAIR

3.49

WITHIN VARIANCE

Reduced LA senior manager vacancy rate from 8% to 4.25% against 5% target — a key enabler of broader Ministry performance. Greater independent visibility needed in IRBM cycle.

10

DEEP DIVE

Entities & Local Authorities.

Two reporting entities, then the full 92 — Local Authorities broken into Rural and Urban tiers.





CEO / DG

3.39

BOARD CHAIR

3.49

WITHIN VARIANCE

The LGB recorded Within Variance scores (Secretary 3.39, Chair 3.49). Its mandate is to strengthen LA performance via oversight on human-capital management. 2025 reflected 85–87% of targets met, anchored by reducing the LA senior manager vacancy rate from 8% to 4.25% — alongside structural constraints in financing, decision-implementation latency and information flow from LAs.

ACHIEVEMENTS

- Reduced LA senior manager vacancy rate from 8% to 4.25% — a 47% reduction.
- Processed all 20 submitted senior management posts for ministerial approval.
- Filled 19 senior management posts in 2025; 5 (26%) filled by females.
- Completed 2 of 3 long-standing disciplinary cases; one outstanding from 2022.
- Filled critical posts: Bindura Works, Chirundu Finance, Plumtree/Rusape Treasurers, Gweru Housing.

CHALLENGES

- Non-implementation of LGI framework and PSC MOU — both unrealised for years.
- LAs take excessively long to finalise agreed deeds of settlement.
- Delays by LAs in providing adequate info for timeous Board decisions.
- Poor quality of candidates submitted, causing re-advertisements and delays.
- Inadequate financial resources — no independent budget; relies on Ministry.



CEO / DG

4.26

BOARD CHAIR

4.18

GOOD

UDCORP recorded a Good performance (DG 4.26, Chair 4.18) on the back of a substantive operational turnaround — 76% revenue achievement, a 20% profit margin against a 1% target, and 94% corporate governance compliance. The Knockmalloch Housing Project was successfully resuscitated, and the GM was recommended for commendation.

ACHIEVEMENTS

- Knockmalloch Housing resuscitated; on track Dec 2025
- Revenue 76% via MNHSA Manresa Flats deposit
- Profit margin 20% against 1% target — turnaround
- 10 capacity-building sessions vs target of 8
- Employee Satisfaction Index 72% vs 65% target
- AGM held 18 Sept 2025; up to date on AGMs

CHALLENGES

- Persistent undercapitalisation; Treasury injection needed
- Stakeholder confusion on UDCORP Act legal status
- No substantive Board Chair during Q3
- Board composition non-compliant with Act s.6(1)
- Outdated tools of trade; no pool vehicles
- No condition-of-service vehicles for senior staff

Council Programmes Framework

Six programmes — applies to both Rural and Urban Councils

Both Rural District Councils and Urban Local Authorities deliver services under six standardised programmes. The performance discussion that follows is anchored on this common framework, enabling like-for-like comparison across the 92 Local Authorities and within each tier.

01

Governance and Administration

Statutory compliance, council and committee meetings, by-laws, audits, financial management, performance contracts, integrity, IRBM, HR oversight.

02

Water, Sanitation and Hygiene

Water supply, sewerage, waste management, refuse collection, environmental hygiene, non-revenue water control, prepaid water metering.

03

Social Services

Education infrastructure (classroom blocks), primary healthcare facilities (clinics), housing, sports and recreation, libraries, community halls.

04

Roads

Maintenance, rehabilitation and construction of council roads — own-resource works, ZINARA-funded programmes, RIDA partnerships, PPP major projects.

05

Public Safety and Security

Disaster risk management, civil protection, emergency response, fire services, vending regulation, council policing, traffic enforcement.

