



MUTARE CITY COUNCIL

HALF-YEAR REPORT



City of Mutare Mayor, Councillor Simon Chabuka



City of Mutare Town Clerk Mr Blessing Chafesuka speaking at the review meeting

Reflecting on the technical report: *Mutare Mayor, Councillor Chabuka speaks*

It is both a singular honour and a privilege to address you on this important occasion as we present the State of the City Address for the first half of 2026.

This address affords us the opportunity to reflect honestly on the progress we have made together, to assess candidly the challenges that remain, and to reaffirm our collective commitment to building a city that is inclusive, prosperous, resilient, and responsive to the needs of every stakeholder and resident. We have just heard a comprehensive technical review of our performance for the first half of 2026, skilfully presented by our Town Clerk, Mr Blessing Chafesuka.

That review highlighted both our milestones and the areas demanding our most earnest efforts. I now wish to contextualise these figures and what they mean for our shared vision: transforming Mutare into a city of excellent municipal service delivery and a prime investment destination by 2030.

As elected leaders, we recognise that our primary responsibility is to serve. Service is measured, not only by the projects we commission or the infrastructure we construct, but also by the confidence residents place in us, the transparency with which we govern, and the quality of life experienced in every ward and neighbourhood.

The first half of 2026, as you have heard, has been characterised by resilience, innovation, and partnership. Despite continued fiscal pressures, rising infrastructure demands, and the effects of ageing council assets, the city has continued to invest in critical public infrastructure, strengthen service delivery systems, and deepen engagement with residents and stakeholders.

Council has prioritised investments that improve the daily lives of our residents: we have strengthened education infrastructure, invested in public safety equipment, enhanced water and sanitation services, embraced innovation through partnerships with institutions of higher learning, and continued implementing programmes that support local economic development and community wellbeing. These achievements are not the work of council alone.

They are the product of collaboration, shared responsibility, and the unwavering dedication of our employees, councillors, Central Government, development partners, and, above all, our residents, whose continued support enables us to move our city forward. As we review the state of our city today, we do so with honesty and optimism. We

celebrate our successes without complacency, acknowledge our shortcomings without defensiveness, and recommit ourselves to delivering services that meet the expectations of the people we are privileged to serve.

Uncompromising alignment with service delivery standards

The half-year performance data presented today is anchored in our 5-Year Strategic Plan (2026–2030). This institutional blueprint is, in turn, carefully aligned with the National Development Strategy 2 (NDS2) and the national vision to build “Towards a Prosperous and Empowered Upper Middle Income Society by 2030.” However, strategic plans without strict benchmarks are merely aspirations. The Town Clerk’s report demonstrates that our performance is now measured against the Minimum Service Delivery Standards (MSDS) set by Government through the Ministry of Local Government and Public Works.

Backed by Statutory Instrument 170 of 2025 and its amendment, Statutory Instrument 69 of 2026, these benchmarks are no longer guidelines; they are the law. It is paramount for the city to fulfil its service delivery mandates without compromise. Achieving this standard requires a unified front. It is essential for Council, our valued stakeholders, and all residents to work together to uphold these benchmarks across every sector. Sustaining Excellence and Delivering Tangible Results

The first half of 2026 has been a period of profound progress, building on a foundation of national recognition.

In March this year, our beloved city was honoured with the 2025 President’s Award for Performance Excellence in Service Delivery, and our Town Clerk was named the best Town Clerk in Zimbabwe. This award belongs to every member of council, our stakeholders, and the residents of Mutare who hold this administration to account. While the accolade celebrates our outstanding performance in 2025, we cannot afford to rest on our laurels.

It must now serve as our anchor and daily motivation as we work relentlessly to defend our title and retain our top spot for 2026. Our commitment to sustaining this high standard through tangible infrastructure development is reflected in our first-half milestones: we delivered modernised education infrastructure, including an ICT Computer Laboratory at Chikanga Primary School and classroom expansion blocks at Hobhouse Primary School. We upgraded our traffic management system by

commissioning AI-powered traffic lights at the Robert Mugabe and Herbert Chitepo intersections, featuring integrated surveillance and traffic-counting capabilities. We recapitalised our operational fleet with new utility vehicles and a tipper truck. These key projects were recently commissioned by the Minister of State for Manicaland Provincial Affairs and Devolution, Advocate Misheck Mugadza.

We strengthened institutional leadership to boost service delivery by recruiting four substantive Directors: the Chamber Secretary, the Director of Spatial Planning, the Director of Health Services, and the Director of Finance. We facilitated the gazetting and protection of 18 ecologically sensitive wetland sites across our city.

We launched our Senior Citizens Social Development Programme in Sakubva to combat isolation among the elderly, and successfully hosted the “Pride of Mutare” international boxing tournament, culminating in the launch of the City of Mutare Boxing Academy.

Confronting our shared challenges together

While we celebrate these results, the technical presentation also gave a transparent account of the significant challenges we must address collectively. As a council, we are navigating considerable macro-economic and operational headwinds: Sharp fuel price increases during the first half of the year have escalated the cost of our daily operations, services, and procured goods.

Our liquidity is severely strained by mounting debts, as we are owed substantial amounts by residents, private companies, government departments, and other local authorities. The non-receipt of devolution funds over the past two years has forced this council to pre-finance critical infrastructure projects from its own limited resources. Our road infrastructure remains severely damaged, emerging as the weakest-performing area in our recent client satisfaction survey.

To our residents and corporate partners, addressing our debt burden is critical if we are to meet our MSDS obligations and remain at the top.

Looking ahead

As we look to the future, council remains committed to cultivating a high-performance organisational culture founded on professionalism, ethical leadership, innovation, teamwork, and continuous improvement. We do so with

confidence and a clear vision for the continued transformation of the City of Mutare: a well-planned, economically vibrant, technologically advanced, and service-oriented city that responds to the needs of both current and future generations.

In line with His Excellency, President Dr Emmerson Dambudzo Mnanagaga’s Call to Action for all local authorities to have approved Master Plans and Valuation Rolls, I am proud to report that the City of Mutare has already attained these critical planning milestones, placing our city ahead of the curve in promoting orderly urban development, sustainable land management, and improved revenue mobilisation. Council has also completed the Mutare Central Business District Local Development Plan, which will guide the redevelopment and revitalisation of our city centre, attract investment, and improve the urban landscape.

Building on this momentum, work has commenced on the Sakubva Local Development Plan, a strategic initiative that will chart the renewal, redevelopment, and modernisation of one of our oldest and most densely populated suburbs. Our investment in social infrastructure will continue during the second half of the year with the commencement of Beira Corridor Primary School, a project that will expand access to quality education and respond to growing demand in our rapidly developing communities. Recognising that sustainable development is underpinned by a strong local economy, Council is developing its first comprehensive Local Economic Development (LED) Plan, in partnership with GIZ. This strategy will provide a coordinated framework for stimulating investment, supporting local businesses, promoting innovation, creating decent employment opportunities, and unlocking the city’s economic potential, in line with Vision 2030 and NDS2.

Council will continue strengthening service delivery through strategic investment in modern plant and equipment. Plans are under way to procure additional refuse collection trucks and other essential operational equipment, improving the efficiency, reliability, and responsiveness of council services. Equally important is our commitment to institutional transformation. In partnership with the Manicaland State University of Applied Sciences (MSUAS), council is developing a comprehensive City Transformation Strategy that will reshape the way we govern, plan, and deliver services.

