



**Building Urban Economic Resilience
during and after COVID-19**
#urbaneconomicresilience

Economic Resilience Building Plan

Harare, Zimbabwe



April 2022

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List of Acronyms

BAC	Budget Advisory Committee
COH	City of Harare
COVID-19	Coronavirus Disease 2019
CSOs	Civil Society Organisations
ERP	Enterprise Resource Planning
ERRP	Economic Resilience and Recovery Plan
GDP	Gross Domestic Product
ICDS	Inter-Censal and Demography Survey
IMF	International Monetary Fund
IPA	Investment Promotion Agency
LA	Local Authority
LFCLS	Labour Force and Child Labour Survey
LMIS	Labour Market Information System
MoF	Ministry of Finance
MoLG	Ministry of Local Government
MoHCC	Ministry of Health and Child Care
PICES	Prices, Incomes, and Expenditure Survey
PPPs	Public Private Partnerships
SEZs	Special Economic Zones
UER	Urban Economic Resilience
USD	United States Dollar
VCF	Venture Capital Fund
ZIMSTAT	Zimbabwe National Statistics Agency

FOREWORD

The City of Harare is highly appreciative of the financial and technical support rendered by the United Nations Economic Commission for Africa (UNECA) in the development of this Economic Recovery and Resilience Plan (ERRP) for Harare under the DA-13 project, ‘Building Urban Economic Resilience during and after COVID-19’. The partnership with UNECA also resulted in the production of the City Gross Domestic Product (GDP) report which provides an estimate of the City GDP


The COVID-19 pandemic exposed structural challenges the City was already facing before the pandemic. What made the situation worse, is the limited capacity by the City and the central Government to effectively deal with the fallout from the crisis. For instance, the high levels of informality implied diminished fiscal capacity for both the City and the Government to invest in critical sectors to enhance resilience.

The ERRP details an evidence-based plan with time-bound actions to improve city economic resilience in the medium term. The ERRP serves as a key advocacy and resourcing tool for the City of Harare to mobilise resources (technical assistance + finance) to invest in resilience building from central governments and development partners. The City of Harare adopted an inclusive and consultative approach with a number of key stakeholders in the preparation and implementation of this Economic Resilience and Recovery Plan (ERRP). These stakeholders included: central government, residents’ associations, business organisations, civil society organisations, and residents. A planning workshop on Economic recovery and Resilience Plan was held in Harare from 5-6 May 2021. The planning workshop helped to mobilize local economic stakeholders and foster dialogue around issues of economic resilience and recovery. A validation meeting was held on 8 December to validate the ERRP. The development of the ERRP was preceded by an assessment of the impact of the pandemic on the resilience of the City economy using an approved diagnostic tool developed by the UN. The diagnostics analysis for the city revealed that the overall resilience of the city of Harare is weak. The COVID-19 pandemic has weakened the financial and economic capacity of households/residents, corporates/businesses, SMEs, non-governmental organisations (NGOs), and government ministries and departments to pay for services provided by the city. This in turn has weakened the capacity of the city to provide basic services and pay the wages of its workers. The City of Harare, at the height of the COVID-19 pandemic, in May 2020 collected

only about 5% of the of the total billed owing to the COVID-19 induced restrictions and disruptions.

The City diagnostics assessment and the ERRP have provided critical and invaluable data and information to strengthen the City’s development planning processes. The City of Harare is finalising the development of a 5 Point Stabilisation Plan (2021 to 2022). The Stabilisation Plan seeks to address key internal enablers that will assist the City to deliver on its mandate to deliver on its core mandate of service delivery, with a thrust on Water, Sanitation and Hygiene (WASH), roads management, and urban renewal in support of national priorities.

The COVID-19 crisis has presented the City with the opportunity for a greener, more resilient, healthier, inclusive and sustainable recovery. The role of social dialogue has also emerged as having a significant role to play in designing policies to promote social justice, sustainably recover and support other interventions to protect jobs, incomes and companies during the pandemic.



Cllr SM Mutizwa

Acting Mayor of Harare

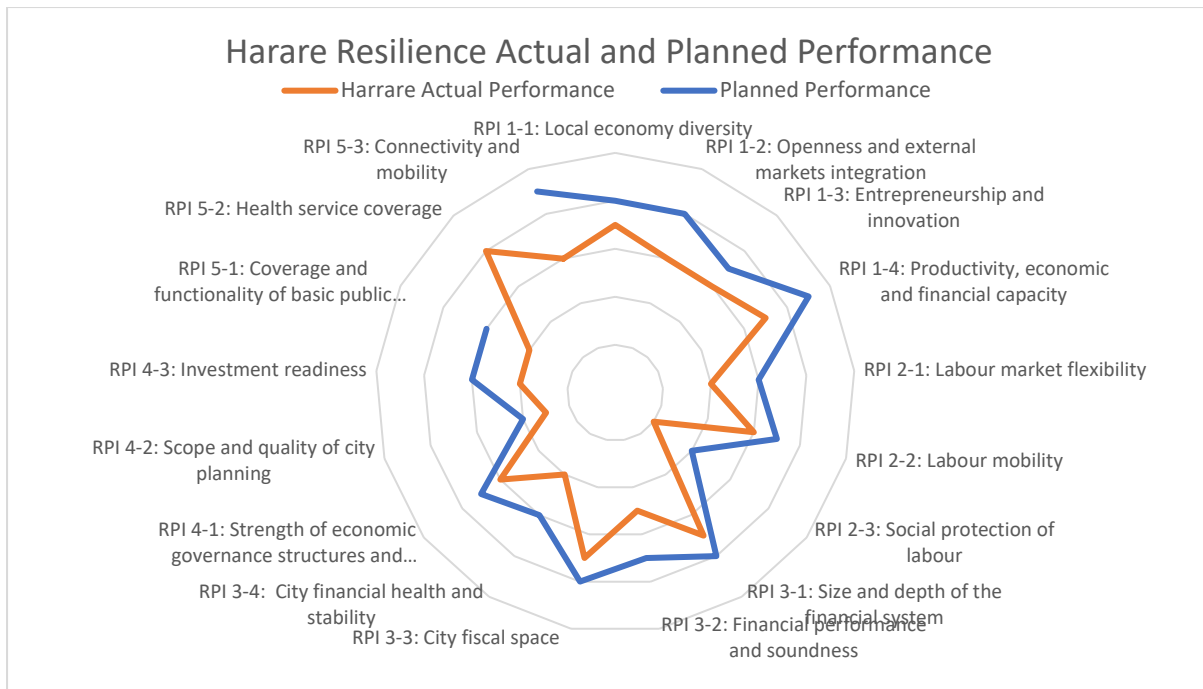
Summary

The COVID-19 pandemic has had an adverse impact on the City of Harare's tax revenues, citizens' income, small- and medium-sized businesses, urban food supply chain, and stressed the urban health system. The decline in the City's tax base has resulted in a significant deficit for the City and also reduced the capacity of the City to implement urban development plans.

The City of Harare adopted an inclusive and consultative approach with a number of key stakeholders in the preparation and implementation of this Economic Resilience and Recovery Plan (ERRP). These stakeholders included: central government, residents' associations, business organisations, civil society organisations, and residents. A planning workshop on Economic recovery and Resilience Plan was held in Harare from 5-6 May 2021. The Planning Workshop sought to present the work of the project, deliberate on policy interventions and implementation pathways with the city authorities and relevant stakeholders, and inform the preparations of the local ERRP. The workshop was attended by 35 participants representing the City of Harare, the Ministry of Local Government, the United Nations Resident Coordinator's Office (UNRCO), residents' associations, civil society organisations, faith-based organisations, and a number of experts/scholars from the universities and research institutes. The planning workshop helped to mobilize local economic stakeholders and foster dialogue around issues of economic resilience and recovery.

