

CITY OF HARARE CUSTOMER SATISFACTION SURVEY REPORT

Measuring Citizen's Perception on Local Authority's Service Delivery Performance

2020



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ACKNOWLEDGEMENTS

The City of Harare Customer (Household) Satisfaction Survey Report, 2020, was prepared by the Local Governance Trust. The preparation process was complimented by reviews from the Combined Harare Residents Association and the City of Harare M&E team and other officials. Gratitude goes to the City of Harare's Acting Town Clerk, Dr C Chingombe, and all officials who facilitated the survey. Appreciation is also extended to the Mayor, His Worship Councillor Jacob Mafume, for his support leading to this publication. Finally, appreciation is extended to citizens and ratepayers for their active participation during the survey.

Executive Summary

The City of Harare Customer (Household) Satisfaction Survey, 2020, measured customer perception in key municipal functions or services. It was premised on the understanding that municipal disaggregated data is key to ensuring that planning processes at the local authority level are founded on realistic targets and that effective implementation can be monitored, ensuring accountability and citizen follow-up. The survey was commissioned by the City of Harare and conducted by the Local Governance Trust (LGT) and Combined Harare Residents Association (CHRA) as part of broad efforts to inculcate a culture of social accountability into the city operations. Carried out at a time the country and humanity worldwide were reeling from the devastation of the coronavirus pandemic, arguably the worst health crisis in a century, the study came soon after a mandatory shutdown by the city to contain the virus. Beyond the virus, the City had also been facing deep-seated teething problems affecting delivery of basic social services. Therefore, the customer satisfaction survey was held during a period of great instability that affected the City's ability to deliver affordable services timely and efficiently.

Following a quantitative and qualitative research paradigm, the survey quantitative data was collected using questionnaires coded onto mobile devices (electronic tablets) with Open Data Kit (ODK) survey software. Qualitative data was gathered through observations and discussions with the respondents during interviews. With a total of 48 questions broken down into four (4) service areas, the survey questionnaire was used on a sample size of 800 respondents. This sample size was set using Raosoft statistical sample size calculation at 99% confidence level, 50% response distribution and a margin of error of 4.55 %. The security of enumerators and respondents was emphasized with the "do no harm" safeguarding policy upheld throughout the survey.

The survey reached 787 (98.8%) respondents, of which 56.7% were female and 43.3% were male, from a total of 22 suburbs visited across the City. 44.1% of the respondents revealed they had stayed in their respective local authority area for more than 20 years while 19.1% of the respondents indicated that they had stayed in their respective local authority areas for periods ranging between 10 and 20 years. Survey data indicated that 38.5% of the respondents were informally employed, 19.2% were formally employed while the rest of the respondents were either students, unemployed or retired. 35.6% of the respondents earned less than an equivalent of Fifty United States Dollars (USD50.00) per month, 25.8% earned between Fifty United States Dollars (USD50.00) and One Hundred United States Dollars (USD100.00), 25% of the respondents earned above one hundred United States Dollars (USD100.00) while the remainder (13.6%) of the same were not comfortable with disclosing their earnings. With very little disposable income, customers are unlikely to prioritise the payment of local authority services, especially in situations of inconsistent delivery of services.

Of the total respondents, 93% said they did not belong to organised groups dealing with municipal service delivery issues in their respective communities. While associations had active structures across the City, data suggested that many of the citizens did not belong to any of these groups. This pointed to the fact that the City of Harare needed to do more to lure and inform citizens/ratepayers on the local authority's municipal services, beyond targeting community groups or associations.

62% of the respondents indicated that they had participated in the local municipal elections, suggesting that citizens were keen on selecting their local ward representatives. However, 72.3% of respondents were unaware of council development structures suggesting that while participating in local municipal elections, customers did not have sufficient knowledge of council (ward) development structures/spaces/platforms which are critical bridges in

contributing to local municipal affairs. Thus, limiting the visibility of elected councillors who attained a satisfaction rating of 39.9%.

The data collected showed that up to 90% of respondents did not have access to the council budget or were not aware of the budgeting cycle of the City. Further, data showed that a paltry 1.5% received an electronic municipal bill while 78.3% of the respondents preferred an electronic payment system. This indicated the need for the City to commence action towards creating an integrated electronic billing and payment system to adequately cater for its customer needs. 98% of the respondents were willing to pay rates and service charges for services rendered by the local authority. It would appear, however, that the city continued to bill for services even if they were not available creating resentment towards the city council among customers causing general apathy towards payment. 63.3% of respondents said they spent an average of 0-30minutes in council revenue halls while 68.7% of the respondents felt that customer care by the City of Harare officials was good each time they interacted.

Where infrastructure and service provision were concerned, indicators such as water and sanitation, health, education as well as roads, housing and social services failed to attain a 50% satisfaction level. Consequently, this data suggests that the City's customers were dissatisfied with the core social services that impacted on their daily lives. Overall, data showed a customer satisfaction level of 36.7%.

Based on the survey data, the following recommendations are made:

- That the City of Harare should ensure that collected revenue is ploughed back into the 46 wards to increase community participation.
- Further, the City needs to go beyond the community groups and associations so as to engage the over 90% of citizens who may not be affiliated to the organised community groups and associations dealing with service delivery issues while popularising ward development structures/platforms/spaces. Popularising these development spaces will also ensure the visibility of councillors.
- Additionally, the City of Harare should progressively migrate to an integrated electronic billing and payment system.

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List of Abbreviations

CHRA	: Combined Harare Residents Association
LGT	: Local Governance Trust
NGOs	: Non-Governmental Organisations
ODK	: Open Data Kit
SPSS	: Software Package for Social Science
M&E	: Monitoring and Evaluation
USD	: United State Dollar
BAC	: Budget Advisory Committee
ECD	: Early Childhood Development
PPP	: Public Private Partnerships
SBU s	: Strategic Business Units
CSO	: Civil Society Organisation

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1.0 INTRODUCTION

The City of Harare Customer (Household) Satisfaction Survey Report, 2020, presents results of a survey commissioned by the City of Harare in partnership and conducted by the Local Governance Trust (LGT) and the Combined Harare Residents Association (CHRA) to measure the local authority's customer perceptions on the local authority's service delivery performance. More broadly, the survey assessed the local authority's service delivery performance in key municipal functions or services.

Conceptually, the survey proceeded from the premise that the production and dissemination of disaggregated data for monitoring, evaluation and impact assessment of municipal services is key to ensuring that planning processes at the local authority level are founded on realistic targets and that effective implementation can be monitored and that accountability and citizen follow-up are ensured. To that end, the survey was guided by two operational objectives, namely; (i) to assess the local authority's service delivery performance in key municipal functions/services and (ii) to measure the citizen's perception on the local authority's service delivery performance.

The Report is divided into four sections. The first section introduces the document and outlines the purpose of the survey together with a brief theoretical frame justifying the survey. The next section outlines the survey methodology and process. Thereafter a presentation and analysis of the data collected from the various customers and/ or households is made. The final section makes conclusions and highlights specific recommendations based on the data gathered.

1.1 CITY OF HARARE AND ITS MANDATE

The City of Harare is a body corporate Local Authority established in terms of Section 275 of the Zimbabwean Constitution¹. It is divided into 46 wards with a total population of 1, 485, 231²(716, 595 males and 768, 636 females). Elected Councillors from the 46 wards of the City form the legislative wing of Council while appointed managers form the bureaucracy of Council. The Mayor is the head of the legislative wing while the Town Clerk is head of the bureaucracy. Councillors have a policy making, representative and oversight function in the local authority while managers have an advisory role and are charged with overall policy implementation.

1.2 SOCIAL ACCOUNTABILITY AND NON-STATE ACTOR CONTRIBUTION

The City of Harare Customer Satisfaction Survey, 2020, was carried out with the contribution of non-state actors, in particular LGT and CHRA, as part of broad efforts to inculcate a culture of social accountability³ into the city's operations through various actions. The 2018 Local Governance Service Delivery Performance Assessment⁴, Performance Improvement Plan⁵, Monitoring and Evaluation Unit Optimisation⁶, Charter Review & Alignment⁷ are some of the performance management efforts which have laid building blocks of this collaborative survey and the resultant Report.

¹Government of Zimbabwe. 2013. Constitution of Zimbabwe Amendment No 1. Government Printers. Harare.

² ZIMSTAT. 2012. Zimbabwe National Population Census. Government Printers. Harare

³ Social Accountability is looked at as the broad range of actions and mechanisms beyond voting that citizens can use to hold the local authority to account.

⁴ Carried out by the Local Governance Trust in partnership with the Combined Harare Residents Association and the Harare Residents Trust, December 2018

⁵Carried out by the Local Governance Trust in partnership with the Combined Harare Residents Association and the Harare Residents Trust, June 2019

⁶Carried out by the Local Governance Trust, December 2019

⁷Carried out by the Combined Harare Residents Association, September 2020

Essentially, local governments should promote an increasing number of participatory processes, both online and offline, that effectively engage organised civil society (grassroots organisations, NGOs, private sector, social partners, academia, etc) and that pay special attention to specific groups (e.g. women, the youth, the elderly, people with disabilities, vulnerable minorities and the urban poor)⁸. These processes should be based on transparent and shared rules, should endow citizens with real decision-making power and be implemented regularly and continuously. Formal participation procedures should be complemented by collaborative partnerships which go beyond consultation, but recognising civil society groups as active partners particularly in light of the 2013 constitution, which places greater service delivery responsibilities on local government institutions.

1.3 RESEARCH CONTEXT

The survey was carried out as the country and humanity worldwide were facing the scourge of the coronavirus pandemic, arguably the worst health crisis in a century which impacted negatively on the economic prospects of the country and the city. Like any part of the country, the City was shut down for months during a lengthy lockdown as the country grappled to contain the spread of the deadly virus. In containing the virus, the City's Health Department led from the front as the capital was expected to provide direction to the nation on primary health care. In part, the pandemic underlined the importance of equipping local municipal councils, as governmental units closest to the people, to adequately respond to local and national disasters.

Apart from the virus, the City had been facing deep-seated teething problems affecting delivery of basic social services. The national economic problems have had a bearing on the local authority's operations, with the city collecting less than half of amounts billed. Resultantly, the city has been slow in delivering water, collecting waste and repairing the already strained city road network, among the many services it is statutorily mandated to provide. Reports and allegations of corruption by elected and appointed city officials have been widely cited in the press. The national opposition political fights have also spilled over into the local government tier which saw the recalling of 26 of the 46 local legislators deeply affecting policymaking, oversight and representation by the councillors. In total, the customer satisfaction survey was held during a period of great instability that affected the city's ability to deliver timely, efficient and affordable services.

⁸United Nations Human Settlements Programme. 2020. World Cities Report 2020. The Value of Sustainable Urbanisation. UN Habitat. Nairobi.

2.0 SURVEY DESIGN AND METHODOLOGY

2.1 RESEARCH DESIGN

The survey followed a quantitative and qualitative research paradigm. Quantitative data was collected using questionnaires mobile devices (electronic tablets) with Open Data Kit (ODK) survey software, while qualitative data was collected through observations and discussions with respondents.

2.2 RESEARCH PROCESS

The research was guided by the LGT's Local Governance Service Delivery Monitoring (LGSDM) Framework⁹. Previous customer satisfaction survey data was also obtained from the City of Harare to guide the development of the survey questionnaire. The previous customer survey questionnaire had a total of 14 questions while the one used for the survey to which this report relates had a total of 48 questions broken down into 4¹⁰ thematic service areas. The draft survey questionnaire was shared with the City of Harare officials to make comments and check for consistency before it was finalised. Sufficient care was taken to ensure that the survey questions were relevant to the local authority.

Thereafter, the questionnaire was coded and uploaded onto the survey gadgets (tablets). A day long enumerator training was conducted to enable the enumerators to appreciate the survey questions¹¹ and process. The group of enumerators took turns to go through the survey questions using the tablets while personnel from the LGT and CHRA explained the rationale of the questions to ensure that there was consistency in the way the questions were to be asked. An inception¹² meeting with City of Harare officials was also held to ensure that city officials were aware of the presence of the enumerators in the various zonal areas, on particular days.

2.2.1 PRETESTING, DATA COLLECTION & SAMPLING APPROACH

After the enumerator training, pre-testing of the survey questionnaire was done at peer to peer level. Enumerators were paired and made to ask the entirety of the survey questions in order to familiarise themselves and identify additional gaps beyond those identified during the training. A day was set aside in between the training session and commencement of the survey to enable enumerators to appreciate and be fully conversant with the survey questions. A sample size of 800 respondents for the survey was set using *Raosoft* statistical sample size calculation at 99% confidence level, 50% response distribution and a margin of error of 4.55 %¹³.

2.2.2 INCEPTION MEETING

An inception¹⁴ meeting with City of Harare officials was also held to ensure that city officials were aware of enumerators visiting the various zonal areas. During the inception meeting city officials were able to ask specific questions to the technical research team. Of particular concern was the sample of 800 which was being used for the survey. The research team, LGT and CHRA, explained the rationale of the *Raosoft* statistical sample size calculation. City officials were satisfied with the explanations while the research team emphasized that

⁹ Survey questionnaire indicators were drawn from the *City of Harare 2018 Local Governance Service Delivery Performance Assessment Report* which utilised the LGT's LGSDM methodology.

¹⁰ Planning, Governance & Citizen Participation; Public Finance Management; Infrastructural and Social Service Provision and Public Information and Communication.