This long-term strategy seeks to transform Mutare into a modern, smart, and resilient city, driven by

innovation, data, and technology. I am pleased to report that significant groundwork has been completed through baseline studies, including the development of the ICT Strategy, the Digital Transformation Strategy, and other institutional assessments that will guide the modernisation of council’s systems and processes.

These initiatives will accelerate digital service delivery, improve operational efficiency, strengthen transparency and accountability, enhance decision-making through data-driven governance, and ultimately deliver faster, more accessible, and more citizen-centred services. As we embark on these transformative initiatives, we remain guided by our founding vision for 2030. While challenges remain, the direction is clear, the foundation has been laid, and our resolve has never been stronger.

Together with Government, our development partners, the private sector, institutions of higher learning, and, most importantly, the stakeholders, residents, and ratepayers of Mutare, we are confident that the future of our city is bright, and that, together, we will continue to build, to grow, and to get better.

Conclusion: A united path forward

Distinguished guests, despite these fiscal headwinds, the numbers show that our revenue collection efficiency has risen, our employee and client satisfaction indices are climbing, and our statutory compliance remains at 100 percent.

This is a testament to institutional resilience, made possible by the stability of our Council and the relentless dedication of the Town Clerk and his team.

To my fellow councillors: Aluta continua!

The struggle for excellence continues.

Thank you for your steadfast leadership, robust debates, and unified commitment to defending our top spot and achieving tangible results for the people of Mutare.

To the Town Clerk and the council workforce: I say thank you. You are the hands and feet of this council.

To our residents and stakeholders: Thank you for your patience, your continued payment of rates, and your partnership.

To our Government: Thank you for setting the direction and for your continued support and guidance.

general expenses took 42 percent, employee costs 26,8 percent. We are within the 30 percent threshold that is required by Government. Maintenance 19 percent, capex 10,9 percent, and repairs 1,4 percent. For special rates, last year residents approved that we collect an Education Levy, and we are also collecting a Roads Levy as well as a Sports Levy.

Under the Roads Levy, we are managing to collect 46,1 percent. 46,1 percent for roads is not enough.

This is the reason why we always have our roads in a bad state. The money we are collecting is little. It is not in tandem with the task at hand. After collecting US\$918 000 from the Roads Levy, you see the projects that we are doing, but every year we are highlighting this problem. Our roads require more than US\$110 million, but for the past six months, we have only been able to collect US\$918 000. That is a serious gap in terms of service delivery.

For the Sports Levy, there is a lot that is happening. Thank you so much for supporting the Sports Levy. There is a lot that is coming in terms of development of sporting activities, and it is being funded by the sports levy – 42 percent.

For the Education Levy, again there is a lot that is happening, also funded by the Education Levy – 43 percent.

Debt: We are owed a lot. The total owed to the city as at June 30, 2026 is US\$35,3 million (ZiG 946m). Mutasa Rural District Council owes us the most. We also have industrial clients, who owe us US\$105 000. Of all our debtors, the high-density suburbs owe us the most, with a debt of US\$35,3 million.

That is quite significant.

It is an amount we can use for two years in service delivery if it were to be paid at once.

This figure keeps growing.

For the past six months, it has grown by 26 percent. But this is a figure that should not be growing. Under normal circumstances it should be going the other way.

In finance studies, we were taught that one should delay paying creditors and fast-track collection from those who owe you. In this case it is the opposite.

High density is contributing 25 percent of our debtors’ figures. Other institutions 25 percent. The highest figure we are owed is by the Ministry of Defence. We have written letters to different Government departments because we have some that have not paid us since 2023. It is now straining our operations.

However, our Finance Director is running around to ensure that we recover what is owed to us. We have started water rationing to some institutions and debt collection for some corporates. I think you have heard these issues in the streets because we have some who want to go for four years without paying anything to council, but still demand a service. We have a serious issue with NSSA, and I think everyone knows the background to the Mutare City Council NSSA issue. We lost the court case over Gimbiki land, and were directed to pay US\$11 million. We gave them all the land that we had to partially cover that debt, but it only managed to reduce the debt to US\$9 million.

But this debt is growing every day, and we might need to revisit the figures because of interest and penalties since we are not settling this debt. This is what we talk about when we say we do not have land as a local authority. All the land we had was parcelled to NSSA and that managed to reduce the debt by just US\$2 million. This is what is happening now: demand letters, legal enforcement, disconnections, payment plans and other measures are being implemented as a way to recover what we are owed. So we encourage our clients to come and register their payment plans with our finance department, if you have issues that may need our attention.

We are, however, insisting on debt clearance. We have a loan facility of about US\$2,8 million, which was approved by council and the Ministry of Finance, Economic Development and Investment Promotion. A number of capital projects are being funded, including non-revenue water reduction, sewer and road rehabilitation, procurement of a refuse compactor, construction of markets, and the Chikanga Sports Complex.

On the provision of water, we have been able to maintain supply for an average of 22 hours a day. The good thing is that we are above the Government benchmark of 20 hours a day, but we are still investing a lot in water to ensure that every suburb gets water for 24 hours a day. That demands a lot of money. We have said while we are at 22 hours, we should make sure we do not slide back below that.

We installed two tower lights in Hobhouse and St Joseph’s. It is a slight improvement in public lighting. We also installed traffic lights at Robert Mugabe Road/Hebert Chitepo Road intersection. What we celebrated is the partnership where State institutions came together to come up with a new solution. That robot has Artificial Intelligence. It now helps us in managing cases of traffic misconduct. If you jump that robot, it takes a picture of the number plate and sends it to the database for easier prosecution. It was a test phase, and we are now going into the implementation phase where we will roll it out throughout the city. We want order in the city. It is not only about traffic because the CCTV is also a security improvement for our safety and security. It will help in crime prevention and prosecution.

Recapitalisation: We have procured vehicles for service delivery. I am sure that with these vehicles service delivery will significantly improve. We also secured a five-tonne truck for the engineering department. We have also secured a tipper truck which is on its way and delivery is expected before year end.

Sports and Recreation: At Chikanga Sports Complex, we have two courts that have been completed, and we hope the other two will be completed before year end. We also completed the renovation of our Sakubva Swimming Pool, but vandalism is a big problem. We have replaced electricity cables twice and they have been stolen. We actually came to a stage where we said let us stop for now.

Surely, shall we have a security guard at every facility in the city? Even in toilets in Sakubva, we have faced the same challenge. A toilet under construction in Sakubva was vandalised. At Chisamba Ground the same thing. I really do not know where this culture will get us to.

Sakubva Stadium: The bucket seats are here. Yes, there were some delays with our procurement systems, but I can confirm that the Procurement Regulatory Authority of Zimbabwe (PRAZ) gave us the go-ahead last Friday.

So beginning this week, we should see movement. I do not know how we will go ahead with the contractor since Manica Diamonds FC was given provisional permission to use the facility, but now that the renovations are resuming, we are not sure how they will proceed with hosting home matches there.

We will try to engage. We do not know what ZIFA will say about having parallel arrangements of bucket seats being installed while matches are being played. Initially ZIFA had refused, so provisional approval was granted for the time that works had stopped. Now that the works are resuming, we are not sure which direction ZIFA will take. We also started a programme with senior citizens. It is progressing well and it is quite interesting. It is unfortunate that we are having more elderly women and their male counterparts are not yet coming in their numbers. They

have aerobics sessions every Wednesday from 10am. They are enjoying it and I foresee the venue becoming small as time progresses.