The diagnostics analysis for the city revealed that the overall resilience of the city of Harare is weak, with a score of D+ (2.6), where Harare's overall desired performance score is C. Figure 1 provides an overview of the actual and planned performance for Harare. In terms of the resilience of the local business environment, the city expects to move from the current C+ to a desired score of B. This can be realised through simplifying and fully digitising the doing business environment including business licensing/registration. With respect to the resilience of the local labour market, the city desires to improve from D to C. To achieve this, there is a need to promote and boost upskilling and reskilling of workers with a special focus on enhancing digital and financial literacy skills and capacities. This can be achieved through smart partnerships with private entities, Civil Society Organisations (CSOs), and education institutions. It is also critical to foster inclusive labour markets to ensure that vulnerable groups are not left behind in recovery efforts as well as strengthen partnership with the local business community and stakeholders to support emerging sectors and ensure that they create quality jobs with decent working conditions.

Figure 1: Harare Resilience Actual and Planned Performance



In terms of the resilience of local financial system, the overall desired performance scoring is B from the current scoring of C. A critical required improvement is to strengthen the City’s financial capacity by leveraging additional and innovative sources of revenue. Possible sources include issuing municipal bonds, crowding in the private sector through Public-Private Partnerships (PPPs), as well as greater mobilisation of external funding. Under the resilience of economic governance, the current overall performance scoring is D, while the overall desired performance scoring is C. The required improvements entail fostering an informed and engaged public as a crucial partner in economic governance through their inclusion in key processes. This will help to generate positive public perceptions of the city which should result in the readiness and willingness to pay fees/tariffs. In terms of the resilience of basic infrastructure and connectivity, the current overall performance scoring is C, while the overall desired performance scoring is C+. It is critical to boost investments in education, health, social protection, water and sanitation and transport infrastructure. The City should also allocate more space to pedestrian areas and open spaces to improve connectivity and mobility.

With respect to the resilience of local business environment, to improve local economy diversity, the City must prioritise the following actions: registration of informal economy players; refurbishment of social services infrastructure; and facilitate the establishment of Special Economic Zones (SEZs). To improve openness and external markets integration, the actions that are required include establishing a centralised commodities exchange, constructing market stalls for traders, and improving local transport infrastructure. To improve entrepreneurship and innovation, the City must prioritise the following actions: establish incubation hubs; fully digitise the local business registry and licensing; and establish a Venture Capital Fund (VCF). To enhance productivity, economic and financial capacity, the following actions will be required: set up solar farm(s); improve urban Transport Interventions (Metro Transport); and the digitisation of key Council Customer facing processes.

To enhance the resilience of local financial system, it is important to engage the informal sector with a view to formalise and capture transactions into the formal financial system and add to the City GDP; capture the underground USD financial system which parallels the formal

system; increase the number and level of financial products available for SMEs, established entities and other economic players; and improve the corporate governance framework to attract investments and savings. To improve the financial performance and soundness of the City it is critical to: incentivise economic players to make use of the banking system and promote savings; ensure financial institutions and lenders are cushioned from possible monetary and fiscal policy shocks; and revise the loans model around collateral and general lending conditions to different target sectors.

In terms of the City fiscal space, the City needs to lobby/advocate for the revision the devolution framework to allow the authority to make decisions along the way; seek and engage new partnerships to diversify the City's financial base; restructure the revenue base for the City to rely more on inelastic own sources; engage stakeholders especially the private sector to boost the other elastic revenue streams to be viable and build a social net reserve; engage city stakeholders to improve revenue generation and collection in a sustainable manner; and review and make use of available legal instruments to empower the authority to raise and collect revenues.

With respect to City financial health and stability, the City must: carry out feasibility studies on possible participation by the City authority in the local and external financial markets; engage stakeholders for possible ways of addressing legacy debts; ensure full integration of the Enterprise Resource Planning (ERP) system; and improve the corporate governance practices of the authority.

With respect to the strength of economic governance structures and leadership, it is critical to prioritise the following actions: develop a consolidated local economic development strategy; strengthen the Budget Advisory Committee (BAC) by expanding it and building stronger linkages with the ward-level structures and the business community. Ward level champions must be trained in budget analysis and awareness raising on economic governance processes including the budget processes. It is also critical to produce a regular/annual City Service Delivery Status Report as a product of a tripartite engagement forum of LA-Citizens-Business community.

In terms of the scope and quality of city planning it is important to: invest time and resources in defining and implementing a more participatory 4 stage budgeting process with relevant and effective driving institutional arrangements; enhance the functionality of development planning structures through decentralised financial planning and the revival of ward retention scheme. It is particularly important to prioritise the training of training of councillors for more effective citizen engagement and mobilization, plus economic and financial reporting. The council needs to develop simpler budget presentation formats for more effective engagement & feedback with citizens. Residents Associations need to be supported in budget analysis, while citizens need civic education on budget and financial literacy.

In terms of investment readiness there is need for the digitalization of land and stand allocation processes for both residential and business or industrial purposes to minimize human discretion thus preventing corruption and creating an investment friendly climate. Establish electronic land and management system. It is also important to strengthen the information dissemination processes to enhance transparency & accountability. The City should set up or strengthen appropriate one-stop investment desk or a local Investment Promotion Agency (IPA) that provides information to potential investors and that is abreast with national framework to

facilitate ease of doing business. There is also a need to involve the civil society in the planning of investment projects on social, environmental, and gender issues.

To enhance coverage and functionality of basic infrastructure, the City should prioritise the following actions: improve existing plant and equipment (roads equipment and refuse compactors); enhance road trafficability (road rehabilitation, traffic repairs and maintenance); rehabilitation of portable water and waste infrastructure; and restore functionality of social amenities (school, community halls, stadia and recreational parks).

In terms of health service coverage, it is important to enhance health service delivery through leveraging digital economy platforms such as telemedicine; train young women on Sexual Reproductive Health and Rights to equip them with information to live healthier lives; review the health staff establishment to reflect the current situation; improve health information management systems including research in the health sector; and enhance the capacity for monitoring and evaluation in the health sector especially budget tracking and monitoring to improve the efficiency of expenditures.

In terms of connectivity and mobility there is need to: put in place a functional Enterprise Resource Planning (ERP); ensure greater use of information technologies (such as Wide Area Networks, the Internet, and mobile computing); and support the transition to more environmentally friendly modes of transport, such as public transport and non-motorized transport modes (walking and cycling).

1. Introduction

Programme Context

To assist Harare in economic recovery and building a resilient economic system, this project seeks to improve the evidence, knowledge and skills related to economic and financial recovery in the context of the COVID-19 pandemic. This project makes use of a diagnostic tool with the following objectives: (1) understand the strengths and weaknesses of institutional and operating arrangements from the perspective of economic recovery and resilience building as well as to assess the structure and functioning of city economies to get a clear understanding of the economic performance/standing of the city and how this defines vulnerability and resilience; and (2) to define a process for the design and implementation of recovery plans/strategies to address the identified gaps, accelerate better recovery and improve longer-term resilience. This project is also helping the City estimate the city GDP. This Economic Resilience Building Plan (ERRP) is culmination of these efforts.