¹¹ Tuesday 20 October 2020

¹² Tuesday 27 October 2020

¹³ <http://www.raosoft.com/samplesize.html>

¹⁴ Tuesday 27 October 2020

the survey's reach could always be expanded in 2021 based on the learning from current survey.

2.2.2 FIELD MONITORING AND DATA QUALITY

Field monitoring was done by the LGT & CHRA as well as by the City of Harare Monitoring and Evaluation (M&E) team. The LGT & CHRA teams assisted the enumerators in the field daily with technical assistance to ensure that the tablets used for data collection were appropriately used and that enumerators were able to meet the daily survey targets. The City of Harare M&E team visited the field to also get an appreciation of the data collection process¹⁵. After each day enumerators cleaned their data entries and sent the data to the central server where team leaders reviewed the records and maintained the data.

2.2.3 DATA ANALYSIS

Quantitative data (ODK datasets XML format) was analysed using SPSS Version 23. Qualitative data was gathered through observations and discussions with the respondents during interviews. An exit meeting¹⁶ was held with the enumerators to discuss some of the qualitative data obtained. Afterwards, each enumerator consolidated the qualitative comments and submitted a copy which assisted in the final data analysis. The use of Open Data Kit (ODK) survey software helped to enhance data quality and saved on time as entries were e-based. The ODK software allowed easy data validation and checking of report consistency.

2.3 METHODOLOGICAL AND ETHICAL CONSIDERATIONS

2.3.1 METHODOLOGICAL CONSIDERATIONS

The customer satisfaction survey was cognisant of previous work done by the City of Harare on establishing feedback on the municipal services that the local authority is statutorily mandated to provide. As such, the survey was preceded by an extensive desk review of previous survey reports including related data gathering tools thereof. An initial Focus Group Discussion (FGD) with the City's M&E team informed the survey frame while various Key Informants (KI) complimented the information. The review fed into the broader research process whose authors, LGT¹⁷ & CHRA¹⁸, had been working with the City of Harare to create a new culture of citizen participation and participatory planning involving the clearer recognition of citizen's rights.

2.3.2 ETHICAL CONSIDERATIONS

The main researchers took appropriate steps to come up with the survey data within adequate limits of professional research. The LGT Safeguarding of Programme Participants policy was explained to enumerators at the commencement of the enumerator training and embedded in their contracts. During enumerator training a session was dedicated to educating the enumerators on the purpose of the survey and to stress that the purpose of the research was to be explained to respondents at the commencement of each data gathering session. The survey questionnaire on the tablet was designed in such a way that if the enumerator selected NO on the questionnaire, to deny consent, then no further data could be collected. This was a deliberate feature to ensure that survey respondents volunteered information on their own during the data gathering exercise. Enumerator IDs were prepared bearing logos of LGT, CHRA and the City of Harare for easy of identification.

¹⁵ Wednesday 28 October 2020

¹⁶ Friday 30 October 2020

¹⁷ The LGT has been working with the City of Harare since 2018 on a long-term programme aimed at effective local governance, public official accountability, constructive citizen – state engagement and improved service delivery.

¹⁸ The CHRA has been working with the City of Harare from a demand side and have an integrated programme that is working on both the supply and demand side.

The security of enumerators and respondents was explained and stressed to enumerators and the *do no harm* safeguarding policy upheld throughout the survey.

2.4 LIMITATIONS

Officials from the City of Harare could not attend the enumerator training because of competing programmes. While they had made comments to the survey questionnaire, their presence at the training session would have assisted in refining the questions and making them sharper for the participants. The delayed communication with various District Officers after the inception meeting with the City of Harare, resulted in some enumerators facing intermittent problems particularly in Borrowdale as the District Officer responsible for the area sought clearance first from Town House before allowing data collection in the area.

3.0 FINDINGS – PRESENTATION AND ANALYSIS

This section presents, interprets and analyses the data collected. The presentation and discussion of findings is done using various themes consistent with structure of the questionnaire, with diagrammatic illustrations where appropriate. Broadly, discussions on the data collected will be done under the following categorised themes:

- Planning Governance and Citizen Participation
- Public Finance Management, Information & Communication
- Infrastructural & Social Service Provision

3.1 DEMOGRAPHIC INFORMATION

3.1.1 QUESTIONNAIRE RESPONSE RATE

The survey was conducted by ten (10) enumerators for eight (8) days¹⁹ in Harare's local authority area in its eight (8) zones²⁰. From each zone 100 households were targeted. The targeted 100 households from each zone were evenly distributed among the respective suburbs as shown in Figure 1. The survey reached 787 (98.8%) respondents in the eight (8) zones as shown in figure 1²¹.

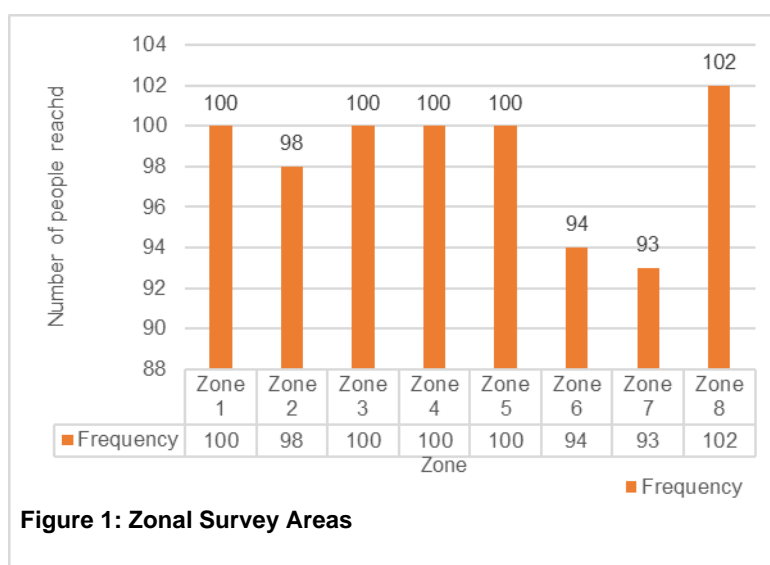


Figure 1: Zonal Survey Areas

Figure 2: Respondents Gender Distribution

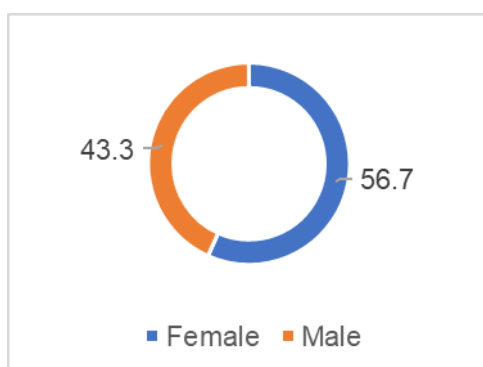


Figure 3 below shows the specific areas visited within the zones. A total of 22 suburbs across the City were visited by the enumerators where they obtained data from the 787 respondents. Clustering of the City was done at zonal level and specific suburbs were then visited in the respective zones in order to get a fair representation of the local authority area. 56.7% of the respondents were female while 43.3% were male. In terms of level of education, 61.4% of the respondents had attained at least an Ordinary Level qualification.

¹⁹October 23 – 30 October 2020 (excluding Sunday 25)

²⁰ Zone 1 (Mbare, Sunningdale); Zone 2 (Hatfield, Waterfalls); Zone 3 (Highfields, Glen Norah, Hopley); Zone 4 (Budiriro, Glen view, Mufakose); Zone 5 (Kambuzuma, Kuwadzana, Dzivarasekwa); Zone 6 (Mabreign, Marlborough, Warren Park, Mount Pleasant); Zone 7 (Borrowdale, Highlands, Hatcliffe); Zone 8 (Tafara, Mabvuku, Caledonia).

²¹Ibid

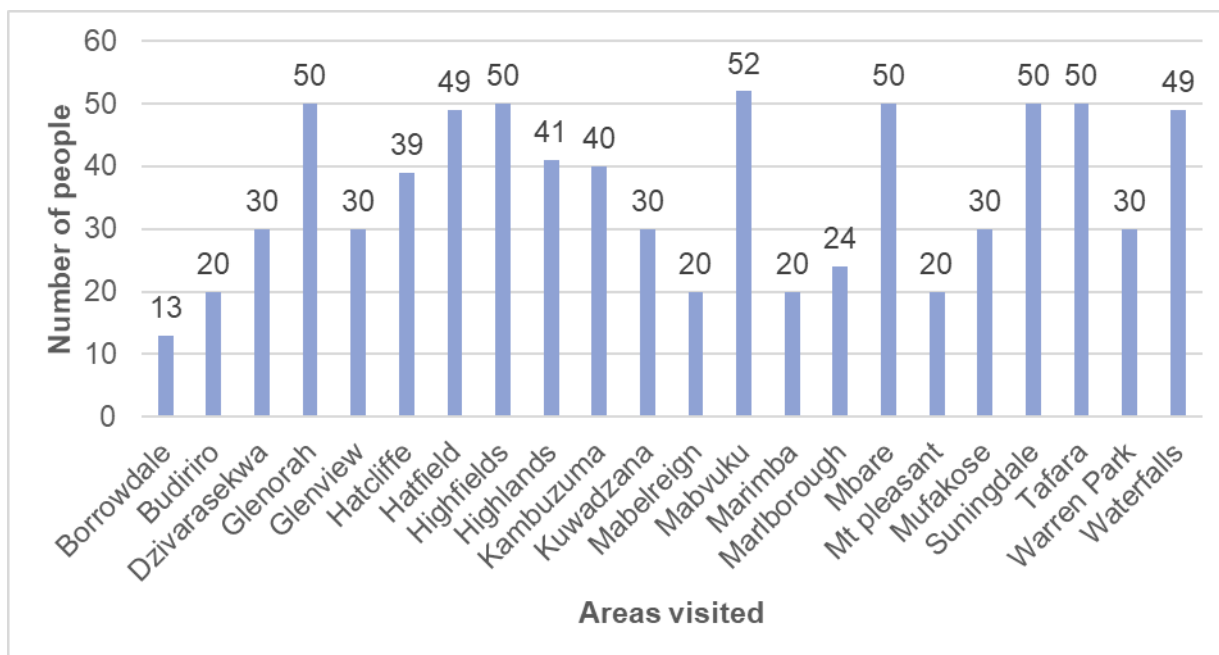


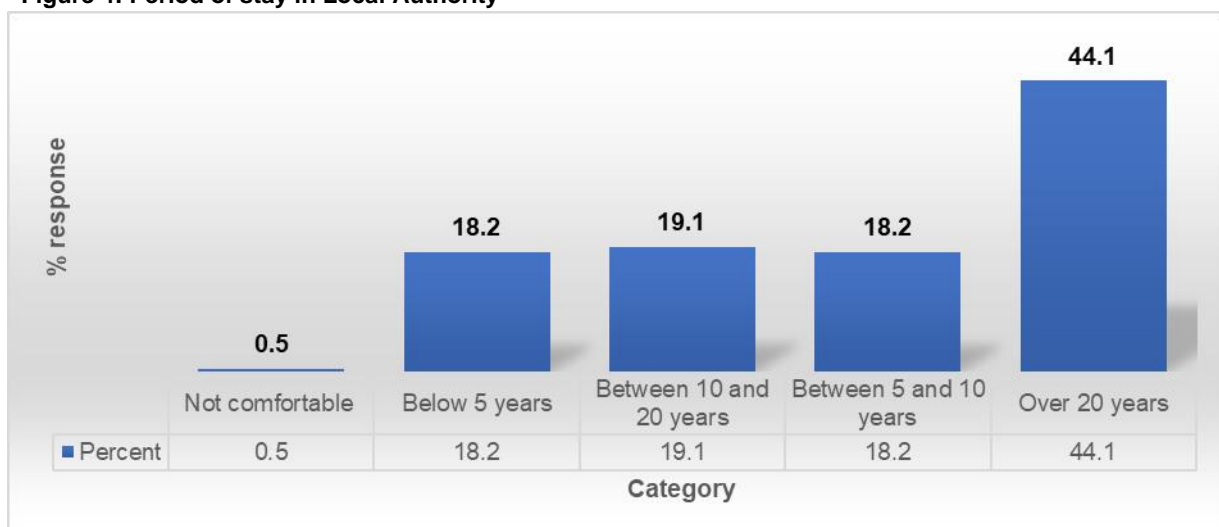
Figure 3: Survey Areas Reached

Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787.

3.1.2 PERIOD OF STAY IN LOCAL AUTHORITY

Research data in figure 4 shows that 44.1% of the respondents have stayed in the local authority area for more than 20 years while 19.1% of the respondents had stayed for a period between 10 and 20 years. This shows that more than 63% of the respondents had stayed in the local authority area for long enough a period of time for them to make credible perceptions about the services delivered by the City of Harare. 18.2% of the respondents had stayed in their respective areas for periods below 5 years and another 18.2% had stayed for between 5 and 10 years in the local authority area.

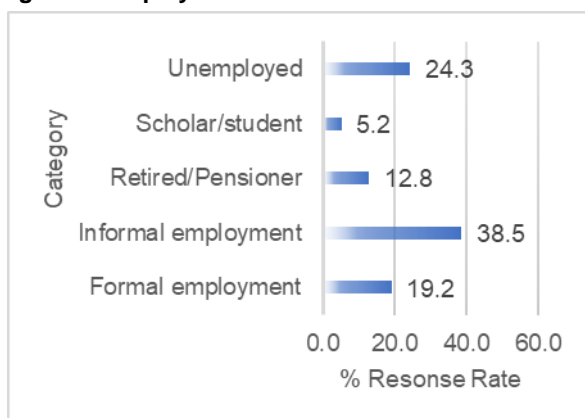
Figure 4: Period of stay in Local Authority



Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787.