Education infrastructure: Last week, we commissioned a state-of-the-art ICT laboratory for the Early Childhood Development classes. This will help us a lot in teaching our young ones on ICT gadgets. We also commissioned a new block in Hobhouse.

This is a positive development.

The Award: I want to congratulate everyone for the award that we were presented by His Excellency, President Emmerson Mnanagawa. We were judged the best performing local authority. We really want to thank everyone for this.

This is an achievement for all of us. It means that the one who was supposed to sweep, swept. The one who was supposed to write minutes, wrote the minutes. The one who was supposed to dig a trench, dug the trench. The one who was supposed to build, built. The one who was supposed to pay rates, paid. So to all stakeholders, employees, councillors, well done.

Our budget was approved in January. Yes, we have several training programmes in the Town Clerk’s contract, we have done 10 so far. We have submitted our Audited Accounts to the Auditor General within the required timeframe.

We have secured four new directors, and that means that we now have substantive heads of departments. I have always had a problem in that even issues that need the Director of Town Planning, people come to the Town Clerk, those with issues that need the Finance Director, they come to the Town Clerk, but that should now be a thing of the past.

We had our client satisfaction survey conducted by Manicaland State University of Applied Sciences. The client satisfaction survey improved to 68,8 percent. This was an improvement from 62,5 percent. So this means gradually we are getting there.

There is a significant improvement in employee satisfaction. We moved from 65,9 to 72,6 percent. This means we are trying to improve our conditions of service. This includes protective clothing and even our disciplinary cases are declining. This shows there is harmony prevailing.

Roads: However, our major problem is roads. This is a Herculean task. In all our performance scores, roads are drawing us back, and this is a reflection of the underfunding of road infrastructure.

The NSSA land dispute is a serious issue.

Procurement: If we want to have an event and we want to hire the Zimbabwe Republic Police to assist us, the Procurement Manager will advise us to go to Electronic Government Procurement (EGP). EGP basically means that ZRP will have to come and be a contractor to us, but ZRP will tell us that they are not there to look for private jobs, and if you want their services, just come and let them know what you need from them.

So this is an issue that affects collaboration with fellow institutions. ZINARA has given us money, but it is not enough. I highlighted earlier that we need US\$110 million, and we have only received less than US\$1 million.

Devolution Funds: No Devolution Funds have been received since last year. What this means is that some projects that we had budgeted under Devolution Funds were affected. We may not stop completely, just like the Hobhouse Clinic, we are funding it from rates, but the money is not enough. This is the reason why some projects will take longer than initially expected.

Fuel Increase: We all felt the pressure that came from the Strait of Hormuz. The Government gazetted new fees after we had already done our budget. We are complying, but there are implications.

Non-revenue water: This is a very big issue for this city. We produce a lot of water, but 64 percent is lost. That is why you see that in every loan facility, a significant chunk is going towards non-revenue water.

Emerging Issues: These are issues for your attention as residents. There is something that is circulating about Gimbiki sewer outflow. It is not correct to say that the sewer outflow in Gimbiki is now going for the 10th year. That pipe was repaired through a project that was funded through a grant, but late last year, it was discovered that the contractor hired did not do the job well. There were some leaks that were being observed. They were minor leaks and not major. We started a procurement process to replace that pipe. Again procurement processes take long. That pipe is not an ordinary pipe. It is imported. It is not a pipe that you find in Zimbabwe. So for the past two weeks we had some contractors who came for a site visit. We then made some presentations to PRAZ asking for authority to use a shorter period and they granted us that on Friday. We were allowed to go ahead, but restricted to the eight bidders who had come for the site visit. The bidding process is closing on (Tuesday) morning. So we are trying to fast-track procurement to secure that pipe.

Housing: I have highlighted that as a local authority we have no land. A lot of applications are coming to my office. People might think that we are deliberately not giving them land for residential purposes, but truth be told, Mutare City Council has no land. As a city we do not have land, and we have applied to Central Government, but land has not yet been availed.

We also have pressure from churches. They want land to construct churches, but again we do not have the land. When you have 30 stands that can be allocated to churches and you are sitting on a thousand applications, it is very difficult to disburse in a manner that can be viewed as fair by everyone. So from a management point of view, it is better to lease and allow them to share. If one stand can be shared by five or six, or even 10 churches per week, it means from 30 stands 300 churches can be accommodated. So that is better because you can accommodate more churches. We want to strengthen issues relating to enforcement and increased collection of revenue for the good of our service delivery. There is no trick around it.

If we get US\$100 in revenue collection, we can only give a service that can be covered by that amount.

We are in the process of transformation. It is still in-house, but very soon it will be rolled out. We will have to enlighten each other on what we mean by this transformation. The resident will have to be made aware of what we mean when we are saying we are transforming the operations of Mutare City Council.

Let us promote constructive dialogue. There is no magic that will happen if we are not honest with each other. Residents want service and for councillors, the Town Clerk and the entire Council to provide a good service, they need money. We also welcome good ideas that you think will help us improve service delivery.



Mutare City Council half-year report: *Town Clerk’s interpretation*

Ray Bande
Senior Reporter

MUTARE City Council has reported improved revenue collection and notable progress in service delivery during the first half of 2026, but mounting debt, deteriorating roads, land shortages and funding constraints continue to threaten the local authority’s operations.

Speaking during the city’s half-year performance review meeting held at Mutare Hall on Monday, Town Clerk, Mr Blessing Chafesuka, said council’s revenue collection efficiency rose to 73,8 percent, up from 68,16 percent during the same period last year.

The meeting brought together residents, councillors, council management and employees to assess the city’s performance from January to June, highlighting achievements, challenges and plans aimed at improving service delivery.

Mr Chafesuka said the council collected US\$13,4 million during the first six months of the year, compared to

US\$9,4 million over the same period in 2025, reflecting significant growth in revenue collections.

Despite the improvement, he warned that the local authority continues to face serious challenges, including a growing debtor’s book now standing at US\$35,3 million, inadequate funding for road rehabilitation, loss of revenue through non-revenue water and the unresolved NSSA debt dispute.

He also outlined ongoing capital projects funded through rates, levies and loan facilities, including road and sewer rehabilitation, water infrastructure upgrades, sports facility developments and improvements to educational infrastructure.

Below are excerpts from Mr Chafesuka’s presentation, outlining council’s performance, achievements, challenges and priorities for the remainder of the year.