06

Natural Resources and Conservation

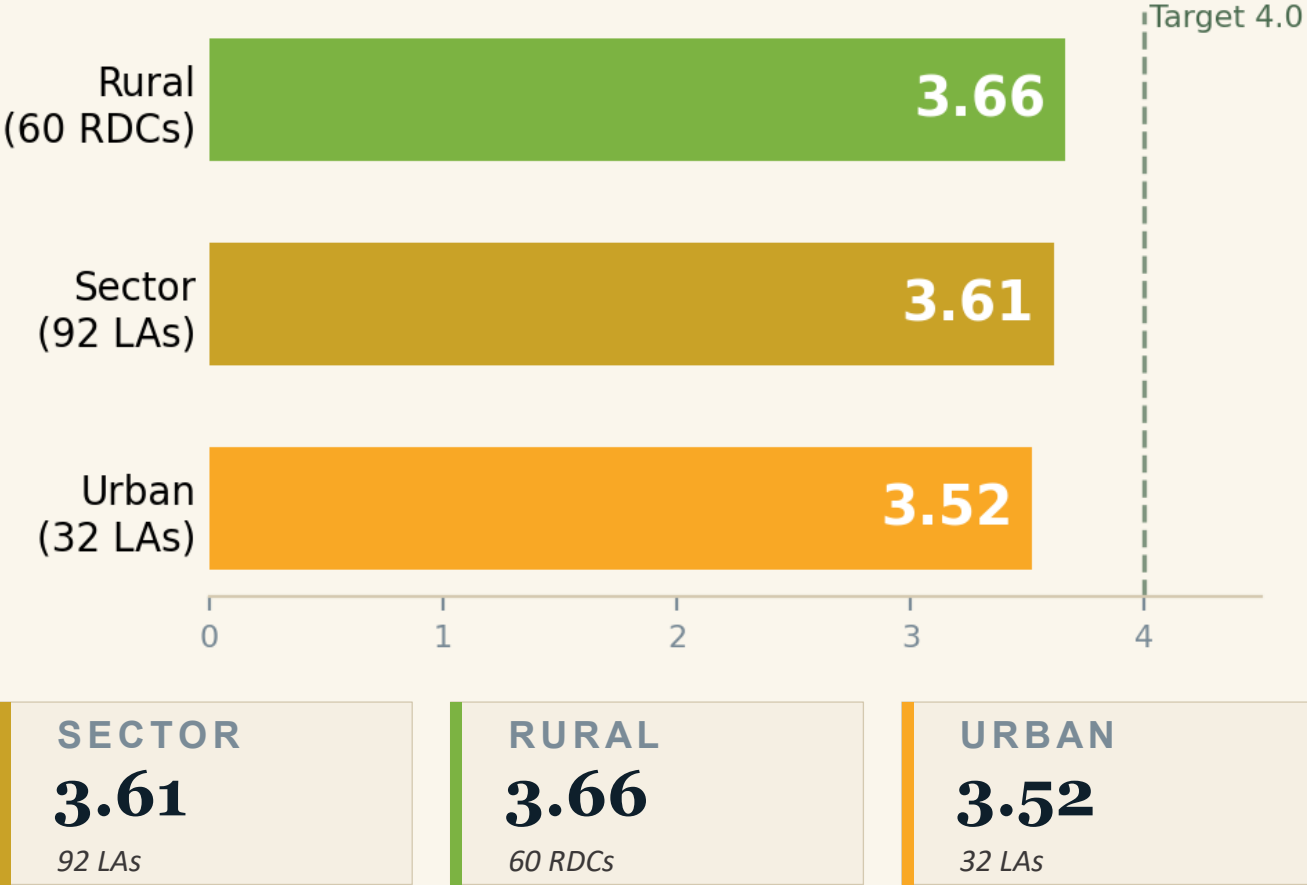
Environmental protection, land-use planning, wetland and watershed protection, climate-change adaptation, urban greening, communal resources.

Local Authorities — Sector Overview

92 Local Authorities · 60 Rural · 32 Urban



- Met all targets (20%)
- Within variance (74%)
- Below variance (6%)



The Local Authorities Sector — The Weak Link



Declining performance · collapsing target achievement · strategic risk

- **Declining Momentum**

National sector average fell from 3.67 (2024) to 3.61 (2025). Both tiers lost ground — urban 3.52, rural 3.66. A performance plateau, not recovery.

- **Mediocre-Performance Equilibrium**

74% of authorities now perform below target but within variance — stable, but not excelling. Institutional foundations intact; momentum is not.

- **Pockets of Breakdown**

Six authorities fell below variance — Chimanimani RDC (2.21), Mutasa RDC (2.35), Chipinge RDC, Rusape TC (2.81), Gokwe TC, Chirundu LB — exhibiting weak governance and service-delivery failure.

- **Collapsing Target Achievement**

Authorities meeting all targets fell from 31% to 20% nationally. Only 14% of urban LAs met targets — the most serious risk indicator and a sign of weakening execution capability.

- **Major Cities Not Leading**

Harare 3.77, Bulawayo 3.72, Chitungwiza 3.29 — the country's largest urban centres are not driving national excellence. A political and economic risk.

- **Strategic Risk**

Without decisive, targeted intervention, the sector risks prolonged stagnation that progressively weakens service delivery and undermines national development goals.

Top-Performing Local Authorities

What set the top councils apart in FY 2025

Top performers exceeded the national average for revenue collection and performed strongly across outcomes, service delivery, resource management and governance. Common success patterns are observable across the cohort.

PERFORMANCE CHARACTERISTICS

- Exceeded the national average for revenue collection.
- Performed strongly across outcomes, service delivery, resource management and governance.