3.1.3 EMPLOYMENT STATUS AND LEVEL OF INCOME

Figure 5: Employment Status



Source: City of Harare Customer Satisfaction Survey Data, 2020

Table 1: Level of Income

Income (USD)	% Response
Less than 50	35.6
Between 50 and 100	25.8
Between 100 and 200	9.8
Between 200 and 300	6.5
Above 300	8.8
Not comfortable	13.6
Total	100

Figure 5 and Table 1 above show the respondents employment status and level of income respectively. Data obtained showed that 38.5 % of the respondents were informally employed while 24.3% of the respondents were unemployed. 19.2% were formally employed while 12.8% and 5.2% were retired and scholars respectively. Connected to these statistics was that up to 35.6% of the respondents earned less than an equivalent of Fifty United States Dollars (USD50.00) while 25.8% earned between Fifty United States Dollars (USD50.00) and One Hundred United States Dollars (USD100.00).

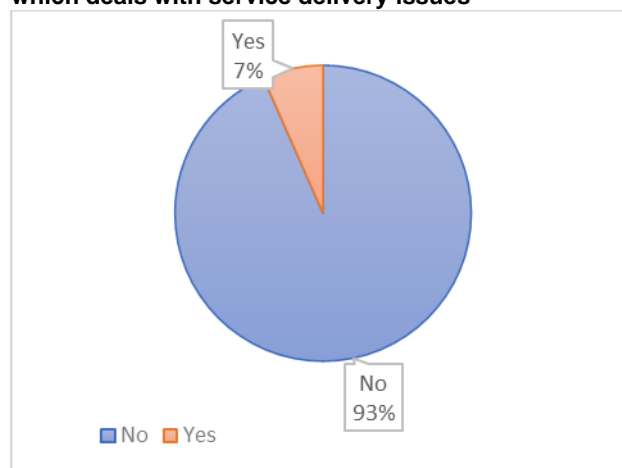
The data shows that 62.8% of the respondents were either informally employed or unemployed. 61.4% of the respondents earned not more than one hundred United States Dollars (USD100.00). The data thus shows that the majority of ratepayers had limited income at their disposal. Therefore, with very little disposable income in their pockets, prioritising the payment of local authority services might have been a challenge. The problem was worsened by the erratic availability of the services. In other words, without services, the ratepayers were more than likely not going to pay council for the services but channel any disposable income towards other pressing needs.

3.2 PLANNING GOVERNANCE AND CITIZEN PARTICIPATION

3.2.1 RESPONDENTS BELONGING TO A COMMUNITY GROUP OR ASSOCIATION DEALING WITH SERVICE DELIVERY ISSUES

A key question from the survey was to establish whether the local authority's customers belonged to organised groups dealing with municipal service delivery issues in their respective communities. 93% of the respondents said they did not belong to any such groupings while 7% said they belonged to such groupings. This shows that the City of Harare needed

Figure 6: Belonging to community group/ association which deals with service delivery issues



to do more to lure and inform citizens/ratepayers on the local authority's municipal services beyond targeting community groups or associations. While associations like CHRA had active structures across the City, data suggests that many of the citizens did not belong to any of these structures. To effect citizen participation in planning and budgetary process for instance, the local authority had used representative organisations as conduits for relaying information to ordinary citizens on the pre-text that 'many' of the citizens belonged to community groups or associations. As at the time the survey was conducted, the City's Budget Advisory Committee (BAC) was comprised of mainly members of various community groups. However, while the setting up of these institutions was noble, data points to the fact that only a fraction, less than 10%, of the citizens belonged to these groupings.

Table 2: Belonging to any community group/ association which deals with service delivery issues

Zone	Response Rate			
	Null	No	Yes	Total
Zone 1 (Mbare, Sunningdale)	1	87	12	100
Zone 2 (Hatfield, Waterfalls)	3	85	10	98
Zone 3 (Highfields, Glen Norah, Hopley)	0	94	6	100
Zone 4 (Budiro, Glen view, Mufakose)	1	91	8	100
Zone 5 (Kambuzuma, Kuwadzana, Dzivarasekwa)	2	97	1	100
Zone 6 (Mableign, Marlborough, Warren Park, Mt Pleasant)	0	91	3	94
Zone 7 (Borrowdale, Highlands, Hatcliffe)	1	89	3	93
Zone 8 (Tafara, Mabvuku, Caledonia).	1	92	9	102
Total	9	726	52	787

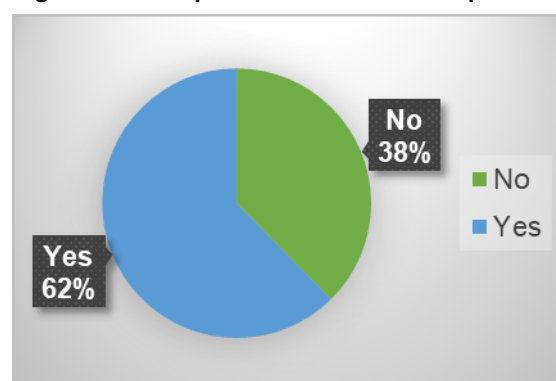
Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787.

Table 2 above shows the cross tabulated data across the different zones pertaining to respondents belonging to any community group/ association which deals with service delivery issues. The data shows that concentration of people belonging to the organised groups was mostly in high-density suburbs with Mbare and Sunningdale having the highest followed by Waterfalls and Hatfield. As explained above, only 7% of the respondents said they belonged to organised groupings that dealt with service delivery issues. As such, the City needed to go beyond the community groups and associations in order to engage with the over 90% of citizens who, for one reason or the other, did not belong to the organised community groups and associations dealing with service delivery issues.

3.2.2 LOCAL ELECTORAL PARTICIPATION, KNOWLEDGE OF COUNCILLORS & WARD DEVELOPMENT STRUCTURES

Figure 7: Participation in local electoral process

Figure 7 shows that 62% and 38% of the respondents participated and did not participate in the local municipal elections respectively. This data suggests that citizens who were the customers of the City of Harare were keen on selecting their local ward representatives. The citizens participated in the local electoral process with the knowledge that they were deciding on who became their local representative. Therefore, the data suggests



that there was no apathy in so far as the participation of citizens was concerned in the local government/authority elections.

Figure 8 shows that 77.6% and 22.4% of the respondents were aware of (yes) and not aware of (no) their local municipal councillors respectively. Therefore, the data suggests that beyond those that voted, citizens who in this case were customers of the City had general awareness of their local municipal representatives -the elected councillors. Data from the survey shows that citizens, participated in the local municipal elections and were aware of the presence of their local municipal councillors.

Figure 8: Awareness of local municipal councillors

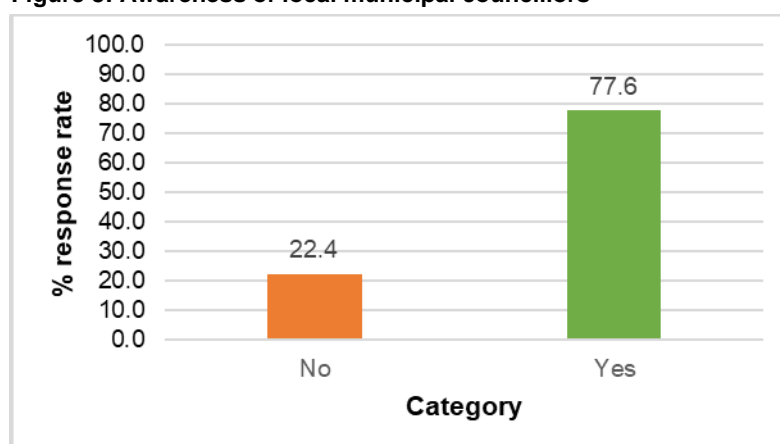
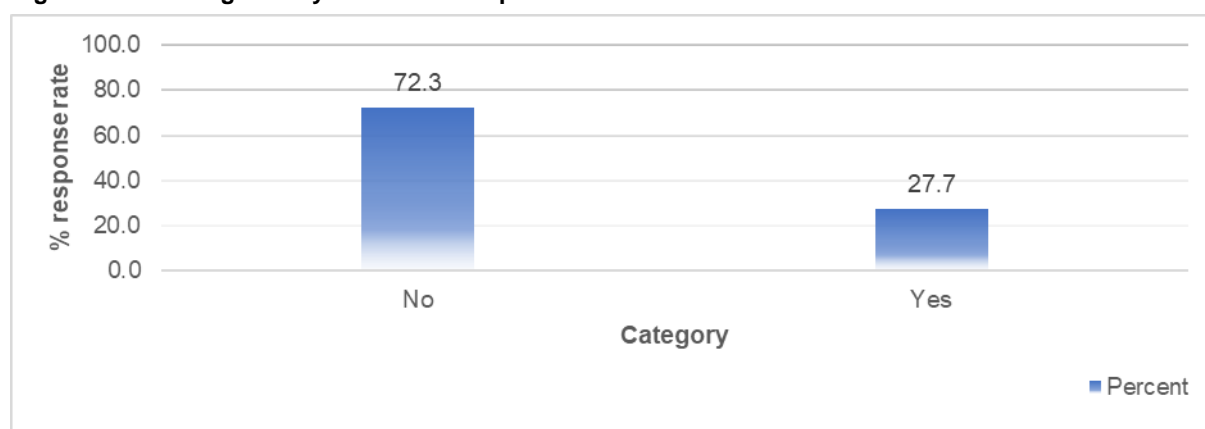


Figure 9: Knowledge of any council development structures



Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787.

Data from the survey shown in figure 9 shows that 72.3% of respondents were unaware of council development structures against 27.7% who did not have sufficient knowledge of council (ward) development structures. The ward development structures supposedly²² chaired by the elected councillors are the conduit between citizen's needs and aspirations and the local bureaucracy that converts the needs into actual services.

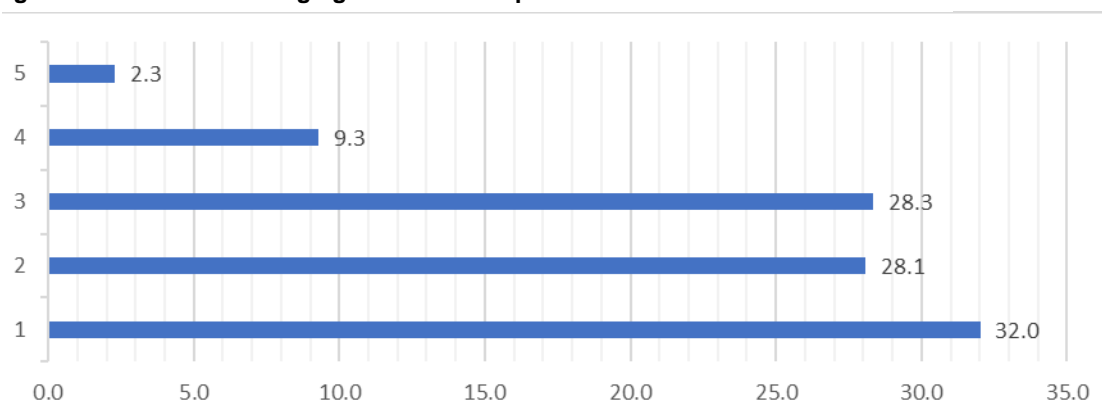
The lack of knowledge by the local authority customers on the local development structures pointed to two things: First, the lack of knowledge could mean that these structures were not sufficiently popularised for people to be aware of their existence and secondly, the development structures might not have been properly constituted. Information obtained during the data collection process, pointed to the fact that respondents many a times failed to distinguish between political structures addressed by councillors and the apolitical development structures meant to spearhead development in their local communities. The City should therefore invest time in ensuring the setting up and popularisation of ward development structures. As already discussed, the council-initiated platforms/structures for

²² City of Harare Stakeholder Engagement Policy

discussing ward development issues may not necessarily be physical but include virtual spaces to ensure broad-based participation of the City's citizens/customers.

3.2.3 EFFECTIVENESS OF COUNCILLORS

Figure 10: Level of discharging duties in a responsible and accountable manner



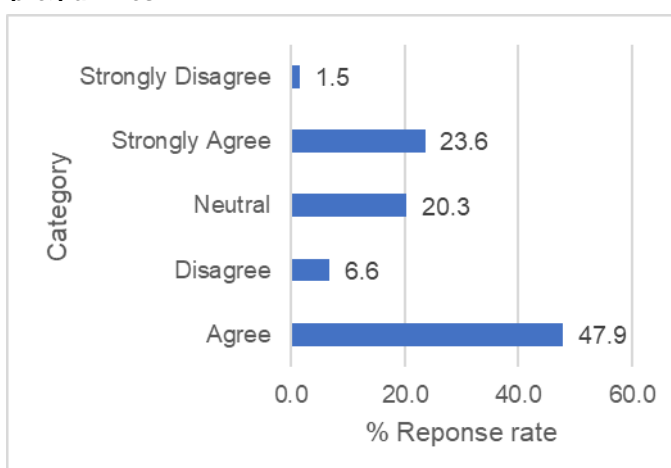
Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787.