If you send your soldiers to war without ammunition you have lost the battle. So the first thing that I always want to start with is revenue collection. Our performance for the

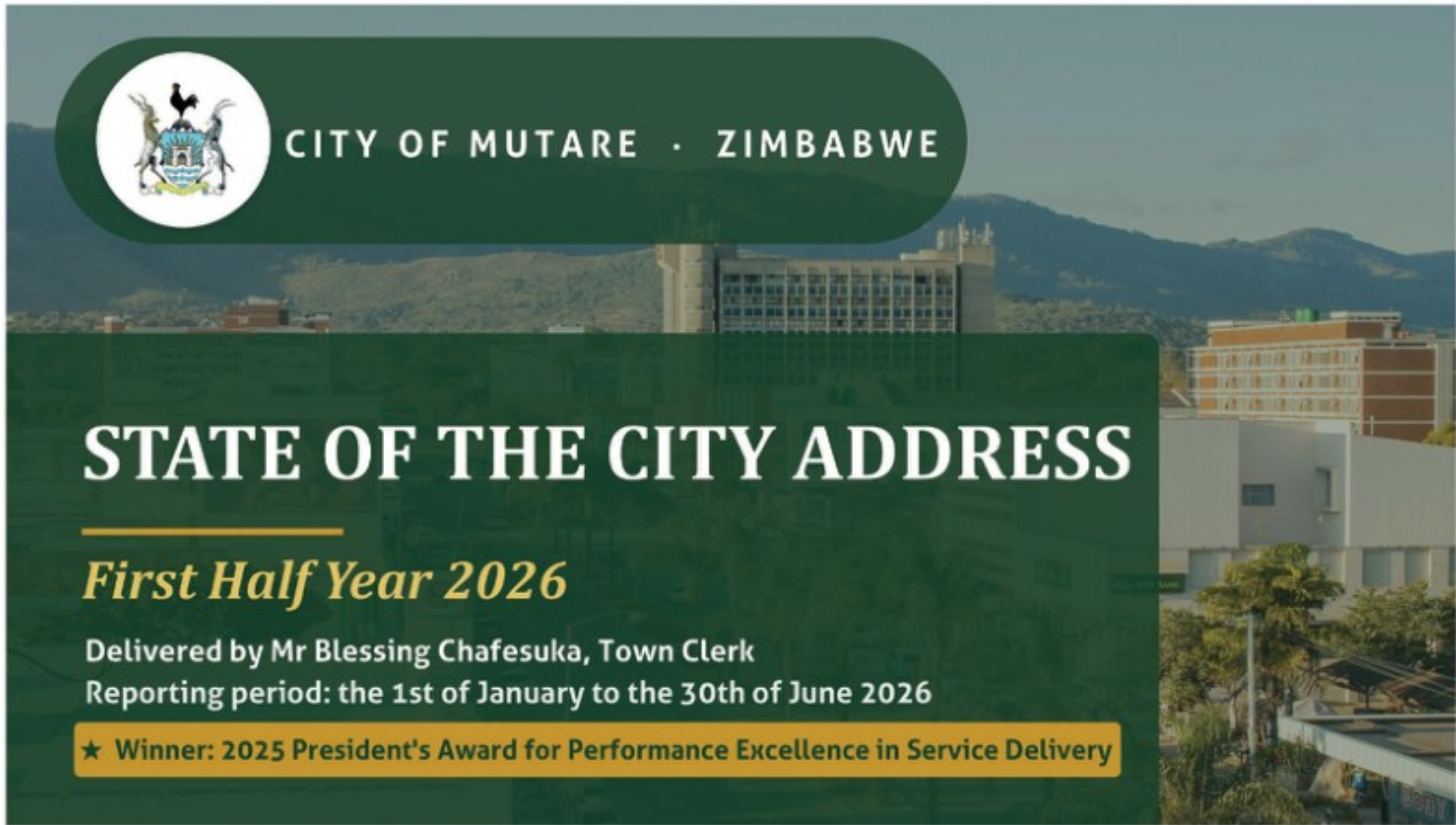
first half of the year, our collection efficiency is now at 73,8 percent. Last year, same period, it was 68,16 percent, so we are very

thankful to our stakeholders for supporting us. We are collecting from several lines, and water is the major source that contributed 20 percent. 19 percent came from assessment rates. Every time we go to defend our budget, we are always questioned why our rates are lower. They are supposed to be the major source of funding for service delivery, but on average we are around 20 percent, and yet it was supposed to be around 40 percent of our budget. For the non-billable lines, they contributed 31 percent, this includes licences, building inspections and other income. This is the general background of what we collected.

We are also funding part of our projects using loans and, in this particular case, there is four percent which came from loan drawdowns and from ZINARA (one percent). In terms of US dollars, we collected US\$13,4 million, and it is a significant improvement from the US\$9,4 million that we reported for the same period last year. This is about 14 percent growth in terms of USD. From our collections,



CITY OF MUTARE · ZIMBABWE



STATE OF THE CITY ADDRESS

First Half Year 2026

Delivered by Mr Blessing Chafesuka, Town Clerk
Reporting period: the 1st of January to the 30th of June 2026

★ Winner: 2025 President's Award for Performance Excellence in Service Delivery

OUR MANDATE

Vision, Mission and Programmes

VISION

A city of excellent municipal service delivery and prime investment destination by 2030.

MISSION

We are committed to the provision of quality service to all stakeholders in a transparent manner at competitive cost.