General Information about Harare

Harare is the capital and most populous city of Zimbabwe. The city has a total surface area of 961 square kilometres. It is the country's leading financial, commercial, and telecommunications hub. The construction and manufacturing sectors including textiles, steel, and chemicals are dominant in the city. The City is a major trade and commercial centre for most agricultural commodities. The city, like most other African cities, has a huge and diversified informal economy.

According to the 2017 Inter-Censal Demographic Survey (ICDS), Harare has an estimated population of 1,973, 906 (14.5 per cent of the total) as at 2017 down by 7.6 per cent from the 2,123,132 (16.3 per cent of the total) recorded in 2012¹. The proportion of male and female population is 48.2 and 51.8 per cent, respectively. The city's demographic profile is dominated by the productive age group (15-64). This demographic composition provides an opportunity as this young population implies a potential large labour force that can generate and accelerate economic growth and sustainable development.

Table 2.1: Percent Distribution of Population by Sex

	Male	Female	Total	Number	Percent	Sex Ratio
Harare	48.2	51.8	100	1,973,906	14.5	93.1
Total	47.9	52.1	100	13,572,560	100	91.8

Source: 2017 ICDS

The prevalence of both individual and household poverty has been on a decline in Harare, with the prevalence of individual poverty declining from 43.7 per cent in 2011/12 to 37.3 per cent in 2017, while the prevalence of household poverty declined from 35.7 per cent in 2011/12 to 31.1 per cent in 2017. The prevalence of extreme poverty, conversely, has been on the rise and remains a major challenge. This is reflected in the increase in the prevalence of individual extreme poverty from 4.3 per cent in 2011/12 to 5.2 per cent in 2017 while the prevalence of extreme household poverty rose from 3.3 per cent in 2011/12 to 3.8 per cent in 2017. This increase is on account of a weak and unstable macroeconomic performance over the past few years. The City is facing challenges in terms of supplying portable water to its residents owing to lack of long-term investments in new water sources. The available freshwater water

¹ 2012 Population Census.

resources have also been dwindling owing to rising and competing demands, climate change, as well as population growth. The City also faces challenges with respect to waste management.

Harare faces formidable employment-related challenges. A large percentage of the labour force is employed informally. The 2019 LFCLS established that about five-hundred and fifty-two thousand (19 per cent) persons were in precarious employment. Of these, the highest percentage, (37 per cent) was in Harare. There are more females than males in precarious employment in Harare. In Harare, 41.9 per cent of the female age 15-24 were in precarious employment while 38.3 per cent of the male age 15-24 were in precarious employment². The national unemployment rate was about 16 per cent. The rate for males and that of females was almost the same at 16 and 17 per cent, respectively. Unemployment in Harare is estimated at 9.2 per cent with the rate higher among females at 11.1 per cent than their male counterparts at 7.7 per cent. The unemployment rate for Harare has improved from about 16.4 per cent in 2017.

COVID-19 Impact

The City of Harare, like most cities across the World, has borne a disproportionate brunt from the COVID-19 pandemic compared to populations outside of cities. The Harare City Council has, in the past, experienced a number of challenges which range from corporate governance, leadership dynamics, financial and other resources constraints. The challenges have been further compounded by the COVID-19 pandemic. The deindustrialisation and rising informality which have resulted in rising incidence of urban poverty; inadequate provision of services; growing incidence of informal settlements; and environmental degradation among others. The existing infrastructure and services (education, health, water and sanitation, housing) have failed to keep pace with the rapid population increase. These challenges continue to have a serious effect on the level of service offering in Harare.

The City reported its first imported case of COVID-19 on 21 March 2020 with local transmission starting on 25 March. The City has been the epicentre of the COVID-19 pandemic in the country. According to the Ministry of Health and Child Care (MOHCC) COVID-19 update, as at 24 August 2021, Zimbabwe had 123,320 confirmed cases, including 108,660 recoveries and 4,320 deaths. The City of Harare accounted for 21.7 per cent of the total confirmed cases nationally, 22.5 per cent of the total recoveries, and 32.5 per cent of the total deaths.

The COVID-19 pandemic and the national and sub-national responses have adversely affected macroeconomic performance and undermined the financing and provision of basic services. According to the 2021 National Budget statement, the economy is estimated to have weakened by -4.1 per cent in 2020. The International Monetary Fund (IMF) in its April 2021 World Economic Outlook report, estimates the economy to have weakened by -8.0 per cent. The contraction of the economy in 2020 reduced revenues for all levels of government (central and subnational governments), households, and for private enterprises. Furthermore, the pandemic has caused many people to lose their jobs making it more difficult for them to meet their tax obligations. In addition to the contracted local economy resulting in decreased revenues, increased expenditure demands have put additional pressure on the City.

² Persons in precarious employment are those whose contract of employment whether verbal or written is of a relatively short duration or whose contract can be terminated on short notice. Examples in this category include casual workers, seasonal workers and short-term workers. An upsurge in the indicator corresponds to a deterioration of the decent work situation in this dimension, as it points to an increasing number of jobs becoming unstable and/or insecure.

According to the Monitoring COVID-19 Impact on Households in Zimbabwe Report No. 1 of 19 November 2020 by ZIMSTAT and the World Bank, household incomes fell since the start of the pandemic with 90 per cent of households who operated a non-farm business reporting a drop in revenue, while 44 per cent of wage workers reported a reduction or disappearance of wages. The drop in household incomes was more common in urban areas as the proportion of people working for a wage was higher in urban areas than in rural areas (58 per cent versus 38 per cent).

Key Findings and Recommendations of the Diagnostic

The diagnostics analysis for the city revealed that the overall resilience of the city of Harare is weak, with a score of D+ (2.6). The local business environment has a relatively higher level of resilience with a rating of C+ (3.3). The informal economy, which is quite prevalent in the city, has proven to be generally dynamic and resilient. In terms of the local labour market, the city has resilience performance with a score a rating of D (2.0). The bulk of the employment in the city is in the informal economy. The local financial system has an average resilience rating of C (2.8). The city has a relatively well developed and resilient financial sector. However, the fiscal space and financial performance and soundness of the city have been seriously compromised by the COVID-19 pandemic. The COVID-19 pandemic has weakened the financial and economic capacity of households/residents, corporates/businesses, SMEs, non-governmental organisations (NGOs), and government ministries and departments to pay for services provided by the city. This in turn has weakened the capacity of the city to provide basic services and pay the wages of its workers.

Economic governance has a relatively low performance rating of D (2.2). This is on account of the limited availability of public participation in economic governance processes as well as limited access to local public information, especially by persons with disabilities. The performance rating for resilience of basic service infrastructure and connectivity is average at C (2.8). The city of Harare faces inadequate urban services and deficits in basic urban infrastructure (e.g., transport, water supply, sanitation) and social infrastructure (e.g., health care, education, public and community facilities, including affordable housing). Infrastructure resilience is the foundation of urban resilience in response to the COVID-19. The city has faced challenges in terms of maintaining the existing stock of infrastructure on account of the limited city fiscal space.

