

Summary Report

Stakeholder Validation Workshop on Water Reform Study, Harare

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Table of Contents

1.0 Background	1
Box 1: Stages at which water supply is faltering	1
Figure 1: Sector actors/stakeholders	2
1.1 Welcome Remarks: Harare Mayor	2
1.2 Keynote Address: Harare Metropolitan Minister	2
1.3 Institutional Challenges: Harare Town Clerk	3
1.4 Lessons from other Utilities and Studies: Eng. Ramaker	3
Figure 2: Hierarchy of success factors	3
1.5 Findings of Stakeholder Views: Professor Nhapi	3
Figure 3: Reform options for Harare Region's water supply	4
2.0 Summary of Outcomes	4
2.1 Agreed Institutional Model	5
Figure 4: Phased Model of Institutional Reform	5
3.0 Next Steps and Conclusion	5

1.0 Background

The Harare Region is experiencing severe potable water challenges. The City of Harare has traditionally supplied water to its residents as well as the adjacent urban settlements of Ruwa, Chitungwiza, Epworth and Norton. Supply has however not been regular as there are many challenges. These include raw water quality, water treatment capacity, distribution losses gaps in accounting for the supplied water.

A major cause of the Harare water challenge is the institutional arrangement for the management of water. There have been different views regarding the best way of managing the water resource in order to derive optimum benefit and operational efficiency. Initially water was managed from the municipality's technical department known as the Department of Works. At the turn of the century this set up was found to be ineffective as the water function was considered to work better if both the function and the resources were ring-fenced. This led to the set-up of Harare Water as a standalone department.

Between 2005 and 2009 the water function was briefly transferred to and managed by the Zimbabwe National Water Authority (ZINWA). In short the model has been changed over time. Unfortunately, operational and strategic challenges have never been fully resolved. As demand rose with the growth of Harare and the other urban centres served by the water supply and sanitation system that Harare City oversees the situation has reached crisis stage. The 2008/9 cholera outbreak and other spikes since then including cases of typhoid have confirmed that the region's is in need of urgent attention.

It is generally clear that institutional arrangements for financing and managing the service are at the centre of the challenges. The issues around institutional arrangements also include regulatory gaps at national level arising from delayed implementation of provisions of the 2013 Water Policy on a Regulatory Authority.

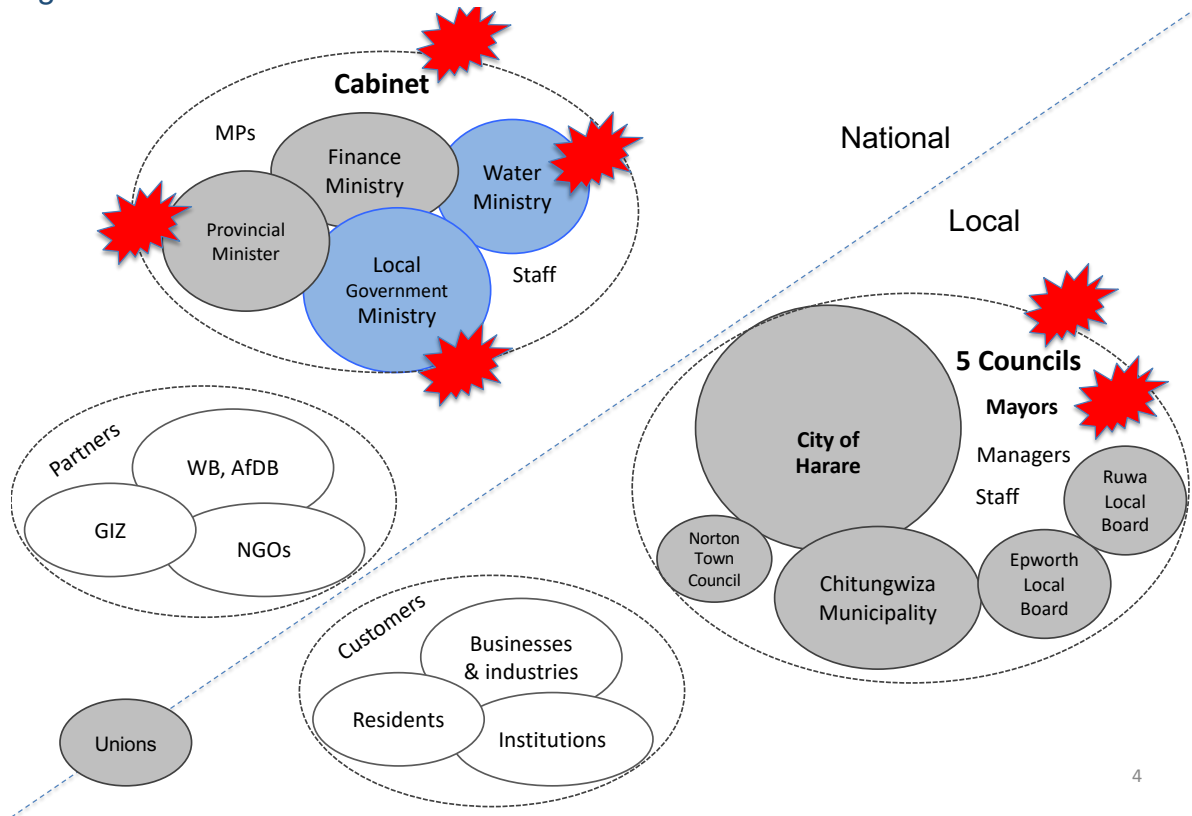
As such, local, provincial and national government levels have roles to play in resolving the service challenges in the Harare Region (see Box 1). A key expectation is that righting the institutional arrangements will allow private sector participation as well as restore consumer/user confidence in the service and those providing it.