On a scale of 1-5, with 1 being the least, the survey enquired how the customers of the city viewed their councillor effectiveness by asking whether the councillors were discharging duties in a responsible and accountable manner. Bearing in mind that about 72.3% (figure 9) of the respondents had knowledge of their councillors, figure 10 shows that about 60.1% (32% said 1 out of 5 and 28.1% said 2 out of 5) of the respondents felt that their councillors were not discharging their duties in a responsible and accountable manner. A combined 39.9% of the respondents felt the councillors were effective in discharging their duties in a responsible and accountable manner. In other words, 6 out of 10 people in the city felt councillors were not doing enough in their local communities. As already discussed, the absence of and/or lack of knowledge by citizens on the development structures may have also contributed to this perception and conclusion by the city's residents and customers.

3.2.4 SUPPORT FOR COUNCIL INITIATED PROGRAMMES

Figure 11 shows responses to the assertion that said, "I am always ready to give support to any programmes communicated by the local authority". 47.9% of the respondents agreed while 23.6% strongly agreed with the assertion. Thus, a combined, 71.5% of the respondents agreed or strongly agreed with the assertion while 20.3% and 6.6% were neutral and in disagreement respectively. The data therefore suggests that the customers were ready to support any council-initiated programme. A critical part of the survey related to the initiated programmes being communicated to the customers/citizens. It is vital for the City to work on improving its development structures, physical and virtual, in order to be able to ensure a continuous flow of information to its customers and households. From the data obtained, it would appear citizens were aware of

Figure 12: Support for council initiated and communicated programmes

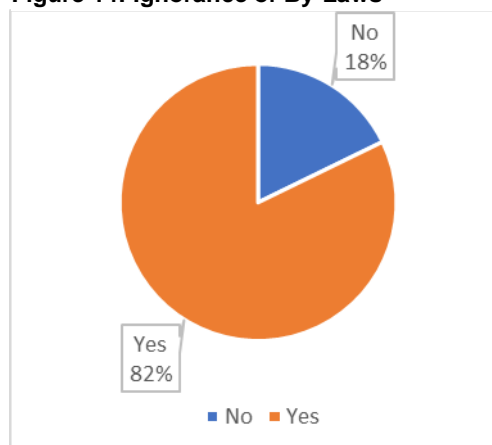


the local authority's role as the principal planning authority at the local level and were willing to support any of its initiatives related to the efficient and effective delivery of services.

3.2.5 COUNCIL BY-LAWS

Figure 12 shows that 82% of the respondents were aware of council by-laws. This is a high figure and maybe misleading. What the figure suggests is that perhaps the customers/residents had working knowledge of the by-laws. 18% of the citizens responded "NO" to the question showing that they did not have working knowledge of the by-laws of council. Ideally, council by-laws are formulated in a participatory manner prescribed by law²³. However, most of council by-laws were out-dated and in need of review and updating. While citizens or customers of the local authority indicated that they were aware of the by-laws, Council should take steps to ensure that the by-laws are widely publicised.

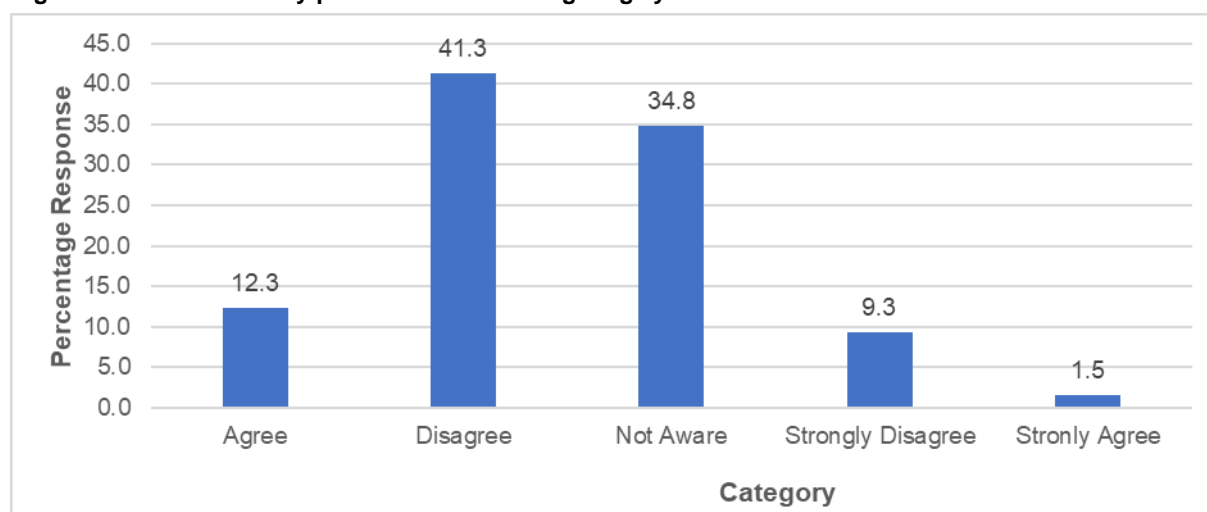
Figure 14: Ignorance of By-Laws



3.3 PUBLIC FINANCE MANAGEMENT, INFORMATION & COMMUNICATION

3.3.1 LOCAL AUTHORITY BUDGETING CYCLE

Figure 16: Local Authority publishes a clear budgeting cycle with clear dates and venues



Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787

A major part of the local authority process is that of budgeting. In essence the City of Harare should come up with income and expenditure estimates that reflect an acceptable level of consultation²⁴. Budget consultations ensue sometime between August/September – October after which the local authorities come up with the draft estimates. Figure 13 shows that 41.3% of the respondents disagreed with the statement that the local authority published a clear budget consultation cycle with clear dates and venues while 9.3% strongly disagreed. 34.8% of the respondents said they were not aware of the process and 12.3% and 1.5% of

²³ See Section 228 of the Urban Councils Act [Chapter 29:13]

²⁴ See Section 288 of the Urban Councils Act [Chapter 29:13] and Section 47 (1) of the Public Finance Management Act [Chapter 22:19]

the respondents agreed and strongly agreed respectively. The data therefore suggests that this consultative process was not being carried out adequately by the City of Harare. A combined 76.1% of the respondents were either not aware of the process or disagreed with the stated statement.

Table 3: Local Authority publishes a clear budgeting cycle with clear dates and venues

Zone	Null	Agree	Disagree	Not Aware	Strongly Disagree	Strongly Agree	Total
Zone 1 (Mbare, Sunningdale)	1	10	35	41	9	4	100
Zone 2 (Hatfield, Waterfalls)	1	12	42	36	7	0	98
Zone 3 (Highfields, Glen Norah, Hopley)	0	20	36	29	11	4	100
Zone 4 (Budiriro, Glen view, Mufakose)	1	10	37	36	14	2	100
Zone 5 (Kambuzuma, Kuwadzana, Dzivarasekwa)	0	9	47	33	10	1	100
Zone 6 (Mablreign, Marlborough, Warren Park, Mt Pleasant)	0	11	40	38	5	0	94
Zone 7 (Borrowdale, Highlands, Hatcliffe)	1	10	43	31	8	0	93
Zone 8 (Tafara, Mabvuku, Caledonia).	2	15	45	30	9	1	102
Total	6	97	325	274	73	12	787

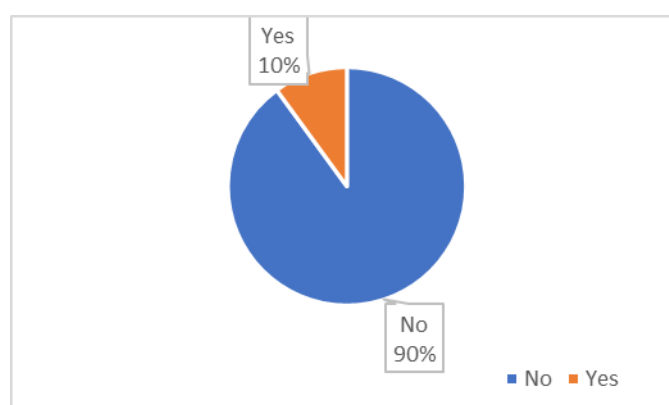
Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787

Cross tabulated data across the City presented in Table 3 shows that the number of people that disagreed and strongly disagreed with the assertion that the *Local Authority publishes a clear budgeting cycle with clear dates and venues* was almost evenly distributed across the City. Similarly, those that were not aware of the process were also evenly distributed across the City. In other words, the budget consultative process seemed to be problematic across the City. The local authority should thus take decisive steps to ensure the systematic inclusion of citizens in the budget formulation process. As alluded to earlier, it would appear that the local authority targeted organised stakeholder groupings in the budget formulation process and ‘assumed’ that the inclusion was sufficient. Data from this survey has already shown that only 7% subscribed to those groupings which often left the majority of the citizens out of the mainstream consultative processes.

3.3.2 ACCESS TO THE COUNCIL BUDGET

Figure 14 shows that 90% of the respondents did not have access to the council budget. The data suggests that the residents/customers might not have been aware that the budget was a public document accessible to them given that 76% of the respondents did not participate in the budget process. It is the duty of the local authority to ensure that the budget is widely distributed in a form that is understandable by residents so that they are aware how their local government is performing and including in instances where it is not doing well. Again, the local authority can use the elected councillors as distribution conduits but can also make use of the numerous virtual and cost-

Figure 18: Access to the Council Budget

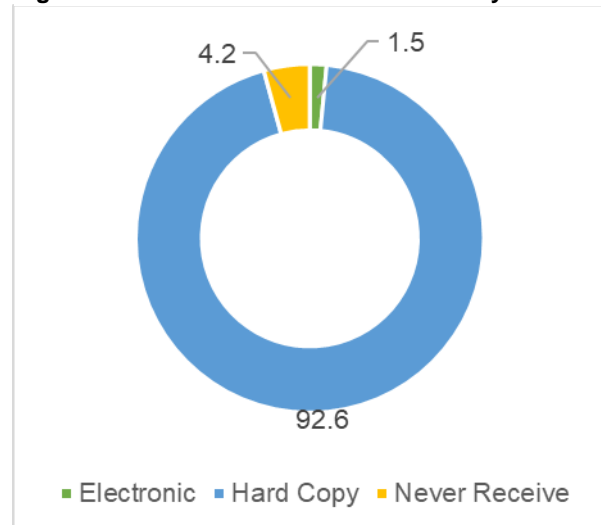


effective mechanisms available to ensure that the budget is at least accessible to those that care to get the information and make use of it.

3.3.3 METHOD OF MUNICIPAL BILL DISTRIBUTION

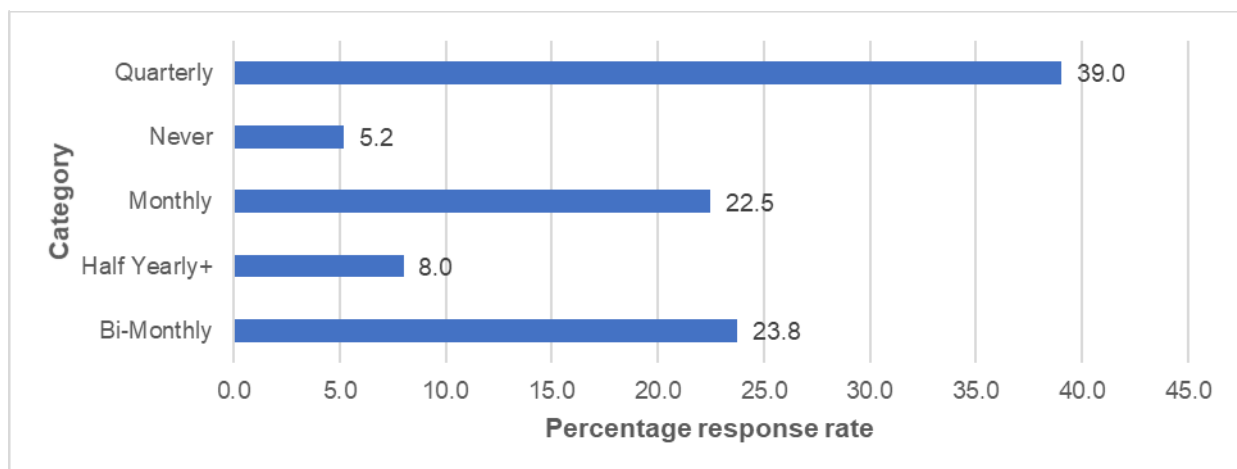
Figure 15 shows how customers of the local authority received their monthly municipal bill. 92.6% said they received a hard copy, 4.2% never received and only 1.5% received an electronic copy. It is positive that the bulk, 92.6%, of the respondents said they were receiving bills from the city. Worryingly however is the ratio of the hard copy to the electronic copy. The City of Harare should take urgent steps to automate its billing system and migrate to an electronic bill delivering system. A margin of 4.2% of customers not receiving their bills is high enough figure to call for the City's marked attention.