SIX SERVICE DELIVERY PROGRAMMES

01 Governance & Administration

02 Water, Sanitation & Hygiene

03 Social Services

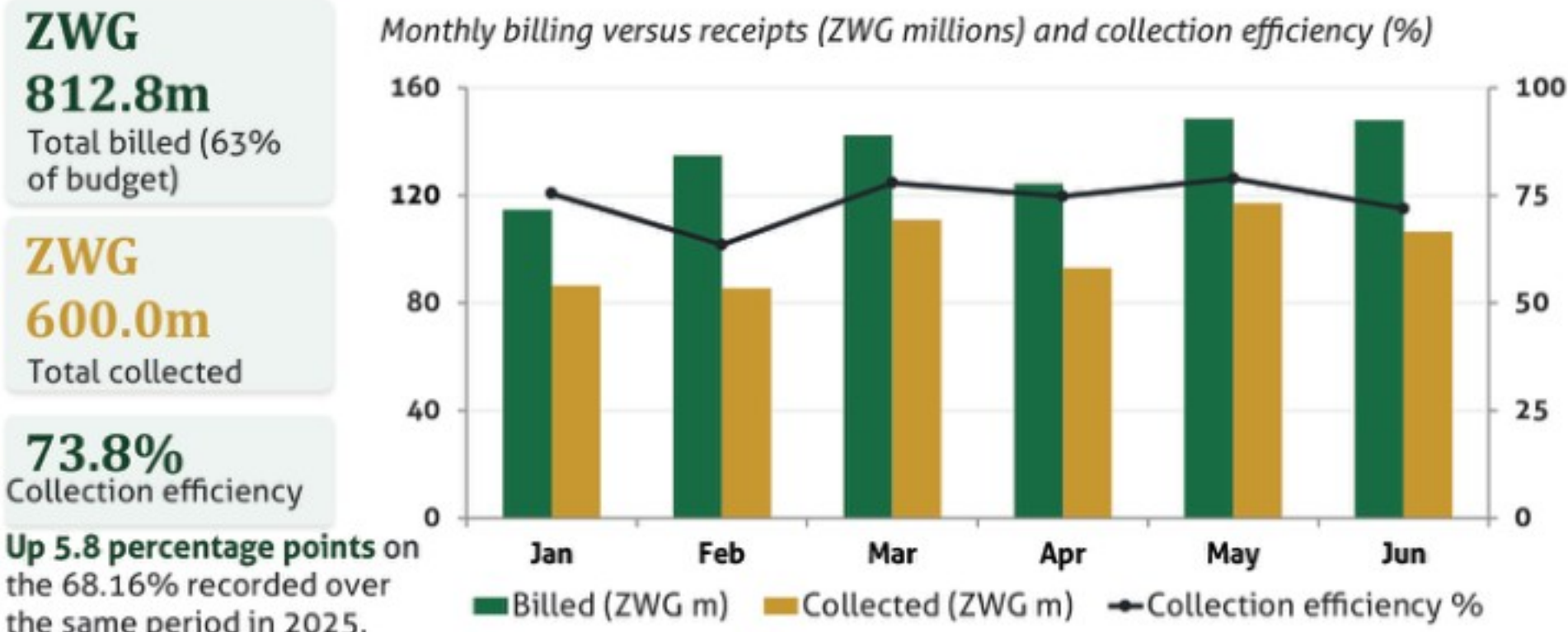
04 Roads

05 Public Safety & Security

06 Natural Resources Conservation

FINANCIAL PERFORMANCE

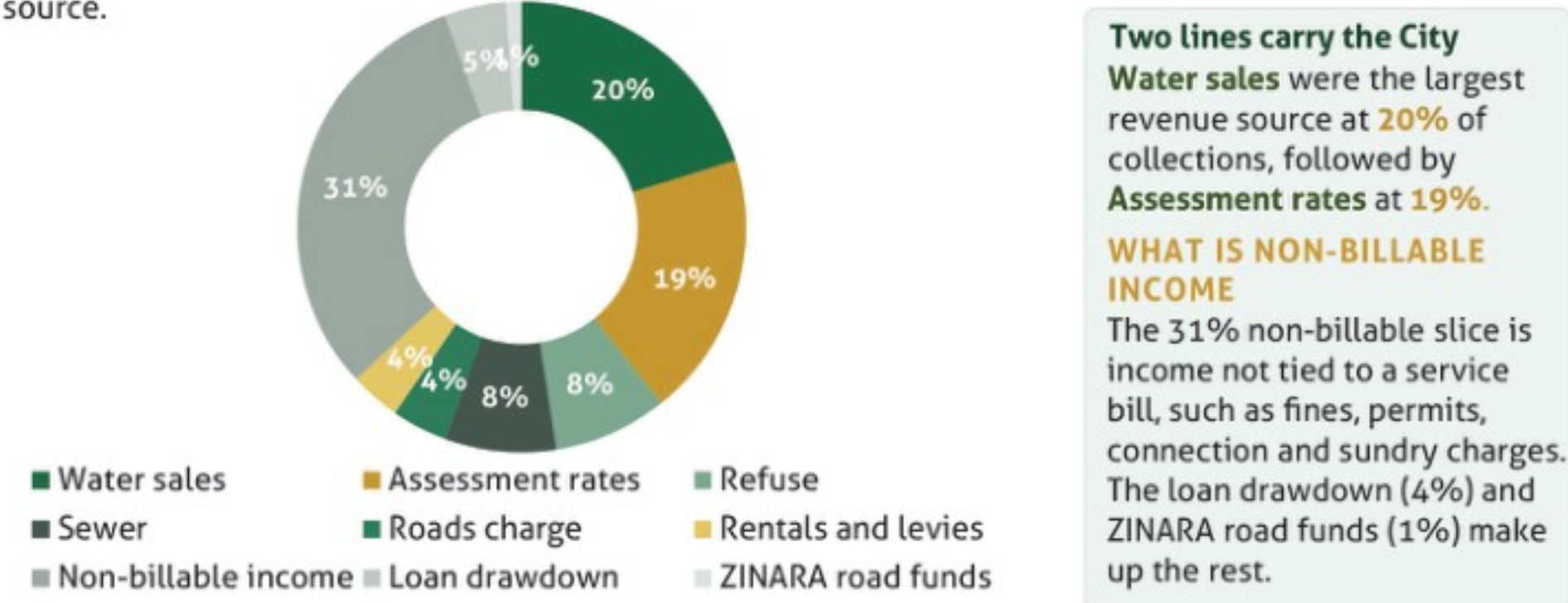
Revenue Collection



FINANCIAL PERFORMANCE

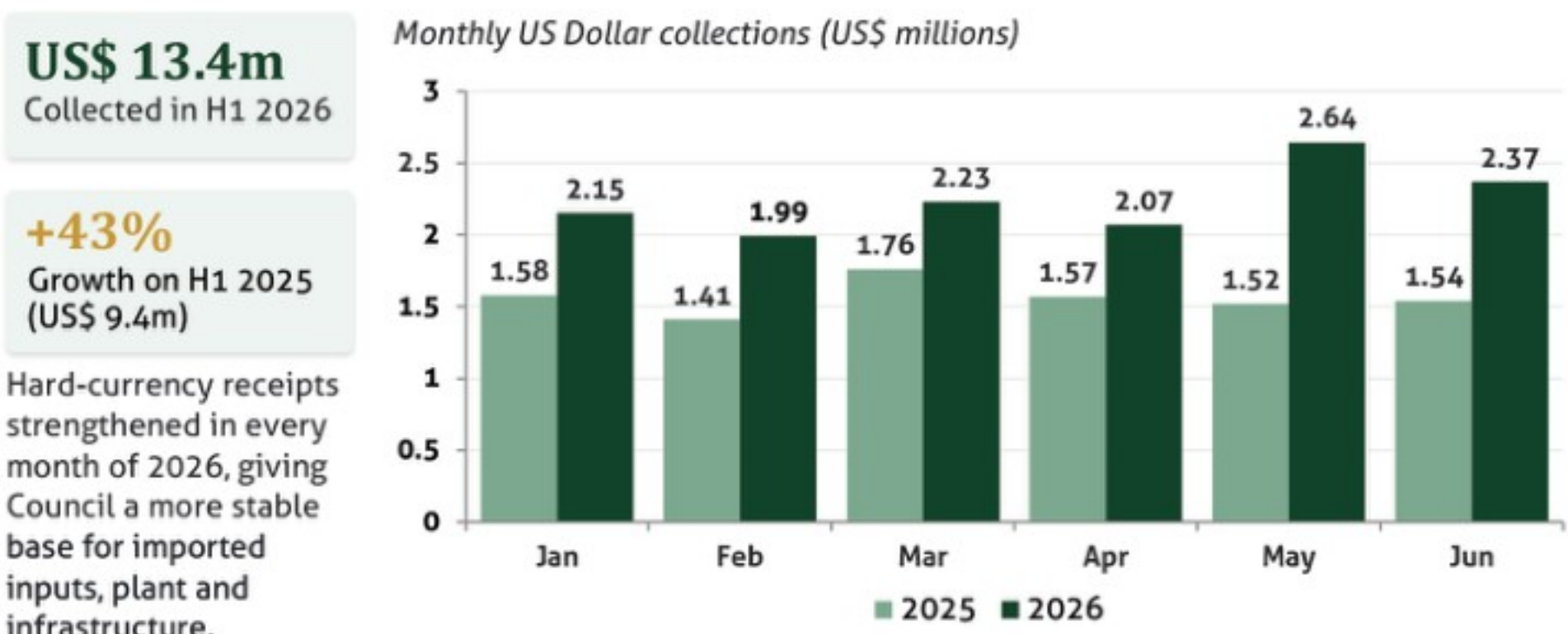
Where Our Revenue Comes From

How the ZWG 600.0m collected in the first half of 2026 breaks down by source.