The Figure below shows the key institutions involved with and consulted in terms of the water supply institutional reforms.

Box 1: Stages at which water supply is faltering

1. **Intake Stage:** Rapid deterioration of the quality of raw water due to pollution and availability of raw water is also decreasing due to a prolonged drought
2. **Water Treatment Plant Stage:** high dependency on Morton Jaffray that is operating far below capacity and has problems in the availability of chemicals
3. **Distribution of Treated Water:** Massive leakages, high NRW and haphazard delivery of treated water
4. **Water Consumption Stage:** few operational water meters, billing out of order, and problems with the quality of water, very low willingness to pay.
5. **Wastewater Collection Stage:** many blockages - providing health risk and contamination of ground water/shallow wells
6. **Wastewater Treatment Stage:** dysfunctional treatment plants, discharging raw sewerage to the surface waters (that are again sources of raw water)

Figure 1: Sector actors/stakeholders



4

The workshop on which this report is based sought to address the worsening water challenge. It provided a platform for stakeholders to consider the institutional reforms required to improve Harare's water management. The focus was on debating and agreed the broad aspects of the ideal institutional arrangements to best manage the Harare Region's water supply and sanitation system within the broader context of managing the natural and built environment that is the catchment. The daylong workshop was organized by Harare Water in collaboration with VEI, a consortium of Dutch water utilities that is supporting Harare and Bulawayo as well as other water service institutions in the region.

1.1 Welcome Remarks: Harare Mayor

The Harare Mayor's welcome remarks were given by the chairperson of the Harare City Council's Environmental Management Committee, Councillor Kadzombe who was the Acting Mayor. Council expressed gratitude to stakeholders for taking Harare's water problems seriously. The Acting Mayor assured stakeholders that Harare City Council took water provision very seriously. She also made a commitment to support a model that works and will lead to Harare residents getting water regularly.

1.2 Keynote Address: Harare Metropolitan Minister

The keynote address was made by the Resident Minister for the Harare Metropolitan Province, Senator Chidawu. He chronicled Harare's water problems by giving a historical perspective. He stated that the problem started in the 1990s. He also gave a cost estimate of requirements to solve Harare's water challenge in order to feed into the city's vision of being a world class city by 2025. He estimates that USD2.5 billion is required to get to that status.

The Minister indicated that discussions on the need for water reform in Harare are not new. He referred to the World Bank initiatives of 2012. He lamented the absence of a water reform champion. His suggestion was for a 'city-owned' model. He also indicated that his office was happy to champion the water sector reforms. He also highlighted challenges in reaching consensus such as the lost trust

between residents and service providers. He would like to see a sustainable institutional arrangement that ensures residents have regular water supplies.