Urban Resilience Planning Principles

The Urban Resilience Principles are:

Principle 1: Dynamic nature of urban resilience	Resilience is not a condition but a state that cannot be sustained unless the system evolves, transforms, and adapts to current and future circumstances and changes. Therefore, building resilience requires the implementation of context-specific and flexible plans and actions that can be adjusted to the dynamic nature of risk and resilience.
Principle 2: Systemic approach to cities	Recognising that cities are comprised of systems interconnected through complex networks and that changes in one part have the potential to propagate through the whole network, building resilience requires a broad and holistic approach that takes into account these inter-dependencies when the urban system is exposed to disturbances.
Principle 3: Participation in planning and governance	A resilient system ensures the preservation of life, limitation of injury, and enhancement of the ‘prosperity’ of its inhabitants by promoting inclusiveness and fostering comprehensive and meaningful participation of all, particularly those in vulnerable situations, in planning and various governance processes. Such an approach can ensure sense of ownership, thus achieving successful implementation of plans and actions.
Principle 4: Multi-stakeholder engagement	A resilient system should ensure the continuity of governance, economy, commerce, and other functions and flows upon which its inhabitants rely. This necessitates promoting open communication and facilitating integrative collaborations between a broad array of stakeholders ranging from public entities, private sector, civil society, and academia to all city’s inhabitants.
Principle 5: Strive towards development goals	Resilience building should drive towards, safeguard and sustain development goals. Approaches to resilience should ensure that efforts to reduce risk and alleviate certain vulnerabilities does not generate or increase others. It must guarantee that human rights are fulfilled, respected and protected of under any circumstances.

Vision For Urban Resilience and Principles for Resilience Building

Participants in the ERRP visioning workshop noted visions for Harare’s economic resilience that included becoming a dynamic, transformative and personalized city; becoming an enduring, adaptive and personalized city; improving financial sustainability and customer satisfaction; and becoming the best managed city in Africa, if not the whole world.

Linkages with Other Planning Frameworks

A key lesson from the COVID-19 pandemic for the City of Harare is the importance of a more integrated urban governance model at the city level, that is supported by a common vision and priorities, strong leadership, and stakeholder participation. This is also critical to ensure high levels of trust between City officials and stakeholders, including the residents. Another key lesson is the importance of strengthening Non-Governmental Organizations (NGOs) and community-based organisations and initiatives to contribute towards the provision of economic and social support to vulnerable groups. At a global level, it is important to strengthen global networks of cities to facilitate the sharing of experiences and ensure mutual support.

The ERRP details an evidence-based plan with time-bound actions to improve city economic resilience in the medium term. The ERRP serves as a key advocacy and resourcing tool for the City of Harare to mobilise resources (technical assistance + finance) to invest in resilience building from central governments and development partners. The City Diagnostics report and the ERRP will serve as a critical input into the finalisation of the Harare 1-year Stabilisation Plan as well as the development of the implementation matrix of the 1-year stabilisation plan. The ERRP will greatly inform and feed into it the implementation matrix of this plan to ensure greater synergy.

Key Assumptions for Implementation

This Economic Resilience and Recovery Plan (ERRP) process is critical as a long-term vision for recovery, enhancing adaptive capacity and building urban resilience. This will enable the city to mitigate the adverse impacts of future crises. The absence of a disaster and emergency recovery plan in Harare made it difficult for the city to effectively respond to the crisis. The City has particularly faced challenges in terms of enhancing the capacity of the healthcare system as well as the timely coordination of the actions of different stakeholders and sectors. The limited fiscal capacity has reduced the capacity of the City to provide economic support to poor, disadvantaged, and vulnerable groups. The city has also been affected by the limited local independence and high reliance on the central government for coordinating local actions. Coordination is particularly critical to ensure effective and efficient use of limited and finite resources, building confidence and trust, as well as avoiding conflicts.

Key Stakeholders and Their Roles

The City of Harare has adopted an inclusive and consultative approach with a number of key stakeholders in the preparation and implementation of the ERRP. These stakeholders include central government, residents' associations, business organisations, civil society organisations, and residents. A planning workshop on Economic Recovery and Resilience Plan in Harare from 5-6 May 2021. The Planning Workshop sought to present the work of the project, deliberate on policy interventions and implementation pathways with the city authorities and relevant stakeholders, and inform the preparations of the local ERRP. The workshop was attended by 35 participants representing the City of Harare, the Ministry of Local Government, the United Nations Resident Coordinator's Office (UNRCO), residents' associations, civil society organisations, faith-based organisations, and several experts/scholars from the universities and research institutes. The planning workshop helped to mobilize local economic stakeholders and foster dialogue around issues of economic resilience and recovery.

2. Resilience building performance targets

Table 4.1 presents an overview of the performance of indicators under the resilience of local business environment as well as the required improvements. The overall desired performance scoring is B. To attain this, the city would need to simplify and fully digitise the doing business environment including business licensing/registration. This will make it easier and cheaper for investors to set up businesses. It also helps to eliminate the incidence of corruption.

Table 4.1: Overview of performance goals - Resilience of local business environment

Resilience area and indicator	Current scoring	Desired scoring	Required improvements
RA1: Resilience of local business environment	C+	B	<ul style="list-style-type: none"> • Simplify and fully digitise the doing business environment including business licensing/registration.
RPI 1-1: Local economy diversity	C	B	<ul style="list-style-type: none"> • Strengthen linkages (including value chains and systems) between formal and informal businesses. • Support the digital economy.
RPI 1-2: Openness and external markets integration	C	C+	<ul style="list-style-type: none"> • Improve investments in basic transport (road) infrastructure in the City to enhance openness, external markets, and integration.
RPI 1-3: Entrepreneurship and innovation	C	C+	<ul style="list-style-type: none"> • Create a favourable climate for entrepreneurs (e.g., providing infrastructure support, creating a competitive regulatory and institutional framework. • Support the creation of more incubators where informal entrepreneurs can grow their businesses with some measure of protection, alongside the development of markets. This can be done in partnership with the private sector. • Promote social enterprises, community business and co-operatives, local exchange systems and informal credit etc.
RPI 1-4: Productivity, economic and financial capacity	B	B+	<ul style="list-style-type: none"> • Improve the provision of urban services through growing the City revenue base.

Table 4.2 is an overview of the performance of indicators under the resilience of local labour market as well as the required improvements. The overall desired performance scoring is C from the current scoring of D. To attain this improved score, the City should promote and boost upskilling and reskilling of workers with a special focus on digital and financial literacy skills and capacities. This can best be achieved through strategic and smart partnerships with the private sector as well as educational institutions.

Table 4.2: Overview of performance goals – Resilience of local labour market

Resilience area and indicator	Current scoring	Desired scoring	Required improvements
RA2: Resilience of local labour market	D	C	<ul style="list-style-type: none"> • Promote and boost upskilling and reskilling of workers with a special focus on enhancing digital and financial literacy skills and capacities. This can be achieved through smart partnerships with private entities, CSOs, and education institutions. • Foster inclusive labour markets to ensure that vulnerable groups are not left behind in recovery efforts.

			<ul style="list-style-type: none"> Strengthen partnership with the local business community and stakeholders to support emerging sectors and ensure that they create quality jobs with decent working conditions.
RPI 2-1: Labour market flexibility	D	C	<ul style="list-style-type: none"> Establish a labour market information system (LMIS).
RPI 2-2: Labour mobility	C	C+	<ul style="list-style-type: none"> Improve the quality of the labour force. The digitisation of employment support services
RPI 2-3: Social protection of labour	F	D	<ul style="list-style-type: none"> Enhance inclusivity in planning and prioritising strategic actions to address the needs of the vulnerable groups and ensure greater social protection measures for the most vulnerable groups.