4.42

Zvimba RDC

top performer

4.33

Mutare City

top performer

4.31

Kwekwe City

top performer

SUCCESS PATTERNS OBSERVED

- Higher revenue collection — above 64%.
- Better plant and equipment availability.
- Strong governance compliance.
- Partnerships with the private sector and development partners.

Lowest-Performing Local Authorities

Common characteristics of the bottom-rated councils

Six authorities fell below variance during FY 2025 — Chimanimani RDC (2.21), Mutasa RDC (2.35), Chipinge RDC, Rusape Town Council (2.81), Gokwe Town Council and Chirundu Local Board. They share a consistent set of structural weaknesses.

COMMON CHARACTERISTICS

- Weak revenue collection — below 30%.
- Weak performance across all key performance areas.
- Infrastructure deterioration.
- Governance weaknesses.

2.21

Chimanimani RDC

below variance

2.35

Mutasa RDC

below variance

2.81

Rusape TC

below variance

Revenue Collection & Fiscal Transfer Crisis

Two interlocking financing failures undermined the sector in 2025

REVENUE COLLECTION CRISIS

Root causes

- Resident non-payment culture.
- Government debt to councils.
- Service disruption.
- Drought impact.

INTERGOVERNMENTAL FISCAL TRANSFERS

Worst year on record

- 80% of councils received no devolution funds in 2025.
- ZINARA funding was reduced and delayed.

Impact

- Capital projects stalled.
- Equipment acquisition was constrained.

IMPLICATION

Municipal governance reform is urgent. The issues identified represent key root causes of local-government underperformance.

Major Constraints on Service Delivery

Nine interlocking constraints across fiscal, infrastructure and governance dimensions

MAJOR CONSTRAINTS

- Low revenue collection — approximately 59% national average.
- Non-revenue water estimated at 45%.
- Ageing water and sewer infrastructure.
- Lack of equipment and machinery.
- Delayed fiscal transfers.
- A culture of non-payment by residents.
- Infrastructure collapse.
- Illegal settlements.
- Unregulated vending.

OVERALL SERVICE-DELIVERY IMPLICATION

These challenges severely affect local authorities' ability to provide reliable, efficient and sustainable service delivery.

Sector Service Delivery Achievements



FY 2025 · Outputs across all 92 Local Authorities

Despite fiscal constraints, Local Authorities delivered substantial outputs — anchored by partnerships with RIDA, NGOs, the private sector, Presidential schemes, and communities.

1,867

Ward Initiatives

vs 1,462 target (128%)