1.3 Institutional Challenges: Harare Town Clerk

The Town Clerk indicated that water was key to the city’s attainment of the world class city status and that the City aimed to provide ‘first class service to promote investment’. He gave current statistics in water supply. The city is able to supply water regularly to only 40 percent of residents. There is approximately 60 percent non-revenue water. Although Morton Jaffrey waterworks is designed to treat 705 Megalitres per day, currently output is 200 Megalitres per day.

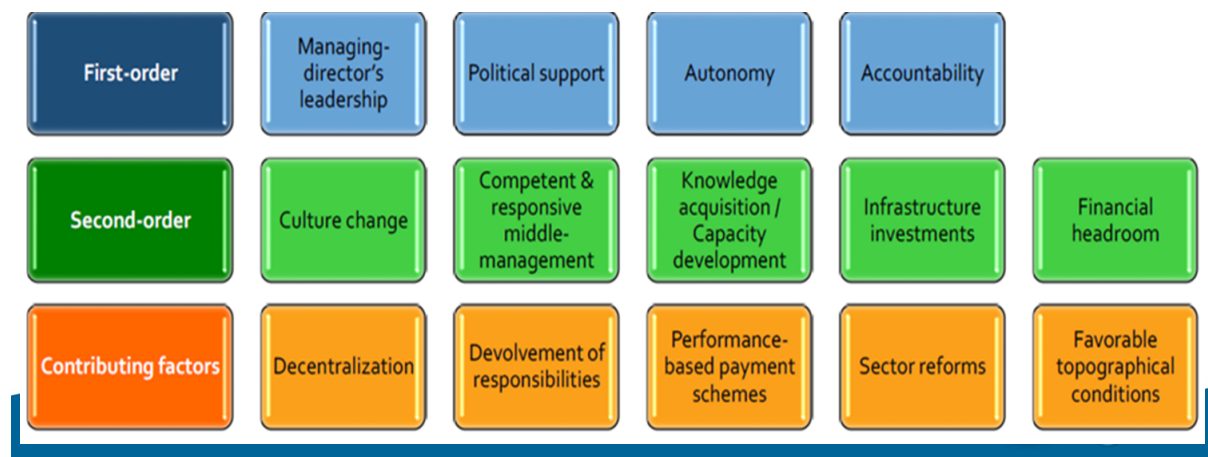
He also spoke about challenges caused by the ageing infrastructure. Morton Jaffrey was built in 1956 whilst Prince Edward Waterworks were built in 1928. This means that they still use old technology in the treatment process. He also lamented the ‘deferred system procurement’ leading to technicians running the system until it breaks down. He also attributed the challenge to climate change. The closure of Prince Edward waterworks earlier this year was caused by declining dam levels caused by droughts. He also attributed challenges to severe pollution of the catchment.

He indicated that his council was looking forward to the establishment of a ‘sustainable model’ that would guarantee Harare residents regular water.

1.4 Lessons from other Utilities and Studies: Eng. Ramaker

Engineer Ramaker shared best practices from other utilities and experiences obtained from studies of successful utilities undertaken by the World Bank. The figure below shows the distilled parameters for successful water supply and sanitation services.

