

RESILIENCE FRAMEWORK FOR ACTION

MUNICIPALITY OF GWANDA



FOREWORD{MANAGEMENT}

ACKNOWLEDGEMENTS

The Municipality of Gwanda recognizes and appreciates the UN-HABITAT, United Nations Development Programme (UNDP) and the Ministry of Local Government and Public Works for selecting our local authority to participate in the Urban Resilience Pilot Programme. The Local authority would also like to recognise the pivotal role played by the Gwanda residents and stakeholders who participated in all the phases of the CityRap Tool in order to produce the Resilience Framework for Action (RFA).

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Great appreciation also go to His Worship, the Mayor of Gwanda, Councilor Njabulo Siziba, the Councilors, the Town Clerk Priscilla Nkala, the heads of Department, and all the staff members who directly and indirectly contributed to the RFA production. The Municipality of Gwanda would also like to acknowledge and thank the dedication exhibited by the focal points namely, Qondiso Dube, Mejury S. Mlilo, Nelson Ndlovu, Vusumuzi Ndlovu, Gladys Siduli, Ndabezinhle Twala, Nyashadzashe Mtombeni, Timoth Mtuwani, Nomakhosi Hobane and Simelinkosi Nkala.

CHAPTER ONE

1.0 INTRODUCTION

The CityRAP Tool is a Disaster Risk Management, Sustainability and Urban Resilience (DiMSUR) flagship product developed by UN-HABITAT. It is a tool used for training city managers and municipal technicians in small to intermediate sized cities in sub-Saharan Africa. CityRAP Tool enables communities to understand and plan actions aimed at reducing risk and building resilience. It provides national and local governments with adequate tools for assessing and improving the resilience of cities to multi-hazard impacts, climate change and vulnerability of affected communities. The tool also considers manmade and natural disasters that towns may be exposed to and empower towns in building resilience and sustainability in times of disasters. It assists the small to intermediate towns in strategically planning for the future in terms of budgets, strategic plans, institutional structures and actions. In a nutshell, the RFA tool aims at the betterment of urban planning capacities, institutional development and risk management.

The Resilience Framework for Action (RFA) document is a product of multi-stakeholder participation during the City Resilience Action Planning process (CityRAP). The CityRAP process was conducted to gather information on the state of vulnerability in the Municipality of Gwanda so as to come up with strategies and interventions targeted at reducing the vulnerability of the people in its communities. The process was participatory and inclusive. A total of forty (40) participants drawn from a variety of stakeholders within the jurisdiction of the Municipality took part. This was a fulfilment of the Municipality's mission statement which reads "the Municipality of Gwanda strives to offer affordable and effective customer focused services whilst creating a conducive environment for investment and stakeholder participation." Subsequently, a retreat was conducted from the 30th May to the 3rd of June 2022 for the purposes of a write up of the RFA document.