1,690

Boreholes Drilled

water point now 2.6 km

429

Classroom Blocks

381 rural · 48 urban

135

Clinics Built

90 rural · 45 urban

18,285

km Roads Maintained

16,668 rural · 1,617 urban

95%

Refuse Coverage

daily in business areas

87%

Compliance Average

30% fully compliant

85%

e-Governance

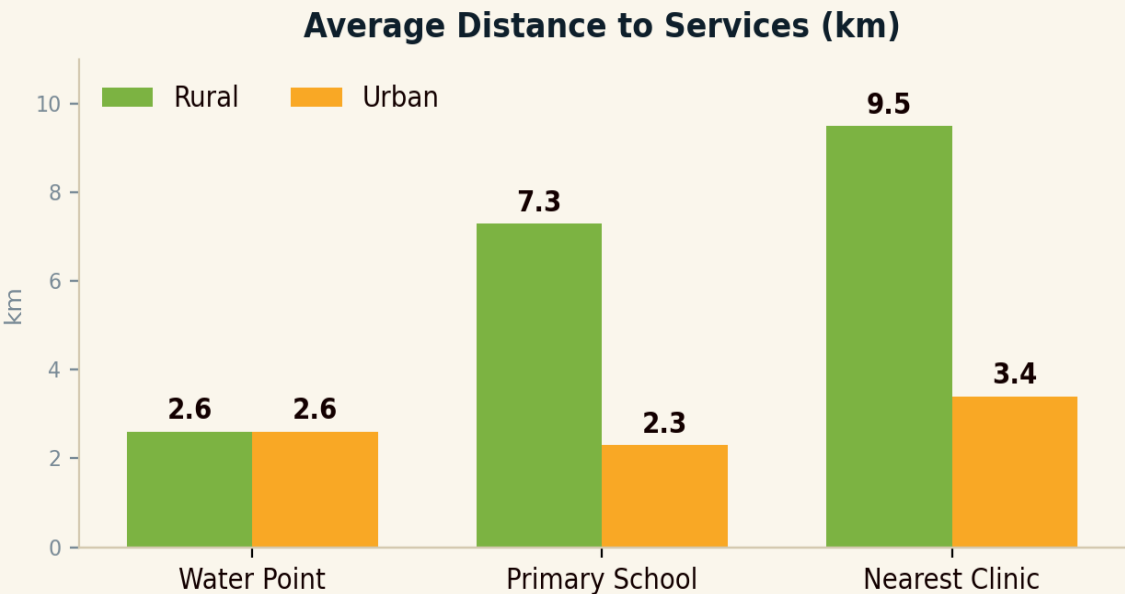
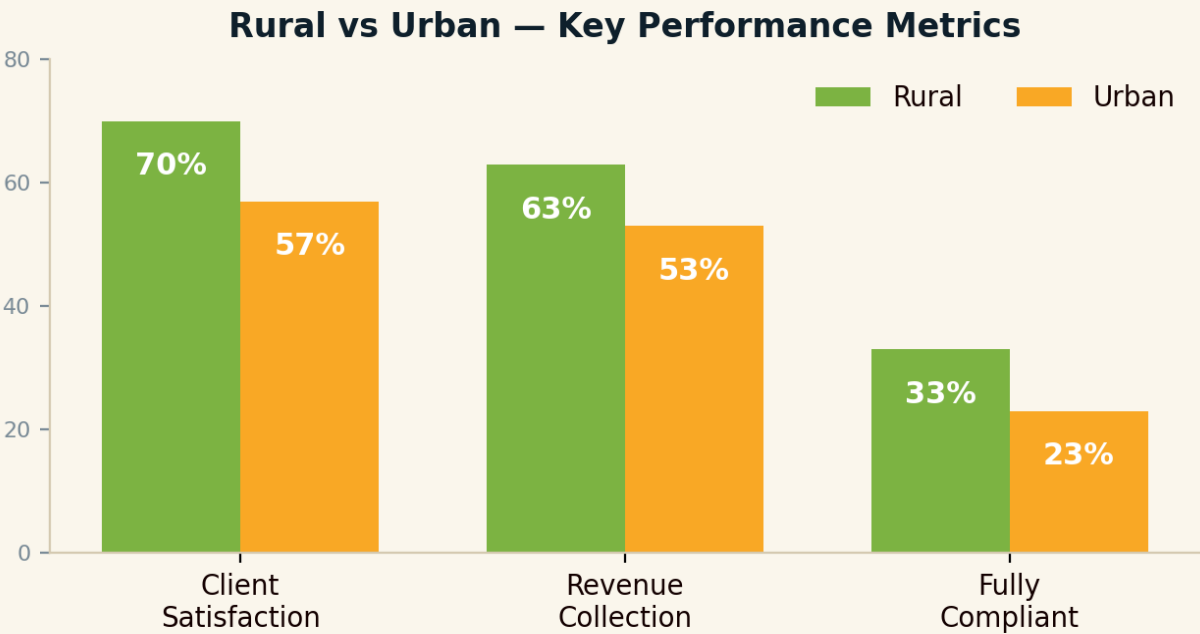
100% online services

Rural vs Urban — Key Statistics



FY 2025 · Side-by-side sector comparison

Rural District Councils outperformed Urban Local Authorities on the headline average (3.66 vs 3.52), client satisfaction, revenue collection, and compliance — though Urban LAs lead on service proximity and e-governance.



3.66

RURAL — 60 RDCs

20% met targets · 75% within variance · 5% below · 70% client satisfaction · 63% revenue

3.52

URBAN — 32 LAs

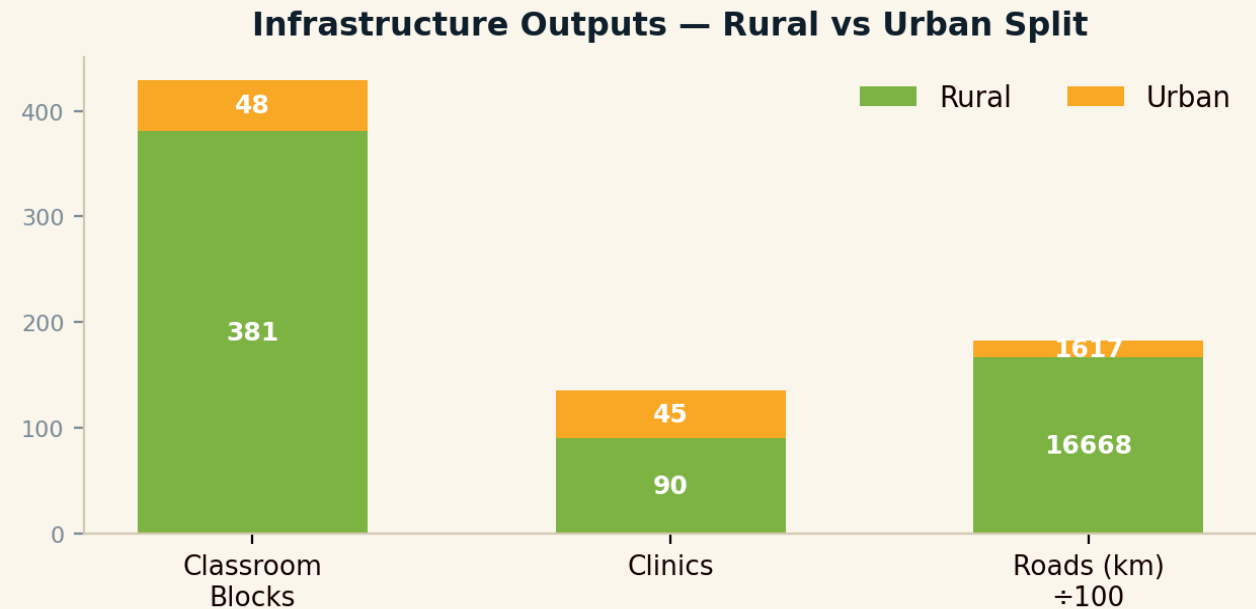
19% met targets · 72% within variance · 9% below · 57% client satisfaction · 53% revenue