Figure 20: How customers receive monthly bills



3.3.4 FREQUENCY OF RECEIVING BILL

Figure 22: How customers often receive their municipal bills

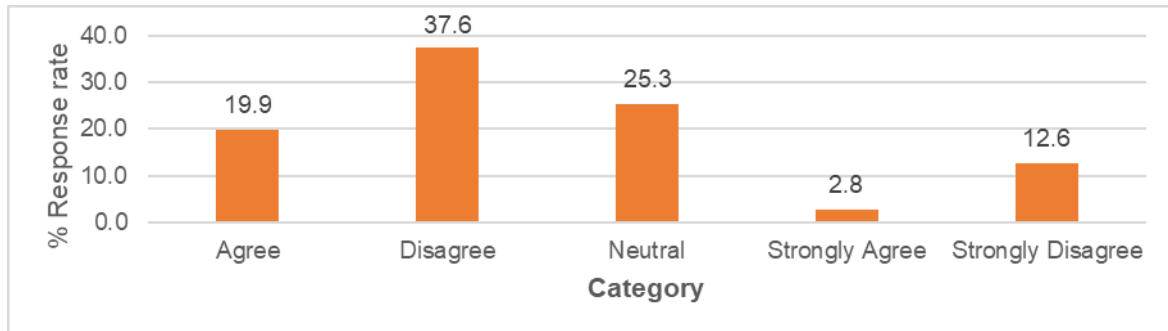


Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787

Figure 16 shows how customers receive their municipal bill. The data from the survey shows that 39% received their bills on a quarterly basis which was the highest percentage followed by bi-monthly receipt at 23.8% while 22.5 percent received their bills on a monthly basis. 5.2% did not receive a bill at all.

3.3.5 ACCURACY OF BILLS

Figure 24: An accurate Bill is received



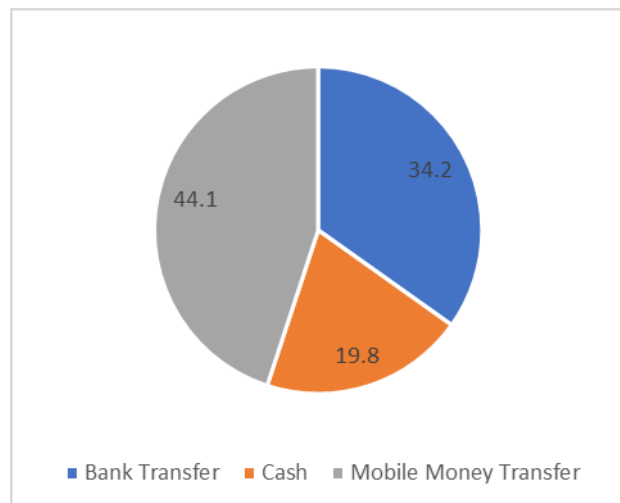
Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787

Figure 17 shows data on whether the customers received an accurate municipal bill. 37% and 12.6% disagree and strongly disagree respectively. 19.9% and 2.8% agreed and strongly agreed respectively, while 25.3% were neutral. Almost half, 49.6%, of the respondents felt their bills were not accurate which pointed to a possible faulty billing system in the local authority. The net effects of customers having doubts about the money that they are charged for services is that it affects their payment patterns and ultimately revenue collection. Customers from different parts of the city know what an average bill for their particular area is like and when there is a huge variance, they are likely to pick it. It is important that the local authority minimises billing errors to inspire confidence in the customers to pay their monthly obligations to the local authority.

Figure 26: Preference to pay monthly municipal bill

3.3.6 BILL PAYMENT PREFERENCE

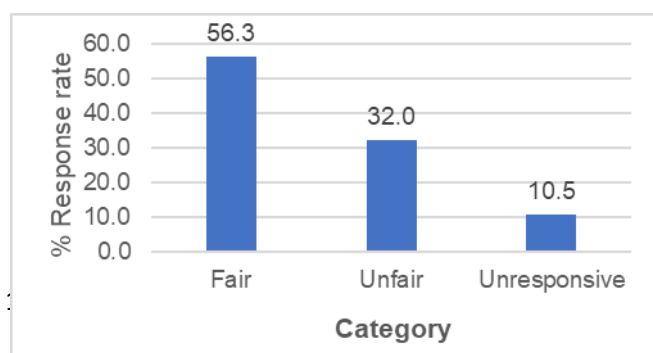
Figure 18 shows how customers preferred to pay their bills. 44.1% said by mobile money transfer, 34.2 by bank transfer and 19.8 by cash. Of note was that 78.3% of the respondents preferred an electronic payment system. It is therefore important that the City of Harare commences action towards creating an electronic payment system to adequately cater for their customer needs. This can be integrated with an electronic billing system alluded to in section 3.3.3. This is an area that the city needs to immediately look into as it has the potential to increase overall revenue.



3.3.7 RESPONSE TO LATE PAYMENT

Figure 19 shows the City of Harare's response to late payment. 56.3% of respondents felt the city's response was fair while 32% thought it was unfair and 10.5% thought the city council was unresponsive. Debt recovery is critical for

Figure 28: Local Authority response to late payment

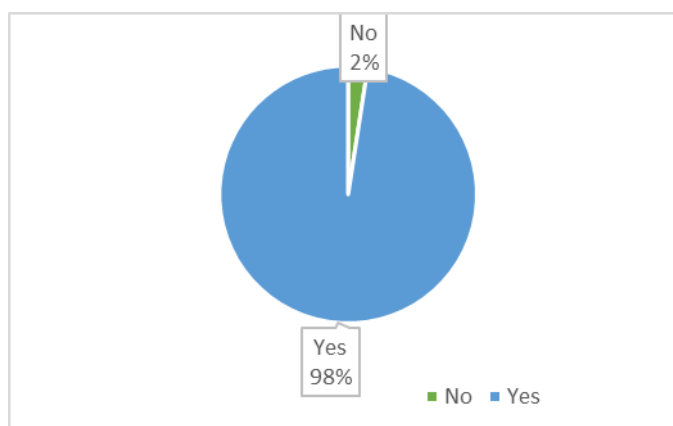


the city that is owed millions of dollars in unpaid bills by corporate and individual customers over many years. Whilst the response mechanisms were generally rated as fair, the need for the city to intensify its debt recovery efforts cannot be overemphasized.

3.3.8 CUSTOMER WILLINGNESS TO PAY

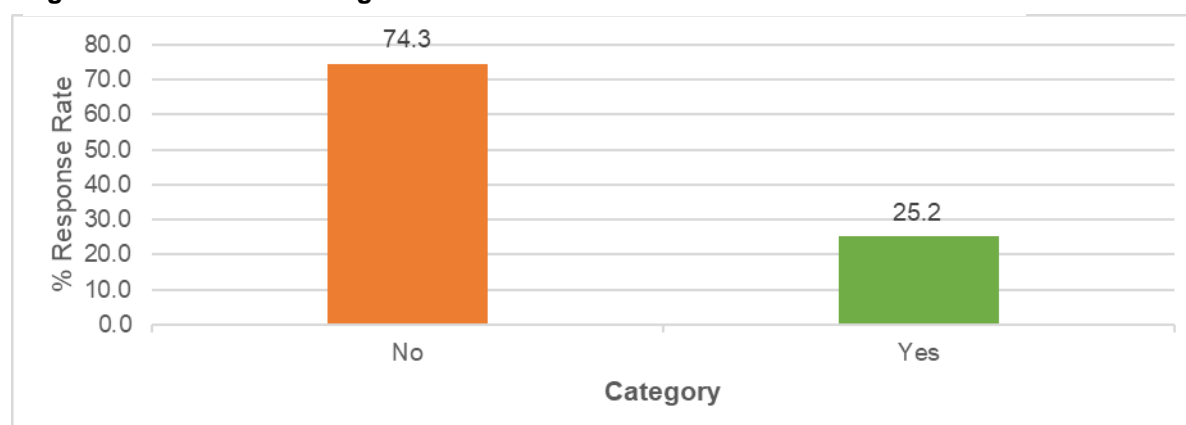
Figure 20 shows that 98% of the respondents were willing to pay rates and service charges for services rendered by the local authority. It would appear, however, that the city continued to bill for services even when they were not rendered, thereby creating resentment towards the city council amongst customers and causing general apathy towards payment for services rendered.

Figure 30: Willingness to pay for service rendered



3.3.9 ACCESS OF AUDITED FINANCIAL STATEMENTS

Figure 32: Awareness of rights to access council audited financial statements



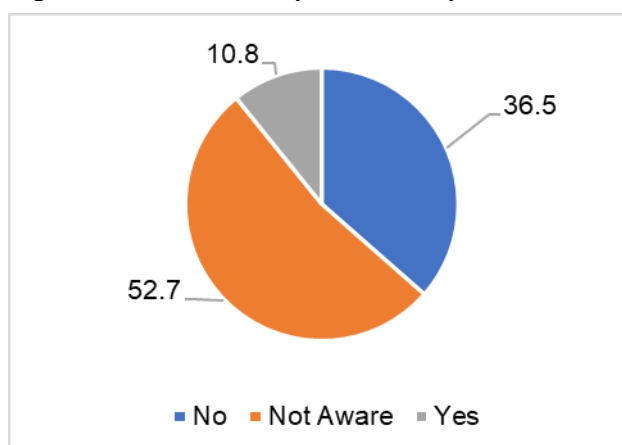
Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787

Figure 21 shows responses to a question that enquired whether customers knew of their rights to access council audited financial statements. 74.3% of the respondents said "no" while 25.2% said "yes". Essentially, citizens/customers of the local authority were unaware that (audited) financial statements of the local authority were public information, which they could access. This is notwithstanding that the local authority had been unable to keep an updated set of audited financial statements. The information gap between the City and its customers was enormous, often sparking speculation over mundane financial operational issues and denting the local authority's image and ultimately revenue collection. The city has both a statutory and a civic obligation to ensure that (audited) financial statements of the city are made public and easily accessible. This is important to inspire public confidence, boost the city's image and reign in monies held up by many ratepayers.

3.3.10 AWARENESS OF PROCUREMENT PROCESSES

Figure 22 shows that 52.7% and 36.5% of the respondents were not aware and did not know of council procurement procedures respectively. 10.8% of the respondents were aware of the procurement processes. As already highlighted, council business seemed shrouded in some form of secrecy creating an unnecessary information gap and mistrust between the local authority and its customers. While customers may not know the finer details of major procurement processes, it is incumbent upon the City to make this information public and accessible to demystify council operations and reduce unnecessary speculation.

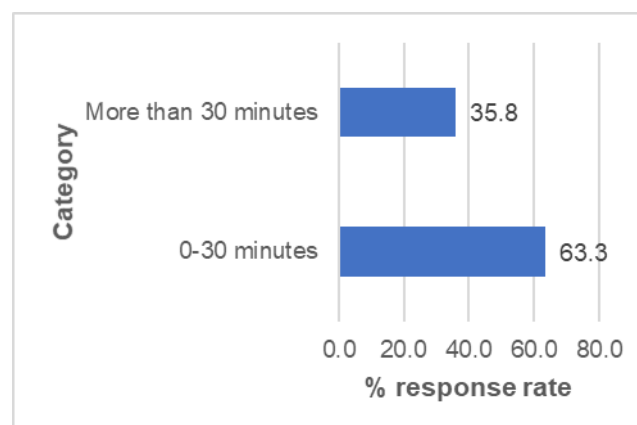
Figure 34: Awareness of procurement processes



3.3.11 TIME SPENT IN REVENUE HALLS

63.3% of respondents said they spent an average of 0-30 minutes in council revenue halls while 35.8% said they spent more than 30 minutes. The figures tally with earlier data that 78.3% of the respondents preferred electronic payment systems ahead of visiting the banking halls. The time taken in banking halls was quite reasonable but could be reduced significantly if more people were migrated to the electronic payment system.

Figure 36: Average time spent in revenue halls



3.3.12 CUSTOMER CARE

68.7% of the respondents felt that the customer care by the City of Harare officials was good each time they interacted with city officials in various spaces. 29.6% of the respondents felt that customer care was poor while 1.1% said it is excellent. Combined, customer satisfaction on customer care by city officials was 69.8%. The rating was quite high and commendable.

Figure 38: Customer Care



3.4 INFRASTRUCTURE AND SOCIAL SERVICE PROVISION

3.4.1 WATER AND SANITATION

Figure 42: Clean safe drinking water

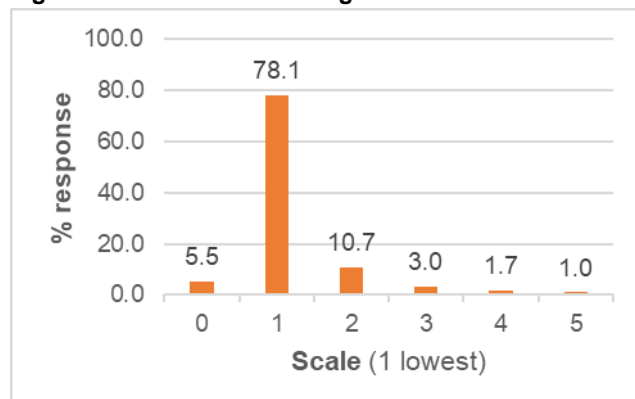
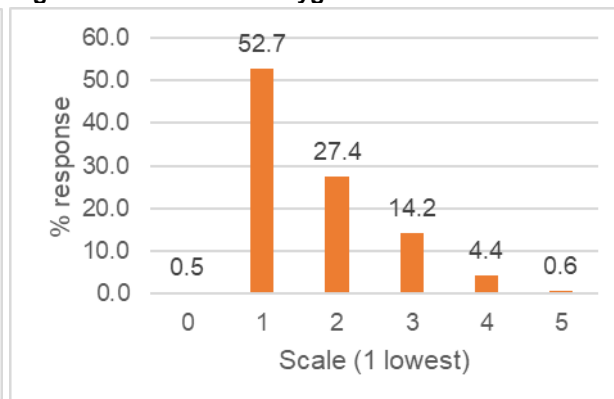


Figure 40: Sanitation & Hygiene



Figures 24 and 25 present data relating to customer satisfaction levels for water and sanitation. 78.1% (n=787) of the respondents scored the lowest mark for clean and safe drinking water. 5.7% of the respondents scored marks that were 3 or better while only 1% of the respondents scored the highest mark of 5 for clean, safe drinking water. This shows that the City's customers did not view their water as either safe or clean to drink. This was the view of the citizens that the water from the City of Harare was unsafe for their households. While the City spent millions of dollars every month on water treatment chemicals, the perception was that the water was neither safe nor clean. The City needs to think through and embark on public awareness programmes that change this view and inspire confidence among its customers and ratepayers.

