



Community Engagement For Sustainable Service Delivery

City Of Harare

Harare Water Department

Presentation by Eng. H A Chisango

Town Clerk

Challenges

1. Inability to meet customers' demand for potable water (700-800ML/day vs production of 300-400 ML/day)
2. Sanitation challenges: Regular sewer chokes in some residential areas leading to unsanitary conditions.
3. Unsanitary conditions leading to disease outbreak
4. Non-Revenue Water at > 60%, due to obsolete infrastructure (burst water pipes and stuck water meters)
5. Customer satisfaction and trust at a low -> bad payment behaviour, collection efficiency only at 50%
6. **Women** – fetching water from distant sources, sometimes unprotected shallow wells
7. **School going children**, vulnerable to disease outbreaks, affecting their attendance of school
8. **Elderly** population who could not fetch water for themselves

Challenges

Pictures: the struggle to fetch water affecting mainly women



Institutional Settings

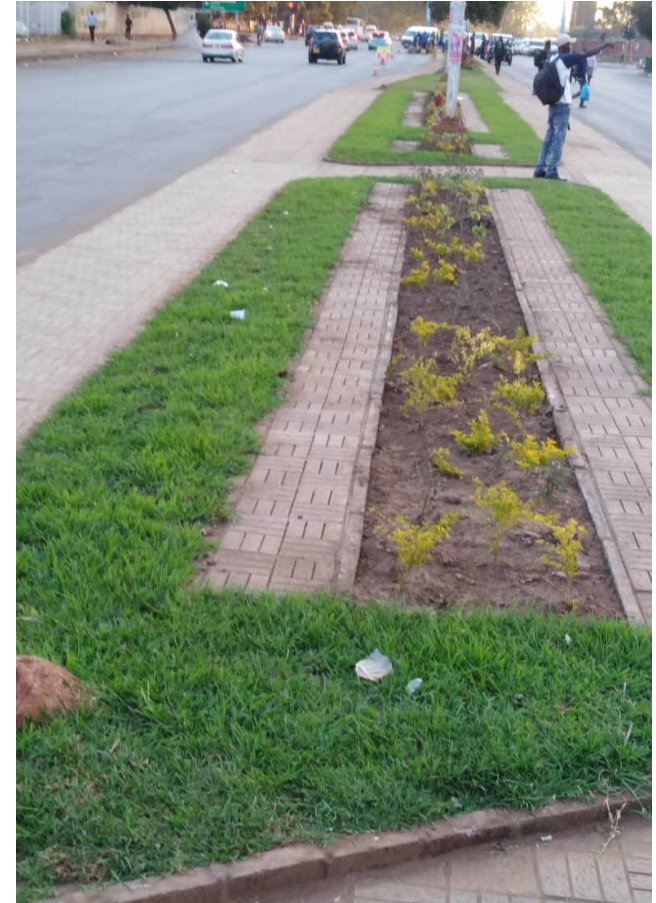
- The Constitution of Zimbabwe prescribes a right to potable water for every citizen
- As enshrined in Urban Councils' Act and the Constitution, City invited Customers and stakeholders for engagement
 - Engage customer/residents' representative bodies
 - Dialogue with community-based organisations (CBOs) and Civil Society Organisations (CSOs)
 - Engage business/industry leaders
 - Give CBOs space to take ownership of some service delivery programs
- Internal institutional transformation to accommodate stakeholder engagement
- Some organisations engaged included:
Community Water Alliance/ Zimbabwe Women Resource Centre/
Higher Life Foundation/ Residents' associations of Harare,
Chitungwiza, Epworth, Norton
- Relevant Government ministries and agencies
 - Water, Finance, Local Government, Upper Manyame Catchment Council, Environmental Management Agency

Approach

- City of Harare Stakeholder Policy dictates for:
 - Regular feedback meetings with residents
 - Consultative meetings with all stakeholders on strategic issues
- City has created social media platforms for regular dialogue with stakeholders
 - Residents report to City on burst water pipes, sewer chokes, uncollected garbage etc. for City to act on.
 - Encouraged feedback from residents on outstanding issues
- City website open for interaction with all stakeholders
- Developed a web-based interactive App for interaction with community on Service delivery matters
- Community stewardship of municipal water and sanitation infrastructure through CBOs' education of residents to take ownership
- City of Harare embraced the Service Level Benchmarking as a tool to improve response times to sewer chokes and burst water pipes
- Budgetary allocations to water have increased
 - citizens are involved in budget formulation, expenditure and tracking of budget performance
- Participation of all stakeholders is guaranteed by the Constitution of Zimbabwe and the Urban Councils' Act which demand such

Outputs

- Increased stakeholder engagement
- Increased citizen ownership of the water and sanitation infrastructure
- Joint action plans between City and stakeholders/residents
- Improved relations between City and stakeholders
- Regular feedback from residents has improved City's response, reducing down-time of services.
- CBOs have initiated residents engagement on soft
- issues e.g. campaigns against use of sand for dish-washing, care not to block drainage systems, encouraging payment for services etc.
- Businesses have adopted some portions of the city for upkeep, reducing the City's financial burden



Picture: an adopted portion of city street through collaboration with corporates

Lessons learnt

- ✓ Stakeholder engagement creates an atmosphere of mutual trust between City and residents/stakeholders
- ✓ There's transparency and reduced mistrust
- ✓ Recipients of service more willing to pay
 - Sustainability is thus enhanced
- ✓ Gender concerns addressed before they even crop-up when there's community involvement
- Questions needing attention:
 - How can we sustainably deliver service to the less-fortunate vulnerable sector of the community without subsidy?
 - How to lobby for national treasury fiscal support for service delivery?

Transfer of Practice

- Preconditions for extension of the above practice to other places:
 - City or Local authority to have a robust public relations initiative
 - City managers to be open to positive criticism
 - Stakeholders to view LA as a partner for service delivery
- First steps to take:
 - Program of feedback meetings as prescribed in the Urban Councils' Act to be adhered to.
 - City managers to initiate engagement with leadership of CBOs, Residents' bodies and Businesses
- What is important to take care of regarding different gender roles?
 - Internal LA structures should address gender issues first before engaging external stakeholders regarding different gender roles
 - Internal gender roles take care of external stakeholders' gender concerns