Infrastructure Outputs Split

FY 2025 · Rural / Urban · Where the 92 LAs delivered



Rural District Councils accounted for the bulk of physical infrastructure delivered — 89% of classroom blocks, 67% of clinics, and 91% of maintained roads — reflecting their wider geographic mandate and dispersed populations.



429	Classroom Blocks
381 rural · 48 urban	
135	Clinics
90 rural · 45 urban	
18,285	Roads (km)
16,668 rural · 1,617 urban	
1,690	Boreholes
all rural (RDCs) · —	

Achievements by Council Programme

Synthesised across all 92 Local Authorities · Rural and Urban

Synthesised from the 2025 Local Authorities Evaluation against the six standardised Council Programmes — applies to both Rural and Urban tiers.

01 Governance & Admin

Compliance 87% national · 30% LAs fully compliant. 85% e-Governance avg. 100% online services. Senior manager vacancy 8%→4.25%. Client satisfaction 65% (RDC 70% · urban 57%).

02 WASH

1,690 new boreholes (RDC) · water point now 2.6 km. Refuse collection >95% coverage. Geo Pomona 27,000 t/month. 600,000 prepaid water meters rolling out from Harare.

03 Social Services

1,867 ward initiatives (128% of target). 184 of 271 devolution projects done. 429 classroom blocks (381 RDC, 48 urban) · 135 clinics (90 RDC, 45 urban).

04 Roads

18,285 km maintained (16,668 RDC · 1,617 urban). Funded by own resources + ZINARA + RIDA + PPPs including mines. Ministry plant functionality 79% vs 70% target.

05 Public Safety

DRM Mobile App prototype (HIT) · alert-to-response 45 min vs 1 hr target. 46 LA DRM/CCA plans reviewed. Council solarisation expanded. CCTV & vehicle tracking deployed.

06 Natural Resources

Master Plans in place for all LAs. 46 DRM/CCA plans reviewed. Council solarisation reduces fossil-fuel dependence. Wetland and watershed protection embedded in planning.

Challenges by Council Programme

Synthesised across all 92 Local Authorities · Rural and Urban

Synthesised from the 2025 Local Authorities Evaluation against the six standardised Council Programmes — applies to both Rural and Urban tiers.

01 Governance & Admin

Revenue collection 59% (urban 53%). IGFTs — worst year (80%+ LAs got nothing). 22% audit backlog. Corruption cases rising. Workshop tourism. 113 senior vacancies; 8–10 month appointments. ZIG/USD mismatch.

02 WASH

Aged sewer/water infrastructure · non-revenue water 45% vs 36% target. Piecemeal patch works only. Load-shedding hits treatment plants. Receding water tables in regions 3, 4, 5.

03 Social Services

87 devolution projects stalled (schools, clinics). Long rural distances (clinic 9.5 km, school 7.3 km). Subsistence economy limits capital base. Insufficient allocation for expansion.

04 Roads

Inadequate yellow equipment — many RDCs have none or 1–2 old machines. Aged road infrastructure. Border-town wear from heavy trucks. Low ZINARA uptake due to no plant.

05 Public Safety

Illegal vending menace — congestion, disorder, pollution. Illegal settlements without service infrastructure pose health hazards. Erratic power supply / load-shedding affects operations.

06 Natural Resources

"Sabhuku" land deals driving unplanned settlements. Land shortage for urban expansion — most cities allocated entire stock. Illegal settlements degrade environs.

Recommendations by Council Programme

Anchored on the six Council Programmes

Synthesised from the 2025 Local Authorities Evaluation against the six standardised Council Programmes — applies to both Rural and Urban tiers.