52.7% (n=787) of the respondents scored the lowest mark of 1 on sanitation and hygiene while 27.4% of the respondents scored 2. 19.2% of the respondents scored marks between 3 and 5. In comparison, respondents felt that sanitation and hygiene facilities were in a much better state than the water they consumed. Water and sewerage reticulation facilities are enjoined and any initiative to improve water or sewerage reticulation will have to address both elements of water and sewerage.

3.4.2 HEALTH

Figure 44: Access to health care facilities (clinics)

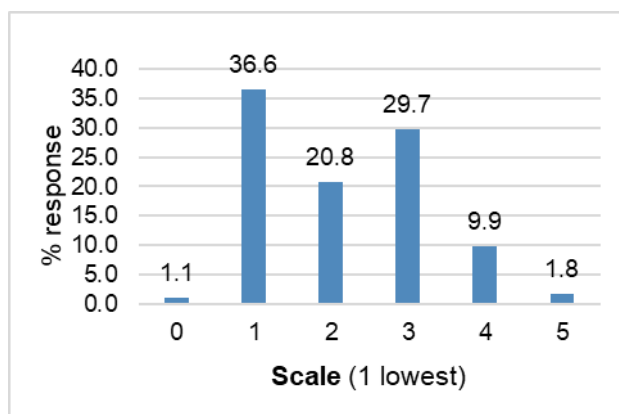
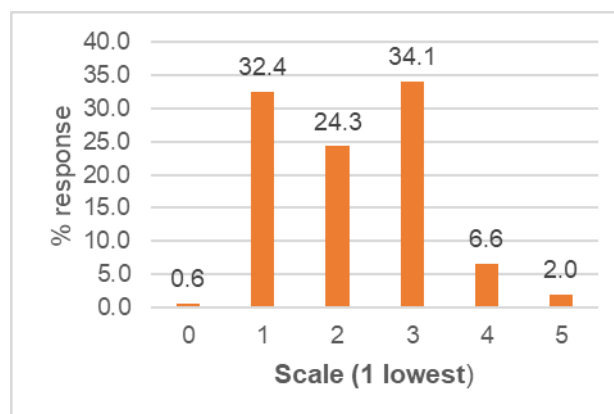


Figure 46: Availability of medical staff



Figures 26 and 27 show ratings for access to health care facilities and availability of medical staff in council clinics, respectively. 32.4% and 24.3% of the respondents had 1 and 2 ratings for availability of medical staff. 42.7% of the respondents had ratings that were between 3 and 5. The 42.7% which is 7% short of the 50% mark is progressive for council clinics but can be improved to at least attain the 50% mark.

On access to health care facilities (clinics) 36.6% and 20.8% of the respondents had 1 and 2 ratings respectively. 41.4% of the respondents had ratings between 3 and 5. The perceptive rating could not get to the 50% mark which reflects the challenges customers of the city were facing in accessing health care facilities. During the survey, respondents gave examples of how pregnant women in Dzivarasekwa, Kuwadzana and Kambuzuma were sharing once clinic, with reports that some women were giving birth in queues. Further, it was reported that the council clinics registered pregnant women for antenatal services but ended up not attending to them when they eventually came to give birth. A 'corruption' fee was said to be paid to medical staff in order for them to give priority to pregnant women. Limited access to health care facilities was exacerbated by the closure of some satellite clinics due to the COVID-19 pandemic.

Figure 48: Affordability of health care

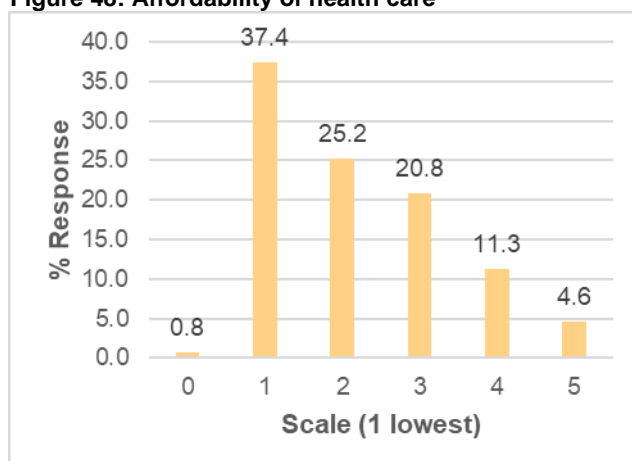
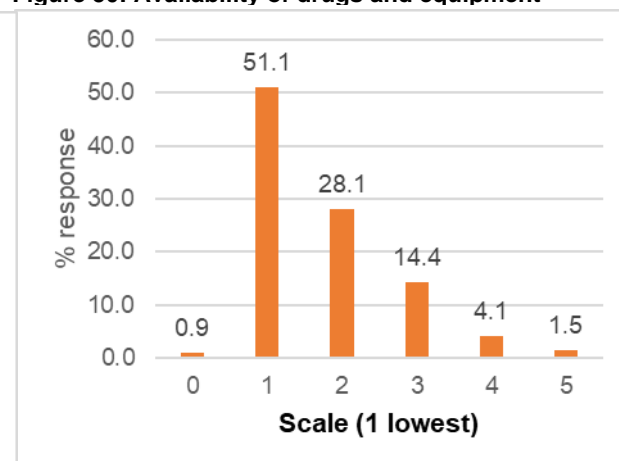


Figure 50: Availability of drugs and equipment

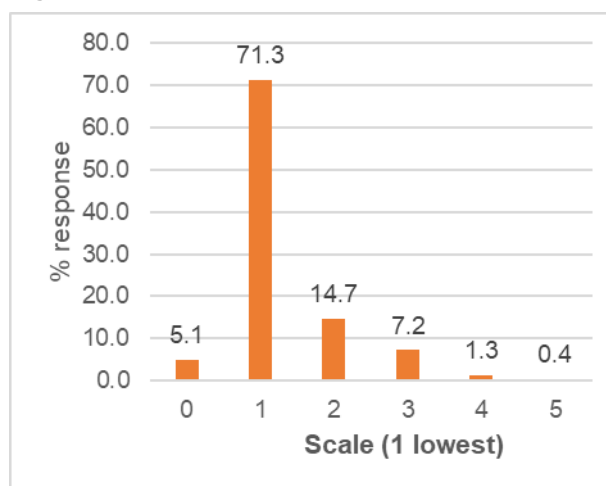


Figures 28 and 29 show data on affordability of health care and availability of drugs and equipment. On availability of drugs and equipment 51.1% and 28.1% of respondents had 1 and 2 ratings respectively. 20% of the respondents had ratings that were between 3 and 5. The data shows the dissatisfaction of the city's customers with the level of availability of drugs and equipment in council clinics. This was something that the city needed to actively address by employing various measures including Public Private Partnerships to make drugs and equipment available in council clinics.

37.4% and 25.2% of the respondents had ratings of 1 and 2 for affordability of health care. This translates to 62.6% who felt that council health care facilities were not affordable. In other words, 6 out of 10 people felt that council health care services were not affordable. During the survey, respondents said they ended up paying twice for services because they paid to the council clinic and failed to get services prompting them to visit private health care facilities where they paid again, thereby making the whole process of accessing medical support very expensive.

Figure 52: Ambulance services

71.3% and 14.7% of the respondents had ratings of 1 and 2 respectively for the provision of ambulance services by the city. Combined the ratings of 1 and 2 give 86% which means that more than 8 out of 10 people felt the ambulance service for the city was unreliable. The City needs to find alternative and innovative ways of restoring its ambulance service including, but not limited to, PPPs or the setting up of Strategic Business Units (SBUs) wholly owned by the City of Harare to sustain the service.



3.4.3 EDUCATION

Figure 54: Primary schools

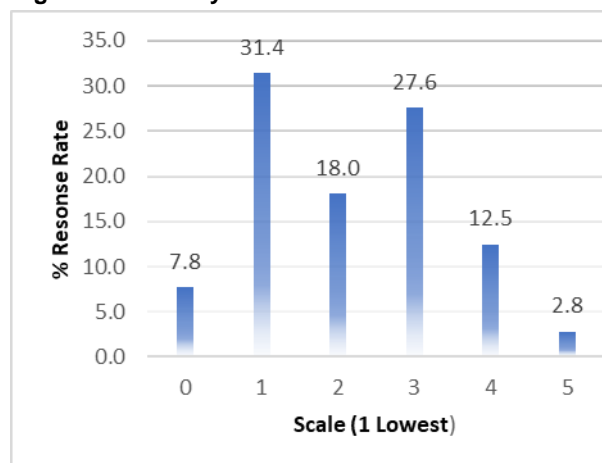
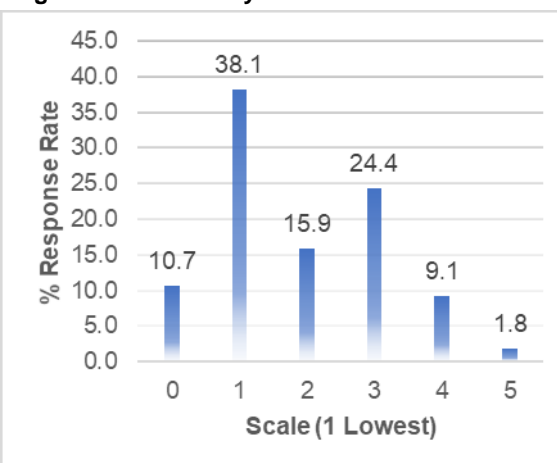


Figure 56: Secondary Schools



Figures 31 and 32 (n=787) show the customer satisfaction rating for primary and secondary schools in the local authority area. The questions were framed taking into account that not all primary and secondary schools were necessarily run by the City of Harare, but feedback sought to establish the service that the City was offering in given areas. For primary schools, respondents had 31.4% and 18% at ratings of 1 and 2 ratings translating to 49.4%. Therefore, almost 50% of the respondents were not satisfied with council primary schools. 7.8% of the respondents did not answer this question. 42.9% of the respondents rated primary education at 3 or higher out of 5.

38.1% and 15.9% of the respondents had ratings at 1 and 2 for secondary education respectively while 35.3% had ratings between 3 and 5. While 42.9% of the respondents rated primary education service at 3 or better out of 5, that percentage fell to 35.3% on secondary education. This can be explained by the fact that secondary schools were fewer than primary schools and the service plummeted as hot sitting²⁵ was effected in the secondary schools.

²⁵Refers to a situation where school pupils take turns, usually two (2), in a day to attend classes because they cannot be accommodated in classes at once.

Figure 60: Functional libraries

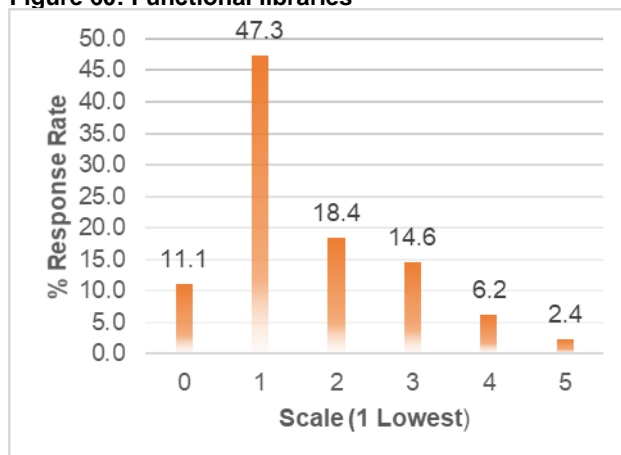
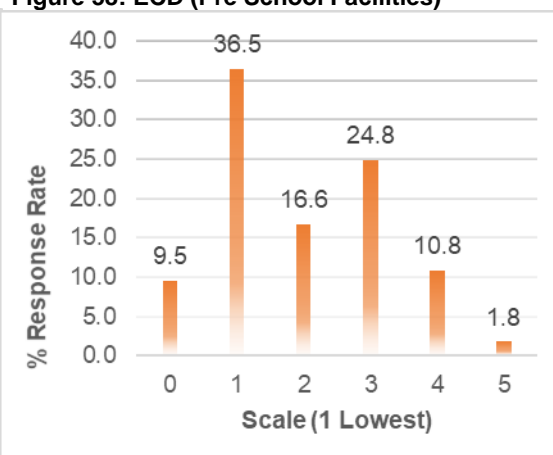


Figure 58: ECD (Pre School Facilities)



36.5% and 16.6% of the respondents had ratings of 1 and 2 for Early Childhood Development (ECD) facilities and service respectively while 37.4% had ratings between 3 and 5 with 9.5% of respondents did not answer this question. In other words, more than 50% of respondents were not confident about the ECD service by the City of Harare.

47.3% and 18.4% of the respondents had ratings of 1 and 2 respectively for functional libraries. This means that 65.7% of the respondents were dissatisfied with the library service by the City of Harare. In most instances, the libraries had become dilapidated and lacked the requisite infrastructure and relevant materials.