Table 4.3 is an overview of the performance of indicators under the resilience of local financial system as well as the required improvements. The overall desired performance scoring is B from the current scoring of C. A critical required improvement is to strengthen the City's financial capacity by leveraging additional and innovative sources of revenue. Possible sources include issuing municipal bonds, Public Private Partnerships (PPPs), as well as greater mobilisation of external funding.

Table 4.3: Overview of performance goals – Resilience of local financial system

Resilience area and indicator	Current scoring	Desired scoring	Required improvements
RA3: Resilience of local financial system	C	B	<ul style="list-style-type: none"> Strengthen the city financial capacity through leveraging additional and innovative revenue sources (such as municipal bonds, private sector participation through PPPs, broadening the revenue base, streamlining expenditure on procurement to benefit from economies of scale, greater mobilisation of external funding, harnessing greater South-South (city-to-city) cooperation); and reprioritising and rationalizing expenditures (for example, improving efficiencies, cutting nonessential costs).
RPI 3-1: Size and depth of the financial system	C+	B	<ul style="list-style-type: none"> Increase the amount of funds available to loan for economic activities. Promote financial inclusion driven by the digital revolution to foster market integration
RPI 3-2: Financial performance and soundness	D+	C+	<ul style="list-style-type: none"> Enhance access to finance and credit especially for local authorities and SMEs.
RPI 3-3: City fiscal space	C+	B	<ul style="list-style-type: none"> Improve efficient use of available own source revenue (OSR) resources and mobilization of external funding.
RPI 3-4: City financial health and stability	D+	C	<ul style="list-style-type: none"> Strengthen public financial management to enhance creditworthiness paving the way for greater financing options. This can be achieved through providing regular assessments of compliance with financial regulations and of the accuracy and quality of financial information and internal control systems. End-of-year financial statements must be publicly available while audit findings must also be made publicly available. In line with best practices, the City should consider embracing medium-term budgeting frameworks and

			processes to help better link local budgets to longer term development objectives.
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Table 4.4 is an overview of the performance of indicators under the resilience of economic governance including the required improvements. The current overall performance scoring is D, while the overall desired performance scoring is C from the current scoring of D. The required improvements entail fostering an informed, engaged public as a crucial partner in economic governance through their inclusion in key processes. This will help to generate positive public perceptions of the city which should result in the readiness and willingness to pay fees/tariffs.

Table 4.4: Overview of performance goals – Resilience of economic governance

Resilience area and indicator	Current scoring	Desired scoring	Required improvements
RA4: Resilience of economic governance	D	C	<ul style="list-style-type: none"> Foster an informed, engaged public as a crucial partner in economic governance through their inclusion in key processes. This will help to generate positive public perceptions of the city which should result in the readiness and willingness to pay fees/tariffs.
RPI 4-1: Strength of economic governance structures and leadership	C	C+	<ul style="list-style-type: none"> Build the capacity of the city in urban planning, monitoring and evaluation, financial management, budgeting, public asset management, research and analysis, and engagement with other stakeholders.
RPI 4-2: Scope and quality of city planning	F+	D	<ul style="list-style-type: none"> Enhance the municipal capacity to plan, manage and finance urban growth through strengthening the human and administrative capacity of the City.
RPI 4-3: Investment readiness	D	C	<ul style="list-style-type: none"> Embrace digitalisation and e-governance through promoting greater use of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform partnerships with citizens, businesses, and other arms of government.

Table 4.5 presents an overview of the performance of indicators under the resilience of basic infrastructure and connectivity as well as the required improvements. The current overall performance scoring is C, while the overall desired performance scoring is C+. It is critical to boost investments in education, health, social protection, water and sanitation and transport infrastructure. Transportation infrastructure that increases inter- and intra- urban connectivity is a necessary improvement. With respect to RPI 5-1: Coverage and functionality of basic infrastructure, the City desires to move from the current score of D to C. One of the key required improvements entails enhancing health service delivery through leveraging digital economy platforms such as telemedicine. There is also a need to pay more attention to minimizing the potential public health risks of public transportation. Improved access to amenities and public health infrastructure can help to make high-density areas less vulnerable to pandemics. The city should also allocate more space to pedestrian areas and open spaces to improve connectivity and mobility.

Table 4.5: Overview of performance goals – Resilience of basic infrastructure and connectivity

Resilience area and indicator	Current performance scoring	Desired performance scoring	Required improvements

RA5: Resilience of basic infrastructure and connectivity	C	C+	<ul style="list-style-type: none"> • Boost investments in education, health, social protection, water and sanitation, and transport infrastructure.
RPI 5-1: Coverage and functionality of basic infrastructure	D	C	<ul style="list-style-type: none"> • Expand and improve the delivery of basic services and infrastructure. • improve public transportation infrastructure.
RPI 5-2: Health service coverage	B	B+	<ul style="list-style-type: none"> • Enhance health service delivery through leveraging digital economy platforms such as telemedicine.
RPI 5-3: Connectivity and mobility	D+	C	<ul style="list-style-type: none"> • Reallocate space to allow for more physically spaced out nonmotorized and low-carbon modes of transport (e.g., walking and cycling).

3. Action Plan

Resilience of local business environment

Table 4.6 shows the action matrix with respect to the resilience of local business environment. To improve local economy diversity, the City must prioritise the following actions: registration of informal economy players; refurbishment of social services infrastructure; and facilitate the establishment of Special Economic Zones (SEZs). To improve openness and external markets integration, the actions that are required include: establish a centralised commodities exchange; construct market stalls for traders; and improve local transport infrastructure. To improve entrepreneurship and innovation, the City must prioritise the following actions: establish incubation hubs; fully digitise the local business registry and licensing; and establish a Venture Capital Fund (VCF). To enhance productivity, economic and financial capacity, the following actions will be required: set up solar farm(s); improve urban Transport Interventions (Metro Transport); and the digitisation of key Council Customer facing processes.

Table 4.6: Action matrix – Resilience of local business environment

Resilience area and indicator	Actions required	Completion date	Owner	Resources required			Budget/source
				Personnel	Equipment	Capacity	
RA1: Resilience of local business environment							
RPI 1-1: Local economy diversity	1. Registration/formalization of informal sector actors/businesses	1 year	City of Harare- Informal Sector Division	2 persons per district 26 Districts	Computers(laptops-55), data collection devices (tablets/cell phones)		Partners/Devolution funds
	2. Refurbishment of social services infrastructure such as City clinics, schools, and public toilets	12+	Social Services	Builders	Construction materials		US\$300,000
	3. Establishment of special economic zones (SEZs) ³ to attract greater investments into the City.	12+	Business Development Unit		Roadshow trucks (awareness campaigns)		US\$3 million
RPI 1-2: Openness and external markets integration	1. Establish a centralised commodities exchange	12+	Business Development Unit (BDU)			Registration of business, partners and other players	Computers

³ A Special Economic Zone (SEZ) can be defined as a geographical site with preferential laws, policies and regulations that are more liberal than those existing in the rest of the economy.