01 Governance & Admin

Min councillor qualifications · sector-wide skills audit. Streamline appointments; recruit externally. Settle corruption fast. Multi-strategy revenue drives + garnishing powers. Reconsider IGFT model · partly USD. Re-engineer MDA approvals.

02 WASH

Comprehensive water/sewer rehab plans — beyond patch works. PPPs for credit-worthy LAs. Direct ZINARA funds to yellow equipment. Continue prepaid water meter rollout. Implement MSDS on WASH in 2026.

03 Social Services

Strengthen RIDA, dev-partner, community and Presidential-scheme partnerships. Annual departmental service-improvement research. PPPs for capital projects. Continue ward-initiative model.

04 Roads

Comprehensive road plans. Use ZINARA funds for yellow equipment. Equipment-sharing between adjacent LAs. Central bulk procurement. Dedicated fund for border-town roads. PPPs.

05 Public Safety

Ban illegal vending — develop planned serviced zones. Stop new illegal settlements; regularise old ones with monthly service charges. Implement USL Policy 2025. Extend solarisation.

06 Natural Resources

Actively implement Master Plans. Develop vertically; promote densification. Enforce USL Policy with traditional leadership. Integrate climate adaptation funding. Strengthen wetland/watershed/urban-greening.

Rural Local Authority Rankings — Ranks 1 to 20

60 Rural District Councils · ranked by TC/CEO score · Top 20

RANKS 1 – 10

#	Local Authority	CEO	Chair
1	Zvimba RDC	4.42	4.42
2	Chivi RDC	4.23	4.30
3	Manyame RDC	4.12	4.25
4	UMP RDC	4.12	3.95
5	Chaminuka RDC	4.11	4.09
6	Bubi RDC	4.11	3.47
7	Bikita RDC	4.10	3.59
8	Mhondoro-Ngezi RDC	4.09	4.28
9	Murewa RDC	4.05	4.39
10	Vungu RDC	4.03	3.65

RANKS 11 – 20

#	Local Authority	CEO	Chair
11	Tongogara RDC	4.02	4.29
12	Gwanda RDC	4.02	3.87
13	Chirumanzu RDC	3.95	3.93
14	Hwange RDC	3.94	3.53
15	Hurungwe RDC	3.92	4.20
16	Hwedza RDC	3.92	4.00
17	Gokwe North RDC	3.90	4.20
18	Mutare RDC	3.88	3.66
19	Mutoko RDC	3.87	3.99
20	Zibagwe RDC	3.86	3.98

Rural Local Authority Rankings — Ranks 21 to 40

60 Rural District Councils · ranked by TC/CEO score

RANKS 21 – 30

#	Local Authority	CEO	Chair
21	Umguza RDC	3.86	3.79
22	Gokwe South RDC	3.86	3.78
23	Mberengwa RDC	3.85	3.84
24	Binga RDC	3.85	3.64
25	Mwenezi RDC	3.83	3.60
26	Mbire RDC	3.81	3.20
27	Chiredzi RDC	3.80	4.06
28	Marondera RDC	3.75	3.87
29	Bulilima RDC	3.75	3.44
30	Umzingwane RDC	3.75	3.41

RANKS 31 – 40

#	Local Authority	CEO	Chair
31	Bindura RDC	3.74	3.25
32	Chegutu RDC	3.72	4.11
33	Mazowe RDC	3.72	3.86
34	Mangwe RDC	3.71	3.55
35	Masvingo RDC	3.68	4.27
36	Runde RDC	3.68	3.67
37	Mudzi RDC	3.62	3.73
38	Zaka RDC	3.58	3.27
39	Chikomba RDC	3.55	3.04
40	Nkayi RDC	3.54	4.07

Rural Local Authority Rankings — Ranks 41 to 60

60 Rural District Councils · ranked by TC/CEO score · Bottom 20

RANKS 41 – 50

#	Local Authority	CEO	Chair
41	Gutu RDC	3.52	3.26
42	Buhera RDC	3.51	3.36
43	Makonde RDC	3.50	3.00
44	Tsholotsho RDC	3.48	3.43
45	Sanyati RDC	3.48	2.80
46	Muzarabani RDC	3.46	3.68
47	Beitbridge RDC	3.45	3.95
48	Goromonzi RDC	3.43	3.62
49	Kusile RDC	3.43	3.23
50	Insiza RDC	3.41	3.29

RANKS 51 – 60

#	Local Authority	CEO	Chair
51	Nyaminyami RDC	3.40	3.20
52	Makoni RDC	3.29	2.71
53	Matobo RDC	3.20	3.07
54	Guruve RDC	3.12	2.69
55	Pfura RDC	3.08	3.22
56	Rushinga RDC	3.04	2.42
57	Nyanga RDC	3.03	2.55
58	Chipinge RDC	2.87	2.46
59	Mutasa RDC	2.35	2.40
60	Chimanimani RDC	2.21	2.15