3.4.4 ROADS, HOUSING AND LAND MANAGEMENT

Figure 64: Housing and land management

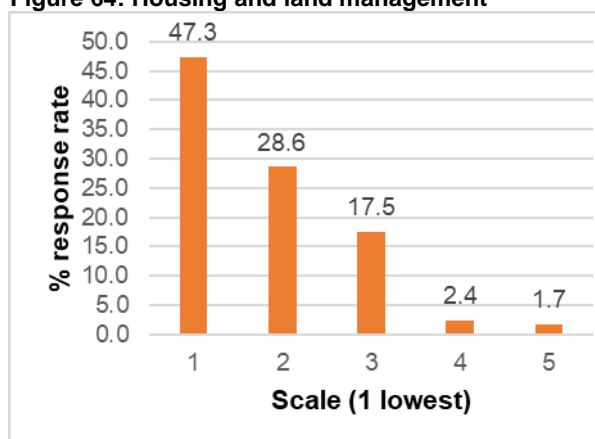
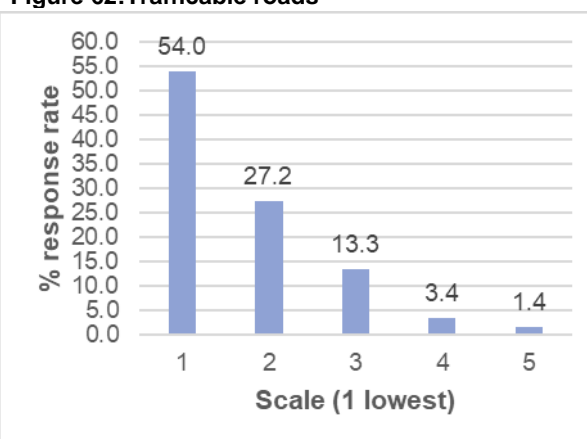


Figure 62: Trafficable roads



Figures 35 and 36 have data for trafficable roads as well as housing and land management. 54% and 27.2% of the respondents had ratings of 1 and 2 respectively for trafficable roads. This means that more than 8 out of 10 people in the city were dissatisfied with the City's road network.

47.3% and 28.6% of respondents had ratings of 1 and 2 for housing and land management representing a combined total of 75.9%. Again, the rating shows that about 8 out of 10 people were dissatisfied with how the City was managing land and housing. In recent months, there had been widespread allegations of land related corruption linking senior officials of council a situation which reflected badly on the City.

Figure 66: Regular & effective refuse collection

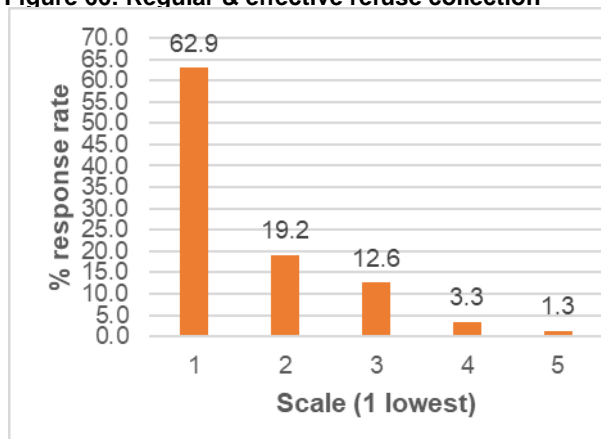
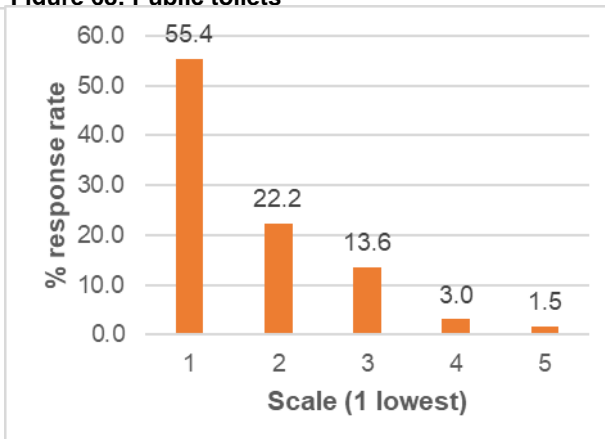


Figure 68: Public toilets



Figures 37 and 38 present data in relation to refuse collection and public toilets. 62.9% and 19.2% of the respondents had ratings of 1 and 2, respectively, for refuse collection. These two low ratings were given by 82.1% of the respondents, showing that more than 8 out of 10 people were dissatisfied with how the city managed refuse collection. The city should also be thinking strategically, not only on refuse collection but how it can partner and make money out of the waste it collects from the city.

55.4% and 22.2% of the respondents had ratings of 1 and 2 for public toilets. The two low rankings were given by a combined total of 77.6% of the respondents. During the survey, respondents lamented the fact that most public toilets in the residential areas were often blocked and remained inaccessible to the general public. While most intra-city council public toilets had become pay toilets in an effort to ensure cost recovery and to keep them clean at all times, it is important to strike a balance between paying and non-paying toilets. Council should also consider increasing ladies' toilet facilities.

Figure 70: Public lighting system

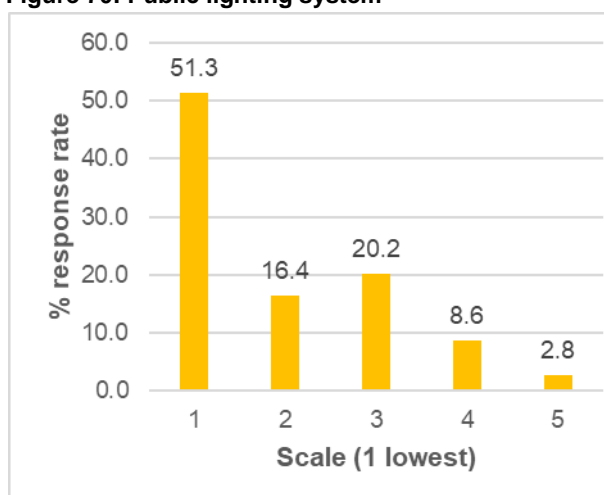
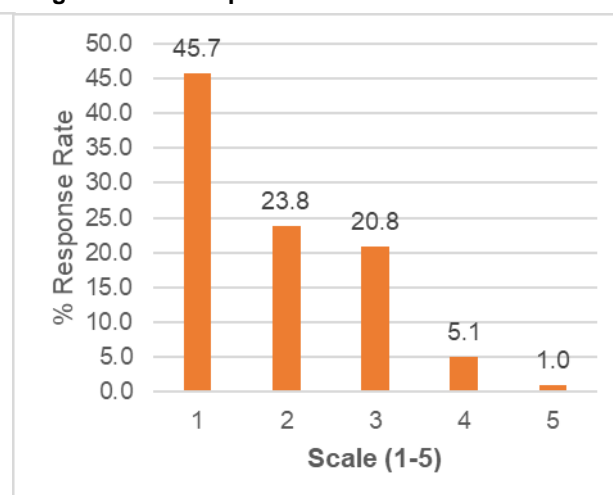


Figure 72: Built-up market stalls



51.3% of respondents had the lowest score rating of 1 out of 5 for public lighting. This means that more than 5 in 10 people felt that the city's public lighting system was in bad shape. Combined, 67.7% of the respondents expressed dissatisfaction with the city's public lighting system. Notable on the positive side, about 33% of respondents were satisfied with the lighting system.

For built up market stalls 45.7% and 23.8% of respondents had ratings of 1 and 2 respectively. About 27% of respondents said they were satisfied with the market stalls made available in the city.

3.4.5 SOCIAL SERVICES AND AMENITIES

Figure 76: Recreational facilities

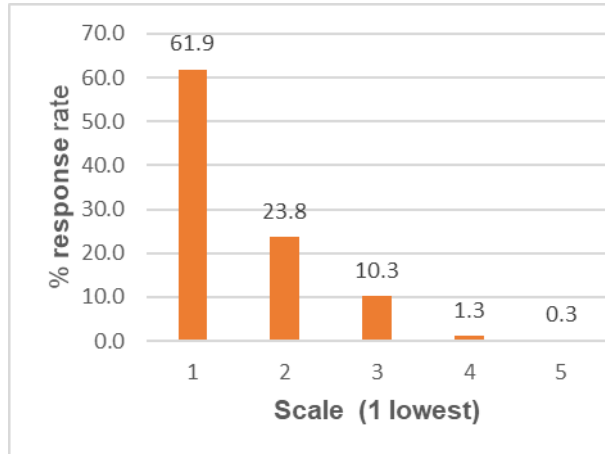
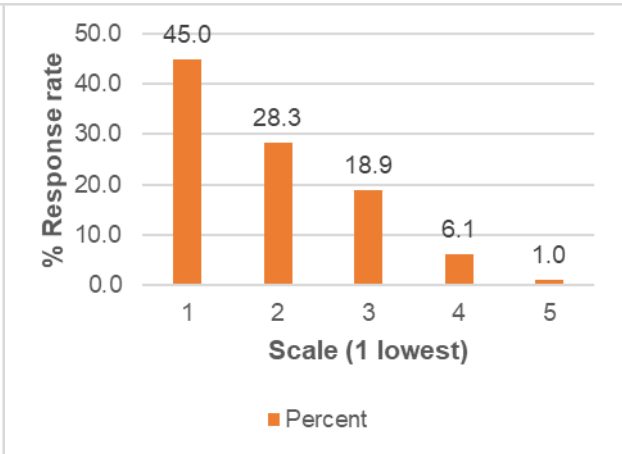


Figure 74: Cleanliness of the City



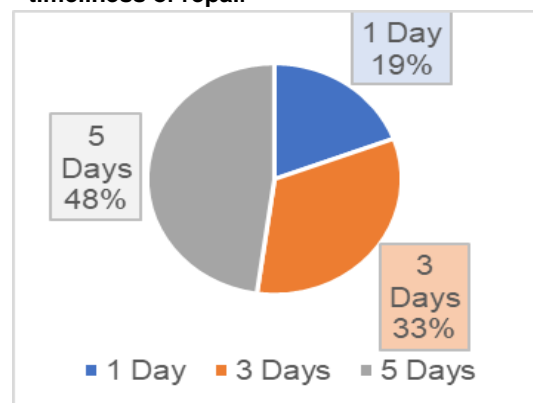
Figures 41 and 42 present data for cleanliness of the city and recreational facilities. On cleanliness of the city, 45% and 28% of the respondents had ratings of 1 and 2. Combined, about 73.3% of the respondents were dissatisfied with the cleanliness of the city. 18.9%, 6.1% and 1% of the respondents had ratings of 3, 4 & 5 respectively. This represented a 26% satisfaction level.

For recreational facilities, 61.9% and 23.8% of respondents had ratings of 1 and 2 respectively. 10.3%, 1.3% and 0.3% respondents had ratings of 3, 4 & 5 respectively which represented an 11.9% satisfaction level.

3.4.6 SERVICE BREAKDOWNS AND TIMLINESS OF REPAIR

Figure 44 shows how quickly & effectively a breakdown or a service disruption got fixed after reporting. 19% of the respondents said breakdowns were attended to within a 1 day while 33% said 3 days. 48% of the respondents said breakdowns were attended to after 5 days. Therefore, almost half of the City's clients said reported service breakdowns were attended to almost a week later. This shows that the City's breakdown response rate was weak and did not inspire confidence for customers to pay for service provision.

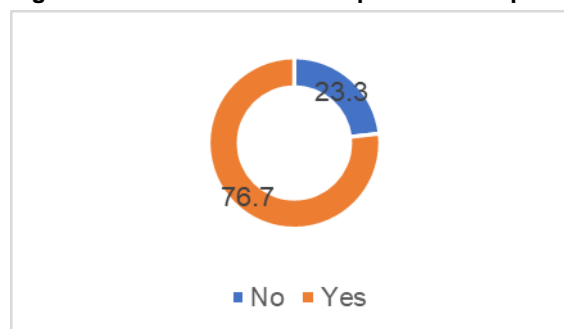
Figure 78: Service breakdown and timeliness of repair



3.4.7 SERVICE IMPROVEMENTS AFTER REPORTING

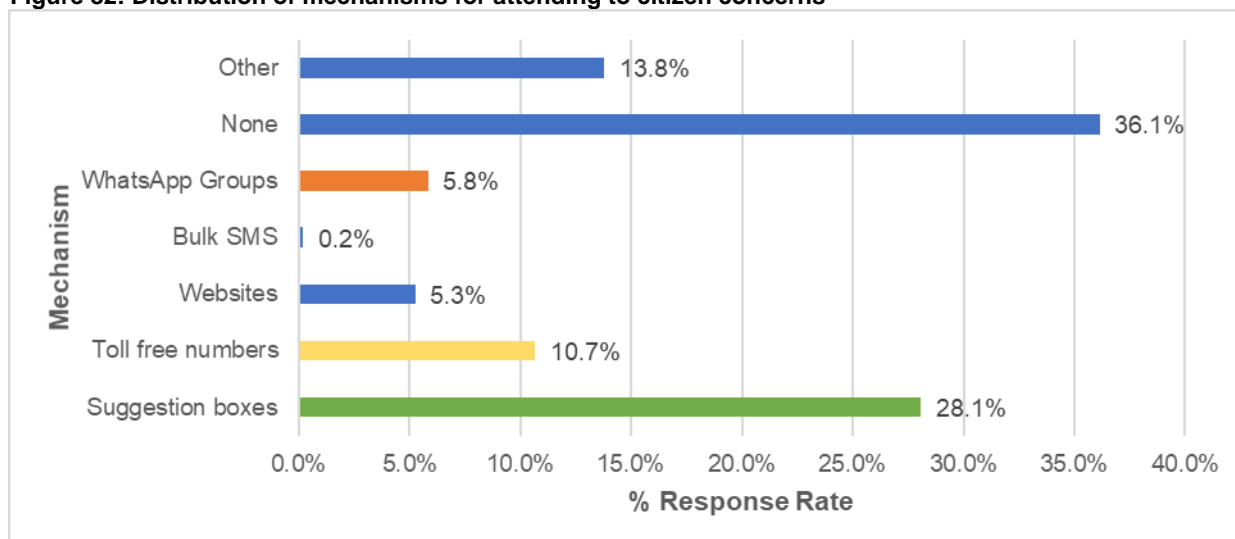
76.7% of the respondents felt that the service improved after reporting while 23.3% said the service did not improve after reporting. The ratings meant that the local authority had the capacity to attend to and rectify service faults. While they could take, time (up to 5 days) to attend to a service faults the faults were likely to be resolved in totality when they were eventually attended to.