FINANCIAL PERFORMANCE

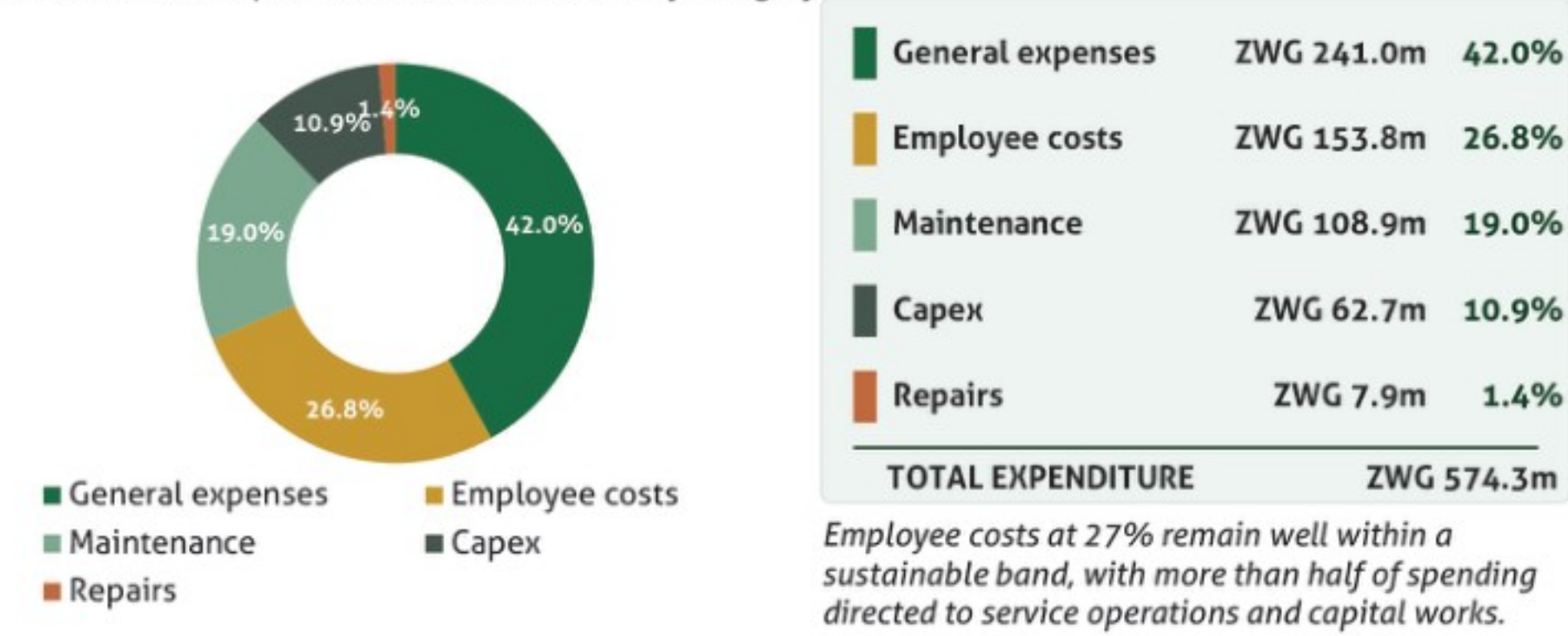
US Dollar Collections: Year on Year Growth



FINANCIAL PERFORMANCE

How the City Spent Its Resources

Total first-half expenditure of ZWG 574.3m, by category.



EARMARKED REVENUE

Earmarked Special Rates

Ring-fenced levies billed and collected in United States Dollars during the first half of 2026.

Special rate	Billed (US\$)	Collected (US\$)	Efficiency
Roads levy	1,993,678	918,601	46.1%
Sports levy	378,293	159,133	42.1%
Education levy	370,608	159,842	43.1%

Half-year totals

US\$ 2.74m billed across the three levies

US\$ 1.24m collected

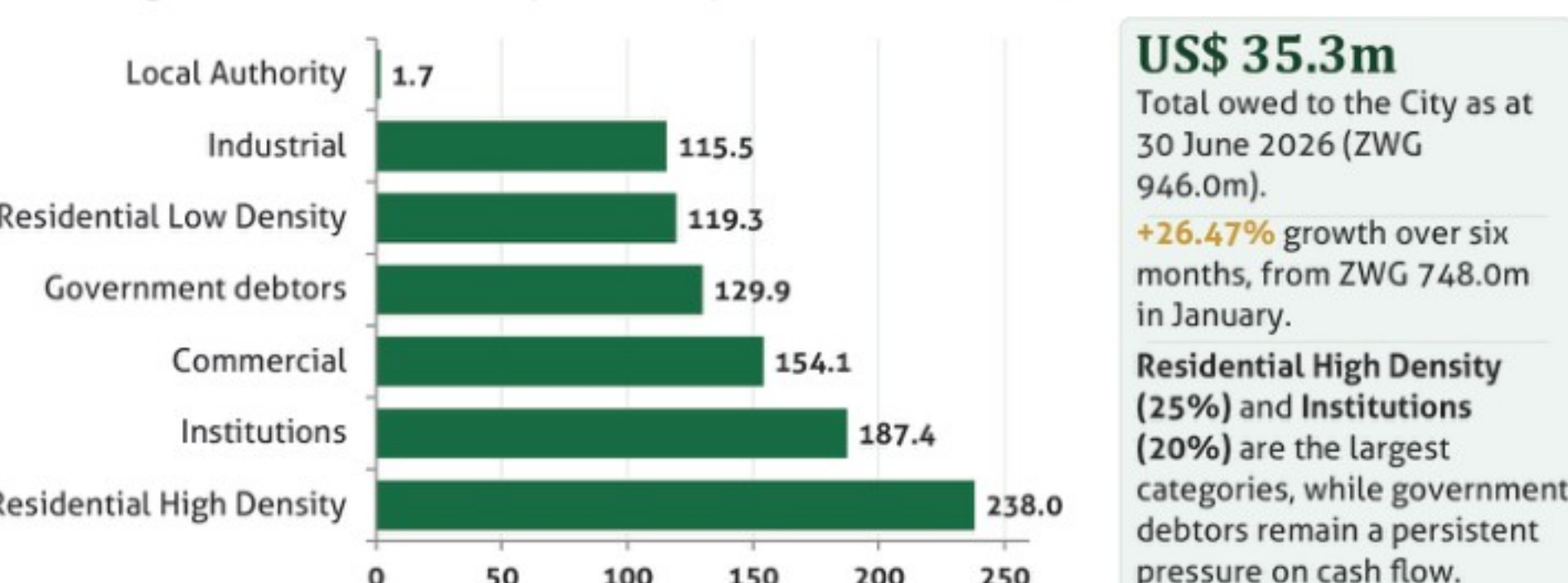
45.1% blended collection efficiency, an area flagged for tighter enforcement in the second half.

The roads, sports and education levies are ring-fenced by statute for their respective sectors.

WHAT IS OWED TO US

Receivables by Customer Category

Outstanding debtors as at 30 June 2026 (ZWG millions). Total book: ZWG 946.0m / US\$ 35.3m.