Urban Local Authority Rankings — Ranks 1 to 16

32 Urban Local Authorities · ranked by TC/CEO score · Top half

RANKS 1 – 8

#	Local Authority	CEO	Chair
1	Mutare City	4.33	4.05
2	Kwekwe City	4.31	4.11
3	Chiredzi TC	4.15	3.07
4	Epworth Local Board	4.08	4.02
5	Masvingo City	4.04	4.12
6	Chipinge TC	4.00	4.02
7	City of Victoria Falls	3.99	3.26
8	Plumtree TC	3.90	4.14

RANKS 9 – 16

#	Local Authority	CEO	Chair
9	Karoi TC	3.83	3.73
10	City of Harare	3.77	3.20
11	City of Bulawayo	3.72	3.34
12	Shurugwi TC	3.70	3.24
13	Ruwa Local Board	3.67	3.98
14	Kariba Municipality	3.62	3.20
15	Chinhoyi Municipality	3.59	3.50
16	Gweru City	3.58	3.10

Urban Local Authority Rankings — Ranks 17 to 32

32 Urban Local Authorities · ranked by TC/CEO score · Bottom half

RANKS 17 – 24

#	Local Authority	CEO	Chair
17	Redcliff Town Council	3.56	3.07
18	Zvishavane TC	3.46	3.32
19	Bindura Municipality	3.44	3.59
20	Marondera Municipality	3.36	3.06
21	Chitungwiza Municipality	3.29	3.68
22	Mvurwi TC	3.20	3.92
23	Chegutu Municipality	3.20	3.50
24	Gwanda Municipality	3.11	3.85

RANKS 25 – 32

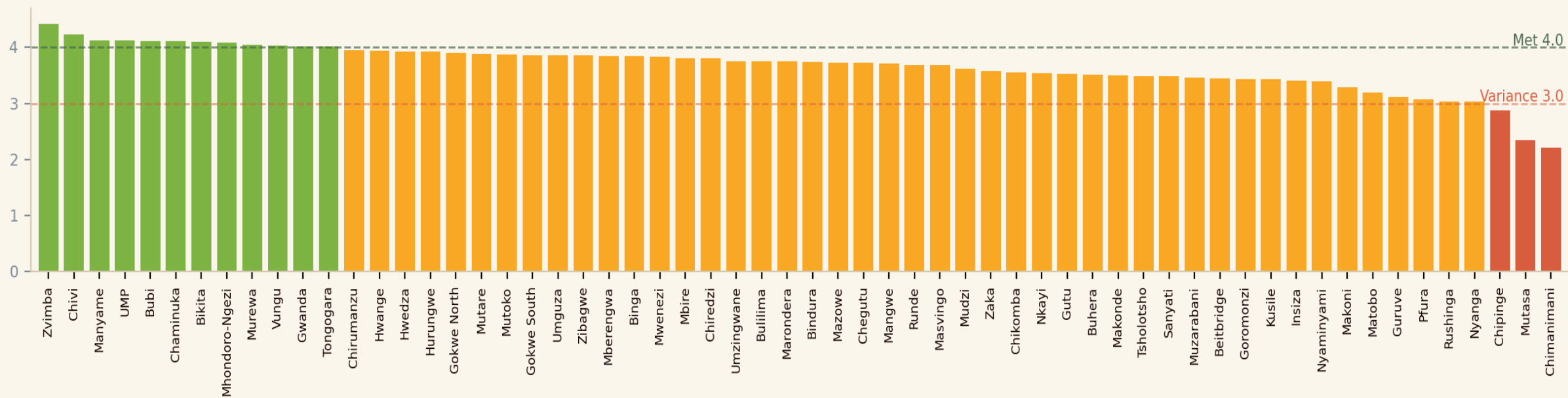
#	Local Authority	CEO	Chair
25	Hwange Local Board	3.11	3.07
26	Beitbridge Municipality	3.08	2.70
27	Lupane Local Board	3.01	3.46
28	Kadoma Municipality	3.00	3.00
29	Norton TC	3.00	2.80
30	Chirundu Local Board	2.87	2.84
31	Gokwe TC	2.83	3.24
32	Rusape TC	2.81	2.77

Rural Councils — Score Distribution

All 60 RDCs · ranked · colour-coded by band



All 60 Rural District Councils — TC/CEO Scores (ranked)