Figure 80: Does the service improve after reporting



3.4.8 MECHANISMS FOR ATTENDING TO CITIZEN CONCERNS

Figure 82: Distribution of mechanisms for attending to citizen concerns



Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787

Table 4 presents a summary of the infrastructural and social provision indicators discussed in detail above. The summaries are the satisfaction levels for the core infrastructural and social services provided by the local authority.

Table 4: Infrastructure & social service provision satisfaction level summary

Indicator	Satisfaction Level (%)
Water and Sanitation	
Clean safe drinking water	5.7
Sanitation & hygiene facilities	19.3
Health	
Access to health care facilities (clinics)	41.4
Availability of medical staff	42.7
Quality of health care facilities	34.4
Availability of drugs & medicines	19.9
Affordability of health care	36.7
Ambulance services	8.9
Education	
Early Childhood Development (ECD) Pre-school	37.4

Primary Schools	42.8
Secondary Schools	35.3
Functional libraries	23.3
Roads, Housing & Social Services	
Housing and land management	21.6
Trafficable Roads	18.2
Transport system	31.5
Regular and effective refuse collection	17.2
Public toilets	18.2
Public lighting system	31.6
Built up market stalls	26.9
Recreation facilities	11.8
Cleanliness of the City	26.0

Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787

3.4.9 OVERALL PERCEPTION RATING OF COUNCIL SERVICES

Figure 84: Overall rating of local authority services



Source: City of Harare Customer Satisfaction Survey Data, 2020, n=787

Respondents were also asked to make an overall satisfaction rating of the local authority services. 62.5% of the respondents said the services were poor while 36.5% said they were good and 0.5% of the respondents said the services were excellent. In other words, 37% of the city's customers were satisfied with the local authority services while 63% were dissatisfied.

4.0 CONCLUSION AND RECOMMENDATIONS

The City of Harare Customer Satisfaction Survey builds from the presumption that feedback from service users based on their experiences is critical and should feed into local authorities' re-planning processes. The survey identified how City of Harare's broad spectrum of services were being consumed and experienced by the users to ensure informed decision making by the local authority. The survey was conducted with the inclusion of Civil Society Organisations (CSOs) to provide independent and objective judgements on the performance of the services. Within the social accountability context, the objective was to involve the community and the local authority in joint decision-making processes. While the customer satisfaction survey is not a panacea for all the problems bedevilling the city, it offers important information critical for service planning. The output document also offers an opportunity for evidence-based advocacy for many CSOs working in and with the City.

4.1 CONCLUSIONS

From the survey, the following broad conclusions are made;

- The overall customer satisfaction level is 37%.
- Only 7% of the respondents belong to organised groupings that deal with service delivery issues.
- Citizens, who are the City's customers participate in the local municipal elections (62%) and are aware of the presence of their local municipal councillor (77.6%).
- Citizens are unaware of the council ward development structures/spaces for engagement (72.3%).
- Citizens participate in local municipal elections and are aware of their local representative but do not know how to interact with him/her in order to influence council planning processes.
- Elected Councillors are not sufficiently visible in communities, limiting their effectiveness. Councillors attained a customer satisfaction rating of 39.9%.
- The City's budget consultative process is not sufficiently inclusive with about 76.1% of the customers not aware of the process.
- 90% of the City's customers do not have access or are not aware of the City's budget.
- Customers are unaware of any audit or procurement processes of council.
- Only 1.5% of customers receive their bills in electronic form while 78.3% of customers prefer an electronic billing and payment system (mobile money and bank transfers).
- Customers spend less than 30 minutes in council revenue halls (63.3%) and are relatively satisfied (69.8%) with the level of customer care each time they interact with council officials.

- Customers are dissatisfied with the whole spectrum of infrastructure and social services of the City. (see table 4)
- 50% of customers have service breakdowns or disruptions attended to 5 days or more after reporting while service improves after they have been attended to.

4.2 RECOMMENDATIONS

The following recommendations are made to address gaps identified from the survey findings. The gaps and challenges identified are by no means insurmountable and can be overcome through the systematic integration of the recommendations and the involvement of the communities, CSOs and other stakeholders in joint decision-making.

- The City of Harare should consider ensuring collected revenue is ploughed back into the 46 wards and consistently addressing service delivery needs identified by communities on a quarterly basis. This will increase community participation on practical service delivery processes, contribute to the visibility of the City and increase level of satisfaction with services.
- The City of Harare needs to go beyond the community groups and associations so as to engage the over 90% of citizens who may not be belonging to the organised community groups and associations dealing with service delivery issues.
- The City should thus invest more work in ensuring the setting up and popularising of ward development structures. The council/local authority-initiated platforms/structures for discussing (ward) development issues may not necessarily be physical but may also include virtual spaces to ensure broad-based participation of the citizens/customers of the City. Popularising these development spaces will also ensure the visibility of councillors.
- The City of Harare should broaden council (ward) development spaces to ensure that the budget process is sufficiently inclusive. The use of virtual platforms can enable other citizens that cannot attend physical ward meetings to also participate in the budget processes. Further, deliberate efforts should be made to ensure the city's annual budget is distributed at council district offices and soft copies made available for citizens' information at all times.
- The City of Harare should progressively migrate to electronic distribution of bills while integrating the electronic billing system with an electronic payment system. Banking/revenue halls should be the last payment option as each customer is provided with the option to receive and settle their bill electronically.
- Frontline staff that deal with customers on a day to day basis need to be continuously trained in order to improve their communication skills and interaction with various stakeholders.
- Future customer satisfaction surveys processes should include the media ensuring that the process and its outputs are accurately conveyed. Council officials respond well to the media and its involvement reduces resistance and enhances action.

ANNEXURES

Annex 1: Survey Questionnaire

In 2018/9, the Local Governance Trust (LGT) carried out a Local Governance Service Delivery Assessment for the City of Harare – in partnership with the Combined Harare Residents Association (CHRA) and Harare Residents Trust (HRT). The Assessment involved City councillors, management and citizens. The Customer Satisfaction Survey is a follow up to the Assessment to check on service delivery progress. The Survey aims to achieve the following objectives; -

- i. To assess the local authority's service delivery performance in key municipal functions/services,
- ii. To measure the citizen's perception on the local authority's service delivery performance.

DEMOGRAPHIC INFORMATION

(Please tick applicable)

1. Location, the area you stay?
[Click or tap here to enter text.](#)

2. Gender
Male ☐ Female ☐

3. Age (Years)
18-24 years ☐
25-34 years ☐
35-49 years ☐
50-64 years ☐
+64 years ☐

4. Education
Primary ☐
O-Level ☐
A-Level ☐
Degree + ☐

5. Employment Status
Formal employment ☐
Informal employment ☐
Scholar/student ☐
Retired/Pensioner ☐
Unemployed ☐

6. Period of stay in Local Authority
Below 5 years ☐
Between 5-10 years ☐

- Between 10-20 years ☐
Over 20 years ☐

7. Level of income (USD)
Less than 50 ☐
Between 50 – 100 ☐
Between 100 – 200 ☐
Between 200 – 300 ☐
Above 300 ☐

8. Do you belong to a community group which deals with service delivery issues?
Yes ☐ No ☐

9. If yes in 8, which one do you belong to (Specify)? *Note to enumerator: type in the full and correct name of the community group*

[Click or tap here to enter text.](#)

A. PLANNING, GOVERNANCE & CITIZEN PARTICIPATION

10. Did you participate in the local electoral elections?
Yes ☐ No ☐

11. If yes can you briefly explain the reason for your participation?

[Click or tap here to enter text.](#)

12. If no can you briefly explain the reason for your participation?

[Click or tap here to enter text.](#)

13. Are you aware of your local municipal councillor?
Yes ☐ No ☐

14. Do you know your local municipal councillor?
Yes ☐ No ☐

15. Do you have knowledge of any council ward development structures?
Yes ☐ No ☐

16. If No in question 13, briefly explain the reasons?

[Click or tap here to enter text.](#)

17. On a scale of 1-5 does with 1 being the least and 5 being the most your councillor discharge his/her duties in a responsible and accountable manner?

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

18. As a resident, do you know council bylaws?

Yes ☐ No ☐

19. If no give a reason for your answer

[Click or tap here to enter text.](#)

20. Council by-laws are effective

Agree ☐

Strongly Agree ☐

Neutral ☐

Disagree ☐

Strongly Disagree ☐

21. I am always ready to give support to any programmes communicated by the local authority?

Agree ☐

Strongly Agree ☐

Neutral ☐

Disagree ☐

Strongly Disagree ☐

B. PUBLIC FINANCE MANAGEMENT

22. The local authority publishes a clear budgeting cycle with clear dates and venues?

Agree ☐

Strong Agree ☐

Disagree ☐

Strongly Disagree ☐

Not aware ☐

23. Do you have access to the Council Budget?

Yes ☐ No ☐

24. If No in question 19, what could be the possible reasons?

Lack of interest

☐

Budget information not communicated

☐

Other specify

[Click or tap here to enter text.](#)

[Click or tap here to enter text.](#)

25. How do you receive your municipal bill?

Electronic ☐

Hard-copy ☐

Never receive ☐

26. How often do you receive your municipal Bill?

Monthly ☐

Bi-Monthly ☐

Quarterly ☐

Half Yearly+ ☐

Never ☐

27. An accurate Bill is received when it comes?

Agree ☐

Strongly Agree ☐

Neutral ☐

Disagree ☐

Strongly Disagree ☐

28. I am willing to pay (rates & service charges) for Council services rendered

Yes ☐ No ☐

29. If not, why?

[Click or tap here to enter text.](#)

30. How do you prefer to pay your monthly municipal Bill?

Cash ☐

Mobile Money Transfer ☐

Bank Transfer ☐

31. What suggestions can you make on improving the method of payment, specify?

[Click or tap here to enter text.](#)

32. What is the local authority's response to late payment?

Fair ☐ Unfair ☐

Unresponsive ☐

33. Are you aware of your right to access council audited financial statements?

Yes ☐

No ☐

34. What challenges have you experienced in an attempt to secure financial related information from your local authority?

[Click or tap here to enter text.](#)

35. Are there sufficient staff members in the revenue collection hall/department to assist you?
Yes ☐ No ☐

36. What is the average time you have spent at a revenue hall/department?
0-30minutes ☐ More than 30 minutes ☐

37. Are you aware of any of Council procurement procedures?
Yes ☐ No ☐ Not aware ☐

38. Treatment of Clients in/at Revenue Halls

	1	2	3	4
Courtesy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. INFRASTRUCTURAL & SOCIAL SERVICE PROVISION

39. What is your rating on the following council services? (score should be from 1-5 with 1 being the least and 5 being the most)

Water & Sanitation

Score

Clean safe drinking water
☐

Sanitation & hygiene facilities
☐

Health

Access to health (clinics) care facilities
☐

Availability of medical staff
☐

Quality of health care facilities
☐

Availability of drugs & medicines
☐

Affordability of health care
☐

Ambulance services
☐

Education

ECD (Pre-school Facilities)

☐

Primary Schools

☐

Secondary Schools

☐

Functional libraries

☐

Roads, Housing & Social Services

Housing and land management

☐

Trafficable Roads

☐

Transport system

☐

Regular and effective refuse collection

☐

Public toilets

☐

Public lighting system

☐

Built up market stalls

☐

Recreation facilities

☐

Cleanliness of the City

☐

40. Any specific comments relating to rating in question 35 above?

[Click or tap here to enter text.](#)

41. How quickly and effectively after reporting does a breakdown or a service disruption get fixed?

1day ☐ 3days ☐

5days+ ☐

42. Does the service improve after reporting?

Yes ☐ No ☐

43. Generally, how would you rate your council/local authority services?

Poor ☐ Good ☐ Excellent ☐

44. Briefly explain your reasons

[Click or tap here to enter text.](#)

D. PUBLIC INFORMATION AND COMMUNICATION

45. Are the processes for reporting service delivery concerns to your local authority clear?

Yes ☐

No ☐

Not

Sure ☐

46. If no why?

47. How would you rate the customer care from council officials that you visit or interact with?

Poor ☐

Good ☐

Excellent ☐

48. Select the mechanism that has been used by your local authority to attend to your concerns.

Suggestion boxes

☐

Toll free numbers

☐

Websites

☐

Bulk SMS

☐

WhatsApp Groups

☐

None

☐

Specify other?