Figure 2: Hierarchy of success factors

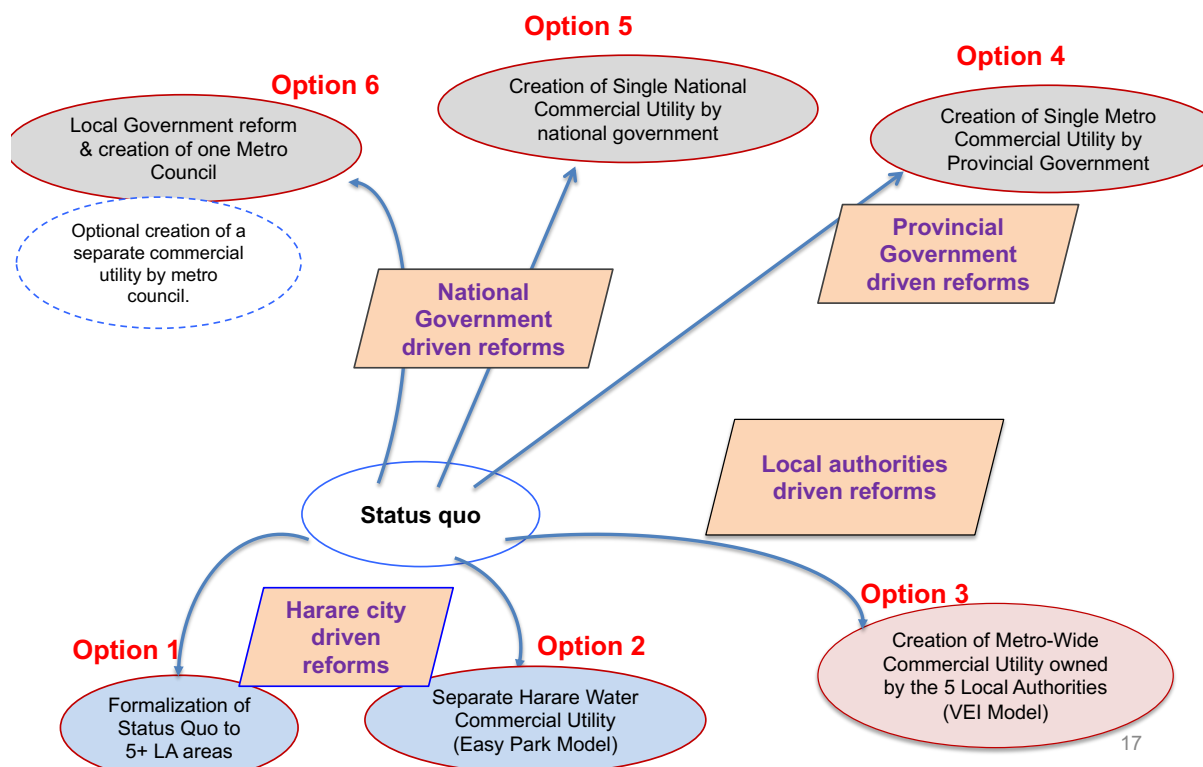


1.5 Findings of Stakeholder Views: Professor Nhapi

Professor Innocent Nhapi shared findings of a study on stakeholder views on water reforms. He indicated that there was consensus amongst stakeholders that the current levels of service provision were unacceptable and there was need for reform. The situation was described as ‘dire’ and could lead to an ‘imminent humanitarian tragedy’. There was also acknowledgement that the five Councils shared a common catchment and water resources that they must jointly manage. Further, despite some divergent views on water governance, there was agreement on the need for accountability, transparency, and participation. There was also convergence on the need for ‘ring-fencing’ of water revenues and for the setting up of an entity that had autonomy. Residents associations particularly expressed dislike for ‘privatization’ of the water service as they considered water to be a ‘human right’ and they do not trust the private sector. He also shared about the high percentage of losses in the value-chain, the ‘wastewater disaster’, and the unwillingness of residents to pay for an unreliable

service. Based on his analysis of institutional reform suggestions Professor Nhapi shared a number of options as depicted in the Figure below.

Figure 3: Reform options for Harare Region’s water supply



2.0 Summary of Outcomes

Workshop discussions yielded consensus regarding the realization that 50% of Zimbabwe urban population lives in Greater Harare. This motivated stakeholders to see the urgency of resolving the water and sanitation challenges. The meeting also learnt that the public (water users and other stakeholders) have lost trust in service providers. It also emerged that there is low investor confidence, which makes it difficult to attract investment towards rehabilitating the service. These challenges provided further justification for institutional reforms including the importance of ensuring the establishment of a Sector Regulator. Four options emerged, which were as follows:

1. Harare City to establish a Commercial Water Utility that runs the whole system from raw water to tap (for Harare City area) and then enters into formal Water Supply Agreements with the other four water service providers¹ in the region;
2. Harare City to establish a Commercial Water Utility that exclusively runs Water Production, whose offtake will be by a Commercial Water Distribution Utility co-owned by the five (5²) Councils on the basis of shares calculated in relation to the size of the distribution network of each Council;
3. A Harare Region Commercial Water Utility responsible for all aspects co-owned by the five (5) Councils owning shares calculated on the basis of the size of the distribution network; and

¹ The other four Councils

² Chitungwiza, Epworth, Harare, Norton and Ruwa

4. A new Commercial Water Utility separate from the five (5) Councils, which then enters into formal Water Supply Agreements with the other four water service providers in the region.