	2. Construct and refurbish market stalls for traders in all the 26 districts.	12+	Informal Sector	market officers	Informal Sector infrastructure		
	3. Improve local transport infrastructure (roads).						
RPI 1-3: Entrepreneurship and innovation	1. Establish incubation hubs to provide entrepreneurship support to young entrepreneurs.	12+ 12+ 12+	BDU/ Social Services BDU SBUs		Incubation Hubs Infrastructure, Computers		US\$5 million US\$3 million
	2. Fully digitise the local business registry and licensing.						
	3. Set up a Venture Capital Fund to invest in start-ups and SMEs with strong growth potential in exchange for equity or an ownership stake.						
RPI 1-4: Productivity, economic and financial capacity	1. Set up a solar farm / plant.	12+	Mechanical and Electrical; Traffic and		Solar production Units/land		10 million – PPPs
	2. Improve urban Transport Interventions (Metro Transport) through introducing a mass rapid transit (MRT) system.	12+	Transportation Planning; PR; ICT; All Depts		Urban Transport Infrastructure		-PPPs 2 million Council funds, PPPs,

	3. Digitisation of key Council Customer facing processes	6-12			Computers, Systems		Devolution funds
TOTAL							

Resilience of the local labour market

Table 4.7 shows the action matrix with respect to the resilience of local labour market. To improve labour market flexibility, the following actions are required: undertake a skills gap assessment / analysis; reskilling and upskilling; and enhancing the quality of the labour force. With respect to labour mobility, the City must prioritise the following actions: establish a local labour market information system; digitise employment support services; capacitate the transport system (modernise, affordability, availability); provision of transport by employers; decentralization of management the transport sector; and implement housing schemes. In terms of social protection, the following actions ought to be prioritised: craft a social protection policy framework (currently there is no social protection policy); increase City expenditure on social protection targeting the vulnerable groups; and come up with a formalisation strategy for the informal sector.

Table 4.7: Action matrix – Resilience of local labour market

Resilience area and indicator	Actions required	Completion date	Owner	Resources required			Budget/source
				Personnel	Equip-ment	Capa-city	
RA2: Resilience of local labour market							
RPI 2-1: Labour market flexibility	<p>1. Undertake a skills gap assessment / analysis to determine the skills and occupations needed for major and emerging industries, and their subsequent needs for training development and skilled worker attraction.</p> <p>2. Reskilling and Upskilling targeted at SMEs especially focussing on digital, entrepreneurship, and financial literacy skills.</p> <p>3. Improve the productivity of the labour force through providing technical and vocational education and training for those in the informal economy.</p>	6 months 6-12 months	<p>Policy makers / cooperate sector</p> <p>City of Harare/ Private sector</p>	<p>Skilled personnel, Policy briefs</p> <p>Skilled Personnel</p>	Supportive ICT infrastructure and equipment		<p>Public-Private partnerships</p> <p>PPPs, City of Harare, Employers</p>

RPI 2-2: Labour mobility	1. Establish a local labour market information system. 2. Digitise employment support services. 3. Capacitate the transport system (modernise, affordability, availability). 4. Expand affordable Housing Schemes (Home ownership, housing allowance from Employers).	6-12 months 6-12 months 12+ months 12+ months	City of Harare, Private sectors, Civic Organisations City of Harare, National Government, NRZ, ZUPCO, Employers, Transport Operators City of Harare, Employers		Sound road and rail system	Strategic Networks, Social Dialogue, evidence-based report	PPPs, City of Harare, National Fiscus National Budget, local and international stakeholders, Ministry of transport, Ministry of local Government, ZINARA, ZUPCO, Personal Savings, City of Harare
RPI 2-3: Social protection	1. Craft a social protection policy framework (currently there is no social protection policy) 2. Increase City expenditure on social protection targeting the vulnerable groups 3. Develop a formalisation strategy for the informal sector	6-12 months	City of Harare, Policy makers				Civic organisations, Government of Zimbabwe
TOTAL							

Resilience of local financial system

Table 4.8 shows the action matrix with respect to the resilience of local financial system. With respect to the size and depth of the financial system, the following actions ought to be prioritised: engage the informal sector with a view to formalise and capture the transactions into the formal financial system and add to the City GDP; capture the underground USD financial system which is parallel to the formal system; increase the number and level of financial products available for SMEs, established entities and other economic players; and improve the corporate governance framework to attract investments and savings. To improve the financial performance and soundness of the City it is critical to: incentivise economic players to make use of the banking system and promote savings; ensure financial institutions and lenders are cushioned from possible monetary and fiscal policy shocks; and revise the loans model around collateral and general lending conditions to different target sectors.

In terms of the City fiscal space, the City needs to among others: lobby/advocate for the revision the devolution framework to allow the authority to make decisions along the way; seek and engage new partnerships to diversify the City's financial base; restructure the revenue base for the City to rely more on inelastic own sources; engage stakeholders especially the private sector to boost the other elastic revenue streams to be viable and build a social net reserve; engage city stakeholders to improve revenue generation and collection in a sustainable manner;

and review and make use of available legal instruments to empower the authority to raise and collect revenues. With respect to City financial health and stability, the City must prioritise: carry out feasibility studies on possible participation by the City authority in the local and external financial markets; engage stakeholders for possible ways of addressing legacy debts; ensure full integration of the Enterprise Resource Planning (ERP) system⁴; and improve the corporate governance practices of the authority.

Table 4.8: Action matrix – Resilience of local financial system

Resilience area and indicator	Actions required	Completion date	Owner	Resources required			Budget/source
				Personnel	Equipment	Capacity	
RA3: Resilience of local financial system							
RPI 3-1: Size and depth of the financial system	1. Greater engagement of the informal sector with a view to formalise and capture the transactions into the formal financial system and add to the City GDP. 2. Capture the underground USD financial system which is parallel to the formal system 3. Increase the number and level of financial products available for SMEs, established entities and other economic players 4. Improve the corporate governance framework to attract investments and savings	6-12 months	Min. of Finance, Min. of SMEs, CoH, Financial Institutions			Survey and engagement capacity	National Budget/ Partners
RPI 3-2: Financial performance and soundness	1. Develop an incentives framework to provide interest rate incentives to	6-12 months	Financial institutions, MoF, RBZ			Technical capacity	Ministry of Finance and Economic Development

⁴ The ERP system is the system used to manage all of the functions and administration of the City (from registration of taxpayers, to billing and receipting, as well as all other administrative and management aspects including the city's procurement). A few years ago the City adopted a new system (SAGE) which has been associated with a lot of challenges that include incorrect taxpayers' bills as well as improperly recognized and acknowledged payments made on online and mobile platforms. This has led to long queues at collection centers, as taxpayers try to sort out problems and, most seriously, a general loss of confidence in the system.

	<p>promote domestic savings deposits.</p> <p>2. Review and adjust banks' adequacy capital ratios in line with regional and international best practices.</p> <p>3. Revise the loans model around collateral and general lending conditions to different target sectors.</p> <p>4. Ensure affordable credit to SMEs and affordable housing finance.</p>						
RPI 3-3: City fiscal space	<p>1. Lobby/advocate for the revision the devolution framework to allow the authority to make decisions along the way</p> <p>2. Seek and engage new partnerships to diversify the City's financial base.</p> <p>3. Restructure the revenue base for the City to rely more on inelastic own sources</p> <p>4. Engage stakeholders especially the private sector to boost the other elastic revenue streams to be viable and build a social net reserve</p> <p>5. Engage city stakeholders to improve revenue generation and collection in a sustainable manner</p> <p>6. Review and make use of available legal instruments to empower the authority to raise</p>	<p>Over 12 months</p> <p>6-12 months and ongoing</p> <p>Less than 6 months and ongoing</p>	<p>MoF, MLG, COH</p> <p>COH, Partners</p>			Engagement capacity building	Own budget.

	and collect revenues						
RPI 3-4: City financial health and stability	1. Carry out feasibility studies on possible participation by the City authority in the local and external financial markets 2. Engage stakeholders for possible ways of addressing legacy debts.	Over 12 months Ongoing 6-12 Months	CoH, Consultants, Partners, MoF, MLG COH				
TOTAL							