WHAT IS OWED TO US

Our Ten Largest Debtors

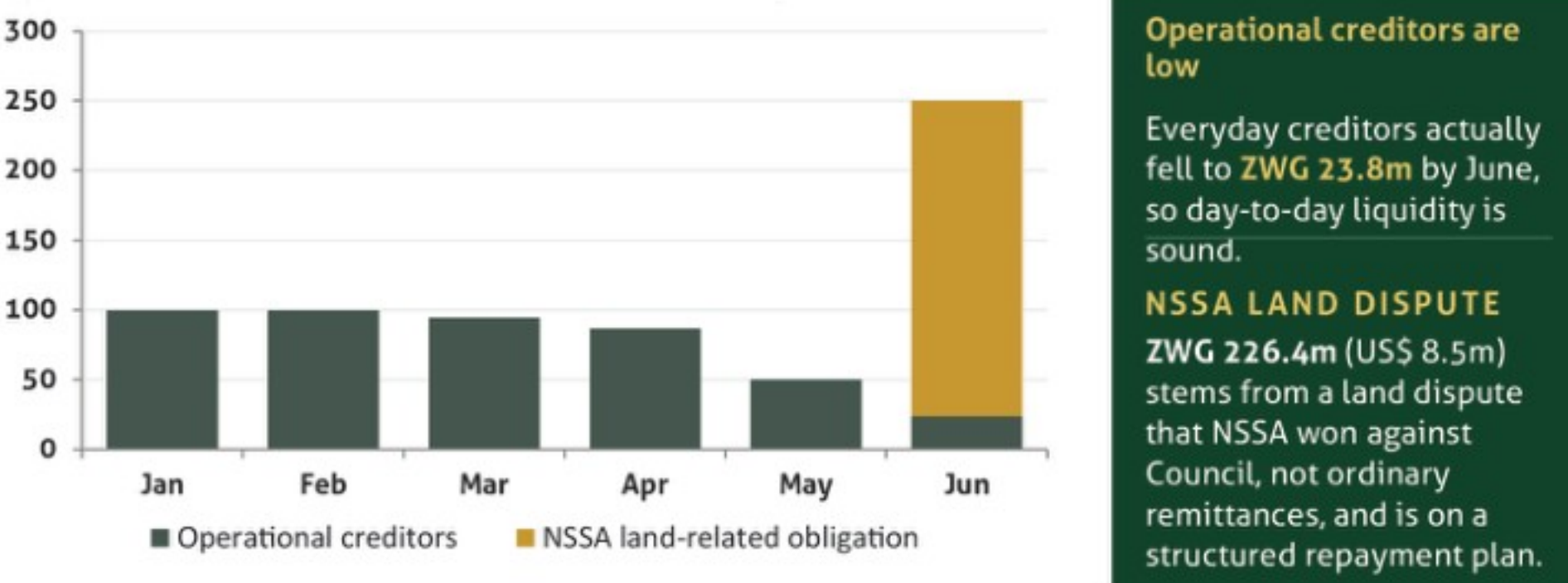
Government departments and public bodies dominate the debtors book, owing ZWG 163.0m (US\$ 6.1m) combined. *Cell shading intensity reflects the size of each balance.*

#	Debtor	Amount (ZWG)	Amount (US\$)
1	Ministry of Defence	75,451,147	2,818,517
2	Mutasa Rural District Council	32,847,869	1,227,049
3	Mutare Police	18,585,720	694,279
4	Mutare Rural Camp	9,957,226	371,957
5	Manicaland Agricultural Society	5,758,387	215,108
6	Destiny of Africa Network	5,183,830	193,645
7	National Railways of Zimbabwe	4,598,057	171,763
8	Mutare Teachers College	3,616,018	135,078
9	Mutare Prison	3,571,590	133,419
10	Nyanga Timbers	3,473,016	129,736
	TOTAL, TOP TEN DEBTORS	163,042,861	6,090,552

WHAT WE OWE

Creditors and the NSSA Position

Monthly creditors balance (ZWG millions), separating everyday operational creditors from the one-off NSSA land-dispute settlement.



PROTECTING THE REVENUE BASE

Recovering What We Are Owed

Six strategies are being applied to lift collection efficiency and reduce the receivables book.

1 Notices and final demands

Circulating 24-hour disconnection notices and final demands in preparation for summons.

2 Legal enforcement

Enforcing legal processes to recover debts from persistently defaulting ratepayers.

3 Targeted disconnections

Blitz disconnections focused on high-consumption groups such as schools, hotels and filling stations.

4 Multi-channel contact

Reaching debtors through several channels, including phone, email and SMS reminders.

5 Flexible payment plans

Offering structured payment plans that accommodate debtors' financial circumstances.

6 Skilled debt collectors

Training debt collectors in negotiation techniques to improve recovery outcomes.

INVESTING IN THE FUTURE

Financing Capital Development

Council is mobilising a blend of loan finance and municipal bonds to fund water, sewer and road infrastructure.

US\$ 2.8m

Loan facility

US\$ 1.5m drawn by 30 June. Directed to non-revenue water reduction, sewer and road rehabilitation, a road construction plant, a refuse compactor, market construction and the Chikanga Sports Complex.

US\$ 10.2m

Proposed municipal bonds

Borrowing powers approved by Council in October 2025. The application has moved to the Ministry of Local Government and Public Works en route to the Ministry of Finance, targeting non-revenue water and road rehabilitation.

US\$ 3.5m

Proposed borrowing powers

Council has mandated management to engage the Ministry of Finance for water and sewer upgrades, dumpsite relocation, clinic fencing, a drug rehabilitation centre and Sakubva urban renewal flats.

MAJOR ACHIEVEMENTS · ROADS

Rebuilding the Road Network

- Substantial road rehabilitation progress: Industrial Road 91%, Railway Street 85%, New Castle Road 83%, Glasgow Road 78% and Bridge Road 73% complete.
- Works on Magamba Road commenced and stand at 5% progress.
- Road grading was carried out across the city, mainly in the second quarter after the rainy season, with works ongoing.

5 Roads
at 73% to 91% completion
across key corridors

Citywide
road grading after the rainy
season, works ongoing



Road rehabilitation works along a key City corridor

City of Mutare | State of the City Address | 1 January to 30 June 2026

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MAJOR ACHIEVEMENTS · WATER, SANITATION AND HYGIENE

Sustaining Water and Sanitation

Water, Sanitation and Hygiene was the strongest-rated service area in the 2025/2026 client satisfaction survey.

- The City sustained an average of 22 hours of continuous water access, with most properties receiving supply around the clock, meeting the performance target.
- The Burnham water tank was rehabilitated, strengthening storage and supply reliability for the areas it serves.
- Basic water supply coverage reached 93%, with water kiosk installation ongoing in Federation and Gimboki.
- Council continued to prefinance the New Polyclinic at Hobhouse, now 90% complete, from its own resources.

22 hours
average continuous water access, meeting the target

93%
basic water supply coverage across the city

90%
completion at the New Polyclinic, Hobhouse

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MAJOR ACHIEVEMENTS · PUBLIC SAFETY AND SECURITY

Safer, Better-Lit Streets

- Two tower lights installed and commissioned at Hobhouse and St Joseph, extending public lighting coverage and improving community safety.
- Traffic lights at the Robert Mugabe and Herbert Chitepo intersections upgraded with AI-powered traffic counters and integrated surveillance.
- Better lighting and smarter intersections improve road safety and security monitoring at two of the City's busiest junctions.

2
tower lights commissioned
at Hobhouse and St Joseph

2
AI-upgraded intersections
with surveillance



New tower light commissioned to extend public lighting

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MAJOR ACHIEVEMENTS · OPERATIONAL CAPACITY

Recapitalising the City Fleet

- One 5-tonne truck and fourteen utility vehicles were delivered into service during the first half of the year.
- The utility vehicles are service vehicles distributed across all Council departments, lifting operational efficiency and the responsiveness of teams in Water, Sewer, Health, Spatial Planning and others.
- Reliable transport shortens response times to service requests and site visits, helping departments meet their delivery targets.