2.1 Agreed Institutional Model

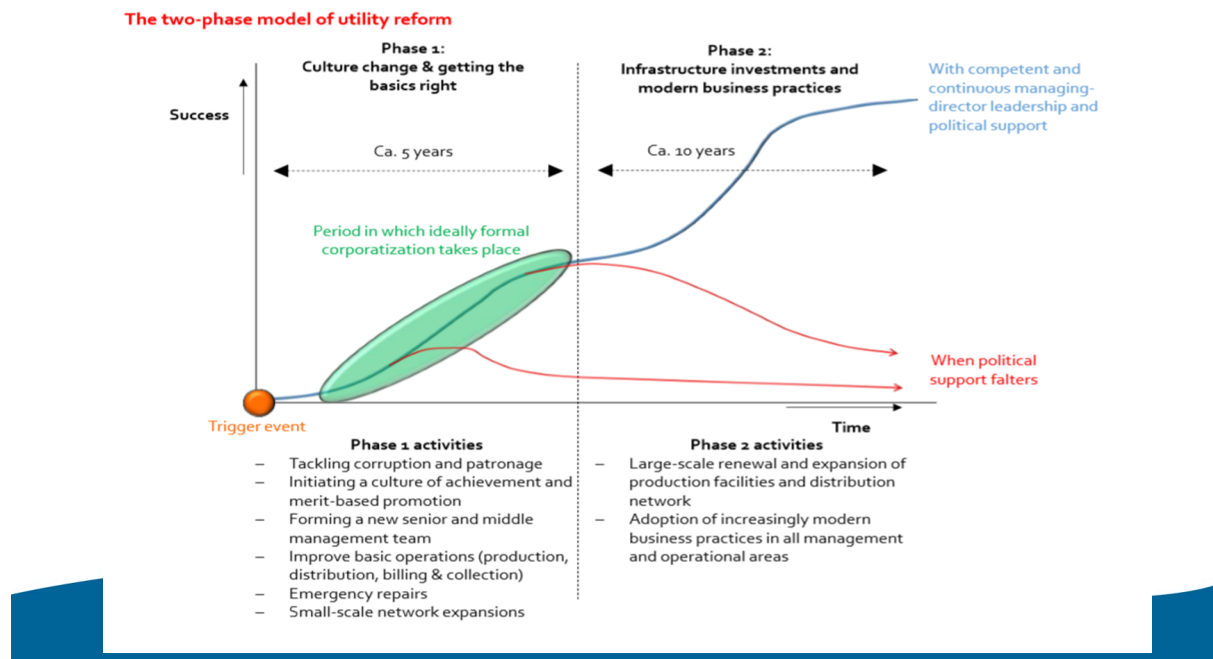
Taking account of existing 'wisdom' shared at the workshop arising from global sector studies (see Figure below) read together with longstanding and recent experiences in the water sector including the acknowledged crisis the agreed Model was 1 with possible progression towards 2 incorporating any variations i.e.

Harare City to establish a Commercial Water Utility that runs the whole system from raw water to tap (for Harare City area) and then enters into formal Water Supply Agreements with the other four water service providers³ in the region;

Harare City to establish a Commercial Water Utility that exclusively runs Water Production, whose offtake will be by a Commercial Water Distribution Utility co-owned by the five (5) Councils on the basis of shares calculated in relation to the size of the distribution network of each Council;

A mixed financial model will be used where both public and private finance will be used. The institutional model is geared towards progressively ensuring that the Commercial Utilities are viable, based on maintaining investment attractiveness, good governance⁴ principles, technical integrity and financial performance of the Water Service within the Harare Region.

Figure 4: Phased Model of Institutional Reform



3.0 Next Steps and Conclusion

It was agreed that a small working group coordinated by the City of Harare would consolidate the outcomes of the workshop in collaboration with relevant stakeholders. In the process this would lead to the development of a roadmap for water reform in the Harare Region. Each local authority is expected to engage in discussions leading to the making of appropriate Resolutions. Such preparation will expedite systematic resolution of the water sector challenges in the Region.

³ The other four Councils

⁴ Accountability, transparency and making-implementing of effective decisions

Workshop Participants

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