Resilience of economic governance

Table 4.9 shows the action matrix in terms of resilience of economic governance. With respect to the strength of economic governance structures and leadership, it is critical to prioritise the following actions: the development of consolidated local economic development strategy; strengthen the Budget Advisory Committee (BAC) by expanding it and building stronger linkages with the ward-level structures and the business community. Ward level champions must be trained in budget analysis and awareness raising on economic governance processes including the budget processes. It is also critical to produce a regular/annual City Service Delivery Status Report as a product of a tripartite engagement forum of LA-Citizens-Business community. In terms of the scope and quality of city planning it is important to: invest time and resources in defining and implementing a more participatory four-stage budgeting process with relevant and effective driving institutional arrangements; enhance the functionality of development planning structures through decentralised financial planning and the revival of ward retention scheme. It is also important to prioritise the training of training of councillors for more effective citizen engagement and mobilization, plus economic and financial reporting. The council needs to develop simpler budget presentation formats for more effective engagement & feedback with citizens. Residents Associations need to be supported in budget analysis, while citizens need civic education on budget and financial literacy.

In terms of investment readiness, there is need for the digitalization of land and stand allocation processes for both residential and business or industrial purposes to minimize human discretion, thus preventing corruption and creating an investment-friendly climate. A key action is to establish electronic land and management system. It is also important to strengthen the information dissemination processes to enhance transparency & accountability. The city should set up or strengthen appropriate one-stop investment desk or a local Investment Promotion Agency (IPA) that provides information to potential investors and that is abreast with national framework to facilitate ease of doing business. There is also a need to involve the civil society in the planning of investment projects on social, environmental, and gender issues.

Table 4.9: Action matrix – Resilience of economic governance

Resilience area and indicator	Actions required	Completion date	Owner	Resources required			Budget/source
				Personnel	Equipment	Capacity	

RA4: Resilience of economic governance							
RPI 4-1: Strength of economic governance structures and leadership	1. Develop a consolidated local economic development strategy through an inclusive consultative process that involves other stakeholders. 2. Strengthen the Budget Advisory Committee by expanding it and building stronger linkages with the ward-level structures and the business community. Ward level champions must be trained in budget analysis and awareness raising on economic governance processes including the budget processes. 3. Produce a regular/annual City Service Delivery Status Report as a product of a tripartite engagement forum of LA-Citizens-Business community	12+ 12+ 12+	Town Clerks Office Town Clerk's and Finance Department Town Clerks Department	Staff to drive the agenda at operational level and office equip		Quarterly workshop's	50,000 Budget Contributions from development Partners Contributions from development partners
RPI 4-2: Scope and quality of city planning	1. Invest time and resources in defining and implementing a more participatory 4 stage budgeting process with relevant and effective driving institutional arrangements. 2. Enhance the functionality of development planning structures through decentralised financial planning and the revival of ward retention scheme 3. Training of councillors for more effective citizen engagement and mobilization, plus economic and financial reporting. The council needs to develop simpler budget presentation formats for more effective engagement & feedback with citizens. Residents Associations need to be supported in budget analysis, while citizens need civic education on budget and financial literacy.	6-12 12+ 6-12	Finance Department and Finance Committee Town Clerk's department Chamber Secretaries Department			Training resources Process Facilitator and Consultancy Fees Process Facilitator, Fees and Civic education material and resources	Contributions from development partners Contributions from development partners Government, LA & development partners Contributions (Conditional grants should be tied to citizen involvement: e.g. multiply (weight) allocation by citizen satisfaction level)
RPI 4-3: Investment readiness	1. The digitalization of land and stand allocation processes for both residential	12+	Spatial Planning	Staff	Hardware and Software		Budget and support from

	and business or industrial purposes to minimize human discretion thus preventing corruption and creating an investment friendly climate through establishing an electronic land and management system. 2. Strengthen the information dissemination processes to enhance transparency & accountability. 3. The city should set up or strengthen appropriate one-stop investment desk or a local Investment Promotion Agency (IPA) that provides information to potential investors and that is abreast with national framework to facilitate ease of doing business. 4. Ensure involvement of civil society in the planning of investment projects on social, environmental, and gender issues through establishing a City-Civil Society Forum. 5. Ensure the involvement of the investor and business community in City development through establishing a City-Private Sector Forum.	12+	Department Town Clerk's Department		re System		development Partners Own Budget and support from Development Partners
TOTAL							

Resilience of basic service infrastructure and connectivity

Table 4.10 shows the action matrix with respect to the resilience of basic service infrastructure and connectivity. To enhance coverage and functionality of basic infrastructure, the City should prioritise the following actions: improve existing plant and equipment (roads equipment and refuse compactors); enhance road trafficability (road rehabilitation, traffic repairs and maintenance); rehabilitation of portable water and waste infrastructure; and restore functionality of social amenities (school, community halls, stadia and recreational parks). In terms of health service coverage, it is important to enhance health service delivery through leveraging digital economy platforms such as telemedicine; train young women on Sexual Reproductive Health and Rights to equip them with information to live healthier lives; review the health staff establishment to reflect the current situation; improve health information management systems including research in the health sector; and enhance the capacity for monitoring and evaluation in the health sector especially budget tracking and monitoring to improve the efficiency of expenditures. In terms of connectivity and mobility there is need to: put in place a functional Enterprise Resource Planning (ERP); ensure greater use of information technologies (such as Wide Area Networks, the Internet, and mobile computing); and support

the transition to more environmentally friendly modes of transport, such as public transport and non-motorized transport modes (walking and cycling).

Table 4.10: Action matrix – Resilience of basic service infrastructure and connectivity

Resilience area and indicator	Actions required	Completion date	Owner	Resources required			Budget/source
				Personnel	Equipment	Capacity	
RA5: Resilience of basic service infrastructure and connectivity							
RPI 5-1: Coverage and functionality of basic infrastructure	1	12+	City, Gvnt and development partners.	Technical staff	Machinery and equipment		City Budget, loans, Devolution funds, PPPs, Grants.
	2. Enhance Road trafficability (Road rehabilitation, traffic repairs and maintenance)	6-12					
	3. Rehabilitation of portable water and waste infrastructure.	12+					
	4. Restore functionality of social amenities (school, community halls, stadia and recreational parks)	12+					
							City budget, Devolution funds, ZINARA Disbursements, Donor funds.
							City budget, Devolution funds, Development partners.
							City budget, Devolution funds, Development partners.
RPI 5-2: Health service coverage	1. Enhance health service delivery through leveraging digital economy platforms such as telemedicine 2. Training young women on Sexual Reproductive Health	6-12 months	City Health Department	Skilled health personnel	The necessary digital equipment and software	Computers, telephones	

	<p>and Rights to equip them with information to live healthier lives.</p> <p>3. Review the health staff establishment/complement at City Clinics to reflect the current population trends.</p> <p>4. Improve health information management systems including research in the health sector.</p> <p>5. Enhance the capacity for monitoring and evaluation in the health sector especially budget tracking and monitoring to improve the efficiency of expenditures</p>						
RPI 5-3: Connectivity and mobility	<p>1. Strengthen the City's Enterprise Resource Planning (ERP) to improve data collection, processing, management and control through adopting a cloud-based system.</p> <p>2. Ensure greater use of information technologies (such as Wide Area Networks, the Internet, and mobile computing) to improve service delivery and enhance communication</p> <p>3. Support the transition to more environmentally friendly modes of transport, such as public transport and non-motorized transport modes (walking and cycling).</p>	Less than six months.					City budget, Devolution funds, Development partners .
TOTAL							

4. Risk Analysis

The major risk factors for the city relate to the unstable political and economic environment in the country. The COVID-19 pandemic has increased economic, social, and political uncertainty.