1
5-tonne truck

14
utility vehicles

All
Council
Departments
received vehicles



Fourteen utility vehicles procured by Council

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MAJOR ACHIEVEMENTS · SOCIAL SERVICES

Sports, Recreation and Education

Investments in community life, sport and learning delivered during the first half of the year.

Chikanga Sports Complex

Multi-court one, for netball and basketball, was completed, with two further multi-courts under construction, giving these communities proper courts for organised sport.

Boxing and youth talent

The Pride of Mutare international tournament drew boxers from four countries and led to the launch of the City of Mutare Boxing Academy, a new talent pathway for local youth.

Sakubva Swimming Pool

A new palisade fence was erected using Sports Levy income, securing the facility, improving safety and restoring its usability for residents.

Senior Citizens Programme

A Social Development Programme was launched in Sakubva, gathering elders each week for exercise and social engagement, combating isolation and supporting their health and wellbeing.

Sakubva Stadium

The City received 7,500 bucket seats for the stadium, to be installed later in the year, upgrading spectator comfort and readiness to host larger events.

Education infrastructure

The Chikanga Primary School ICT laboratory was completed and equipped with 50 computers, expanding access to digital learning for pupils across the city.

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MAJOR ACHIEVEMENTS · GOVERNANCE AND ADMINISTRATION

Stronger Governance and Institutions

Foundations laid in the first half of the year to protect public funds, close policy gaps and stabilise leadership.

National recognition: the City won the 2025 President's Award for Performance Excellence in Service Delivery, naming Mutare's Town Clerk the best in Zimbabwe, announced in Harare on the 16th of March 2026.

Budget approved

The 2026 Annual Budget was formally approved by the Ministry of Local Government and Public Works, enabling lawful expenditure from the 1st of January.

Accounts audited

Audited 2025 Financial Statements were submitted in line with the Public Finance Management Act, and the Auditor-General's audit was conducted in June 2026.

9 new policies

Nine Council policies were formulated and three reviewed, closing gaps in safeguarding, public health, youth governance, digital delivery and community safety.

10 training programmes

Ten capacity building programmes were delivered for staff, including Integrated Results-Based Management, report writing and a senior manager induction.

4 Directors recruited

Four substantive Directors were appointed: the Chamber Secretary, Director of Spatial Planning, Director of Health Services and Director of Finance.

18 wetlands protected

Eighteen ecologically sensitive wetland sites gazetted with the Environmental Management Agency remained fully protected, with no disturbance reported.

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ACCOUNTABILITY TO RESIDENTS

Listening to Residents and Staff

Independent surveys conducted with the Manicaland State University of Applied Sciences (MSUAS).

CLIENT SATISFACTION

68.8%
up 6.3 points from a
62.5% baseline

- Water, Sanitation and Hygiene rated the strongest service area.
- Roads was the weakest section at 53.2%, driven by road condition and signage.
- Public lighting flagged for targeted improvement in the second half.

EMPLOYEE SATISFACTION

72.6%
up 6.7 points from a
65.9% baseline

- Improving staff morale and workplace conditions across directorates.
- Supported by capacity building: ten programmes delivered including IRBM.
- Four substantive Directors recruited, stabilising senior leadership.

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AN HONEST ACCOUNT

The Headwinds We Face

Ten challenges carried into the second half, drawn from the mid-year monitoring and evaluation review.

- NSSA land-dispute settlement**
Creditors rose to ZWG 250.1m, driven by ZWG 226.4m from a land dispute NSSA won against Council, on a structured repayment plan.
- Government procurement barriers**
Government institutions are largely not onboarded onto the e-procurement platform, making it difficult to contract their services.
- ZINARA road funding shortfall**
Only 139 of 507 km is trafficable and over US\$ 110m is needed, yet just 34.65% of the annual allocation was received.
- Devolution funds withheld**
No devolution funds for two years, forcing Council to prefinance projects such as the New Polyclinic from its own resources.
- Rising receivables and debtors**
Receivables grew 26.47% to ZWG 946.0m; Government is the largest debtor category, the Ministry of Defence alone owing ZWG 75.5m.
- Fuel and cost pressures**
Fuel spiked in March and April and, though easing, stays well above January, averaging about a 30% rise that also lifts the cost of goods and services.
- Ease-of-business fee reductions**
Gazetted fee reductions cut some revenue lines; city parking, for example, fell from US\$ 1 to US\$ 0.50, alongside lower licence fees.
- High non-revenue water**
Non-revenue water of 63.5% against a 30% target forces the City to overproduce at 470 Lpcd, straining treatment infrastructure.
- Weak areas in the CSAT survey**
Roads (53.2%) and Public Lighting are the weakest-rated areas and the priority focus for the second half of the year.

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EMERGING ISSUES

Emerging Issues

Fast-moving developments in the first half that Council is actively managing.

GIMBOKI SEWER OUTFALL
Emergency Repair Underway

PRAZ-approved Emergency Procurement — 9 July 2026

- A raw sewage spillage from a catastrophic outfall failure, has escalated into major overflows.
- PRAZ granted authority to cancel the standard tender and fast-track a Request for Quotations among eight pre-qualified contractors, with funds already ring-fenced.
- Specialised 900mm steel pipes are being imported for a permanent repair; interim on-the-ground measures are mitigating spillages in the meantime.

HOUSING AND CHURCH STANDS
Land Applications Outpacing Supply

Council has run out of readily available serviced land

- Council continues to receive overwhelming numbers of applications for residential stands and church sites, far outstripping the stock of available land.
- With no further land currently earmarked for development, Council is identifying additional pieces of land not yet designated for development that churches can lease.
- These leases will be offered on a temporary basis only, pending formal earmarking of the land for permanent development.

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A CALL TO OUR PARTNERS

What We Ask of Government and Partners

1 Predictable fund disbursement

Binding inter-governmental agreements with clear timelines and milestone-based releases for committed infrastructure funds.

2 Enhanced ZINARA disbursements

Increased and prompt road funding, paid in a mix of United States Dollars and Zimbabwe Gold to preserve value.

3 Procurement Act review

Streamlined onboarding of government institutions onto the e-procurement platform to secure value for money.

4 Policy dialogue platform

A formal, consistent platform for dialogue between Government and local authorities on monetary and economic policy.

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LOOKING AHEAD

Priorities for the Second Half of 2026

Where Council will concentrate effort over the remaining six months.

Revenue and liquidity

- Lift collection efficiency beyond 74% through enforcement and payment plans.
- Agree a structured NSSA repayment plan and recover government debtors.
- Advance the US\$ 10.2m bond and US\$ 3.5m borrowing powers applications.

Service delivery

- Complete the projects targeted for the year across all six programmes, including the Beira corridor road works set for the third quarter.
- Reduce non-revenue water from 63.5% toward the 30% target through pressure management.
- Install the remaining Sakubva Stadium seats, finish the Chikanga multi-courts and complete the New Polyclinic.

Residents and staff

- Act on the client satisfaction findings, prioritising roads and public lighting.
- Roll out the Senior Citizens programme to more suburbs and sustain staff morale through capacity building.
- Complete the Sakubva Local Development Plan and Service Delivery Transformation Plan, and commission the plant in the delivery pipeline.

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