12

RDCs met targets

Score ≥ 4.0

45

within variance

3.0 – 3.99

3

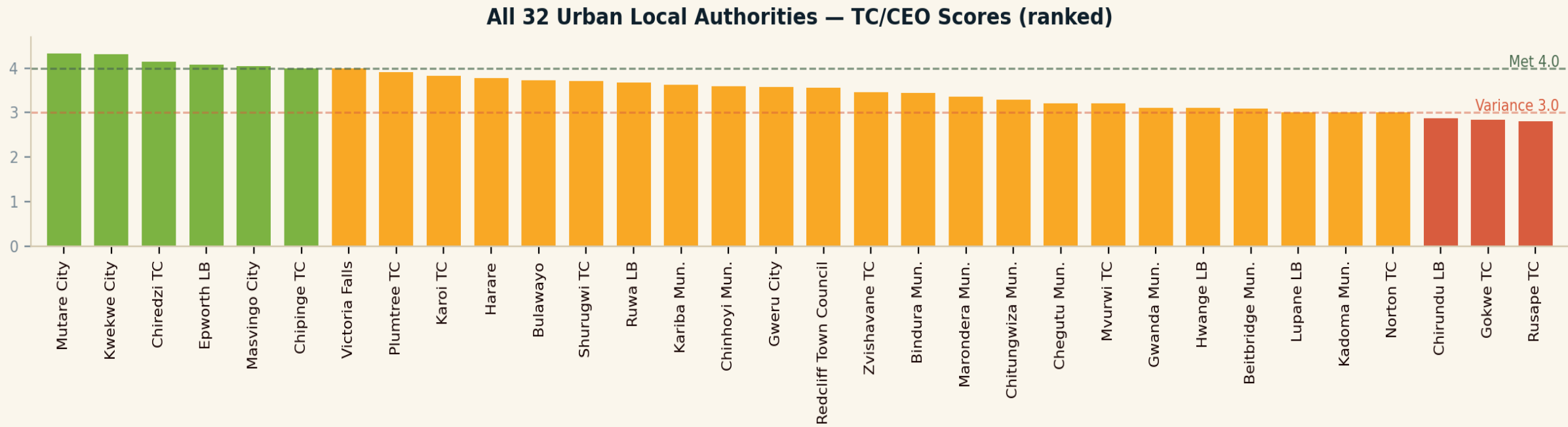
below variance

< 3.0

Urban LAs — Score Distribution



All 32 Urban LAs · ranked · colour-coded by band



6

Urban LAs met targets
Score ≥ 4.0

23

within variance
3.0 – 3.99

3

below variance
< 3.0

Local Authorities — Priority Recommendations



Intervention framework + eight enabling actions to reverse the sector decline

01**Timely IGFT Disbursement**

Reconsider devolution & ZINARA model; disburse partly in USD.

03**Plant & Equipment**

Direct ZINARA funds to yellow equipment; LA equipment-sharing.

05**Governance & Skills**

Minimum councillor qualifications; sector-wide skills audit.

07**Ban Illegal Vending**

Develop planned vending zones; implement USL Policy 2025.

02**Revenue Collection Drive**

Garnishing powers; settle Govt debts; USD basket for key bills.

04**Minimum Service Standards**

Implement MSDS (now law) across all 92 LAs in 2026.

06**Establish Presidential Local Government Performance Delivery Unit.**

Drive performance by scaling success, enforcing contracts with incentives, and immediately intervening in failing authorities.

08**Infrastructure Plans**

Comprehensive road/water/sewer rehabilitation via PPPs.

Priority Actions for FY 2026

Ministry & state entity priorities under NDS2

**01****Treasury Engagement**

Unlock timely, adequate budget releases for Chiefs, valuations, tools, capacity building.

03**Reactivate WoGPMS**

Restore the system to enable automated Local Authority reporting.

05**UDCORP Capitalisation**

Once-off recapitalisation; explore PPPs and infrastructure bonds.

07**IRBM Senior Training**

Expand IRBM training across the Ministry, entities, and LAs.

02**Unfreeze Recruitment**

Lift the freeze on key Ministry posts — Public Works and Estates Management.

04**UDCORP Act Resolution**

Expedite Cabinet-directed inter-ministerial process on legal status.

06**UDCORP Board Reform**

Reconstitute for s.6(1) compliance (5–9 members); substantive Chair.

08**Call to Action 2 Launch**

Roll out the framework in alignment with NDS2.

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CONCLUSION

Strong Ministerial leadership, but the Local Authorities sector is *the weak link.*

The leadership tier scored well (Minister 4.15, PS 4.41, DMs 4.28 & 4.38; 14 of 15 outcomes met). But the Local Authorities sector declined from 3.67 to 3.61, with target achievement collapsing from 31% to 20% and major cities not leading. Reversing this decline — via a Presidential Delivery Unit, a four-tier intervention framework, and replication of top performers — is the Ministry's single most important priority for NDS2.

Thank you. · Questions welcomed.



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LA SECTOR AVG