The country is scheduled to hold a general election in 2023 and the period leading up to the general election has always been associated with a rise in the political temperature and politically motivated violence. This is exacerbated by the high levels of poverty and inequality which also increase the risk of political instability. Estimates from the World Bank show that the number of extremely poor Zimbabweans reached 7.9 million – almost 49 per cent of the population in 2020, up from 42 per cent in 2019. Inequality is on the rise, according to the mini-PICES from ZIMSTAT, the Gini index rose from 44.7 per cent in 2017 to 50.4 per cent in 2019. The richest 10 per cent of the population consumes 40 per cent of the total national consumption.

According to the 2020 Ibrahim Index of African Governance – Index Report by the Mo Ibrahim Foundation, Zimbabwe I ranked 33 out of 54 countries with a score of 46.1/100.0 in terms of overall governance. In terms of participation, rights and inclusion, Zimbabwe is ranked 38 out of 54 countries and has a score of 36.0/100.0. In terms of security and rule of law, Zimbabwe is ranked 32/54 with a score of 46.4/100.0.

While the economic environment has been improving as evidenced, for instance, by the economic recovery and the slowdown in the inflation rate. The Ministry of Finance and Economic Development has revised its growth projection from 7.4 per cent to 7.8 per cent. According to statistics from ZIMSTAT, the annual inflation rate was 56.4 per cent in July 2021, down from 837.5 per cent in July 2020, and 362.6 per cent in January 2021. The Country is currently in debt distress, which could affect macroeconomic stability and fiscal transfers to local authorities. The high public indebtedness could also have a crowding out effect.

Table 5.1: Risk analysis matrix

Type of risk	Risks	Rating	Impact/Mitigation measures
General risks			
Political	1. Political Interference	High	Impact: Non implementation of programs Mitigation: Adherence to Constitutionalism (Urban Council Act, Finance Act, RTPA)
Economic	1. Unstable economic environment (currency stability)	High	Impact: Revenue declines Mitigation: Diversification, PPPs
Environmental	1. Climate change (droughts, floods, water shortages)	High	Impact: Drainage systems, Service delivery challenges, Mitigation: Alternative water sources, drain clearance, Kunzvi Dam
Specific risks			

RA1: Resilience of local business environment	1. Land grabs/invasions by politically aligned space barons 2. Hyper Inflation 3.	Moderate	Impact: No revenues to Council Mitigation: Enforcement of regulations Impact: Low Business Activity Mitigation: Broadening Council revenue streams
RA2: Resilience of local labour market	1.Labour unrest 2. Informalisation	High	Impact: Weakened economic activity Mitigation: Strengthen social dialogue Impact: Loss of city revenues. Mitigation: Improve the overall doing business environment.
RA3: Resilience of local financial system	1. Exchange rate and inflationary risk 2. Low confidence in the national financial system 3.Political interference on the LA's relationship with residents	High	Build confidence across economic players Continuously engage residents and other stakeholders
RA4: Resilience of economic governance	1.Currency fluctuations (it creates conflicts between residents and LA on Tariffs) 2.	High	Real-time communication and consultation with stakeholders
RA5: Resilience of basic infra-structure and connectivity	1. Unstable/unpredictable economic environment. 2. Unstable currency.	High	

5. Monitoring and review

Monitoring Arrangements

Monitoring and evaluation is one of the 5 key divisions under the office of the Town Clerk. The division is headed by a Monitoring and Evaluation Manager who is ably assisted by a team of monitoring and evaluation officers. The Division is responsible for coordinating the development of a comprehensive overall monitoring and evaluation (M & E) framework and toolkits including performance indicators and benchmarks. The Division is also responsible for developing a comprehensive reporting framework with provisions for rigorous impact assessment. The Division analyzes the City's reports and produces analytical progress reports to guide management decision-making. The Division also puts in place systems and mechanisms for collecting data to monitor progress in terms defined indicators under the overall comprehensive reporting framework. The Division is also in charge of implementing standardised Management Information System accessible to the Town Clerk and senior management. The Division also provides technical support on M & E to programme and project activities.

Review Arrangements

The monitoring and evaluation of this ERRP will be coordinated by the Monitoring and Evaluation Manager under the overall guidance of the Town Clerk. The ERRP has strong results-based management framework which should assist in the operationalisation of the ERRP. The ERRP result based framework will be incorporated into the City's overall monitoring and evaluation framework. However, it will be critical to ensure the involvement of stakeholders in the monitoring and evaluation of the ERRP. In particular, it may be critical to establish a multi-stakeholder Evaluation Committee comprising all the relevant stakeholders in the City to focus on reviewing the implementation of the ERRP. This is critical to ensure ownership and accountability as well as participation and inclusion. These stakeholders include: the residents, the residents' associations, informal economy associations, people with disabilities, the private sector, central government, trade unions, and civil society organisations (CSOs), organisations representing persons with disabilities among others. Periodic reviews of the ERRP must be carried out on a quarterly basis.

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List of Stakeholders who participated in the Planning Workshop on Economic Recovery and Resilience Plan in Harare, 5-6 May 2021

1. Prosper Chitambara - Economist
2. Audacious Manjeza - Researcher (Labour Market)
3. Amos Muguti – Principal Monitoring and Evaluation Officer
4. Carren Pindiriri – Economics Lecturer, University of Zimbabwe (UZ)
5. Jackson Murimi – Principal Monitoring and Evaluation Officer, city of Harare
6. Takatadzeyi Musere – Head of Budget department, City of Harare
7. Gift Mugano - Economist
8. Nehemia Musoni – Principal Monitoring and Evaluation Officer, City of Harare
9. Cornelius Dube – Researcher, Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU)
10. Masimba Kuchera – Director, Centre for Disability and Development (CDD)
11. Dorothy Mavalwane – Acting Monitoring and Evaluation Manager, City of Harare
12. Marylyn Mucherera – Zimbabwe Women’s Resource Centre and Network (ZWRCN)
13. David Matumbike – Programmes Manager – Local Governance Trust
14. Macdonald Magedi – Accountant – City of Harare
15. Tendekai Musara – Councillor - City of Harare
16. Hardlife Mudzingwa – National Coordinator – Community Water Alliance
17. Loreen Mupasiri – Programmes Manager – Combined Harare Residents’ Association (CHRA)
18. Chenai Dhedheya – Principal Monitoring and Evaluation Officer/Gender Focal Person - City of Harare
19. Precious Shumba – Coordinator – Harare Residents Trust
20. Leonard Gopozah – Principal Administrative Officer – Ministry of Local Government
21. Stewart Mutizwa – Mayor – City of Harare
22. Dorothy Hove – Director – Zimbabwe Women’s Resource Centre and Network
23. Louis Mukumba – Health Economist – City of Harare
24. Reuben Akili – Programmes Officer – Combined Harare Residents’ Association (CHRA)
25. Bosman Matengarufu – Human Capital Development Manager – City of Harare
26. Livingstone Churu – Principal Auditor - Harare
27. Tatenda Chikondo – Consultant – City of Harare
28. Elvis Ruzani – Councillor – City of Harare
29. Ian Makone – Councillor – City of Harare