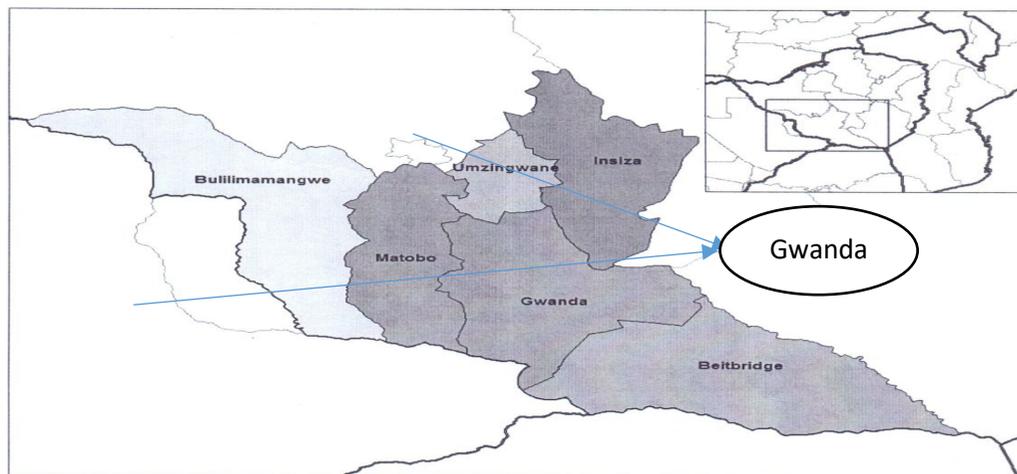
1.2BACKGROUND

Gwanda was founded in the 1900s as a settlement of European gold miners and prospectors. The settlement transformed from Gwanda Management Board to Gwanda Rural and Roads council between the late 70s and the early 80s. On the 12th of April 1991 saw the settlement earned a Town Council status. Gwanda Town Council experienced growth calling for a bigger management system hence the formation of the Municipality of Gwanda on the 22nd of January in 1999. Gwanda comprises 10 (ten) wards, each one of these has an elected Councilor. The council, headed by His Worship, the Mayor oversees the policy formulation and implementation. The management of the Municipality of Gwanda plays the executive function.



1.3 REGIONAL BACKGROUND AND VULNERABILITY

Fig1.2 location of Gwanda in the map of Zimbabwe

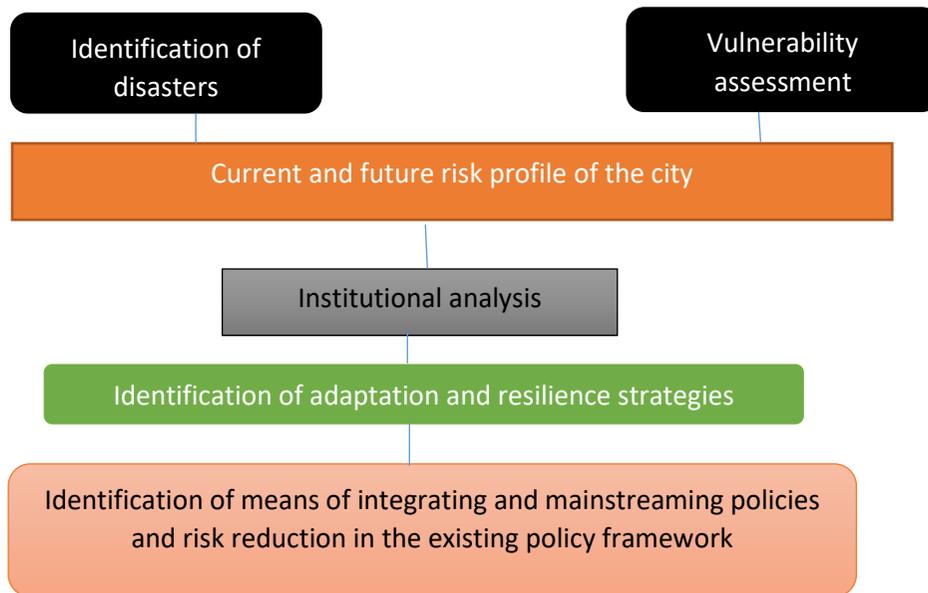


Gwanda town lies in Gwanda district of Matabeleland South province. It is the provincial capital. It is located on the Bulawayo-Beitbridge route. The Municipality of Gwanda has a projected population of 28 225 at 3% cumulative growth rate (2012 national population census). It is strategically positioned 126kms south-east of Bulawayo and 196kms from the Beitbridge-Musina border post, one of the busiest borders in Africa.

Gwanda falls within agro-ecological region 4 characterized by erratic rainfall and high temperatures. Despite the low and erratic rainfall patterns, Gwanda district recorded flash floods in 2000/2001 during cyclone Eline (GoZ, 2007). According to Southern Africa IRIN SA (2001) report, the cyclone induced floods culminated in the throw back of the rivers within the district. The resultant damage saw people dying, several houses collapsing, fields and major roads washed away (OCHA, 2006). The nation-wide cholera epidemic in 2008-09, recorded over 100,000 cholera cases and 4,300 related associated deaths by July 2009. The cause and effect of cholera was attributed to the degraded state of water and sanitation system in Zimbabwe. The Gwanda was highly affected due to its proximity to Beitbridge. The latter was considered to the national epicenter of the epicenter of the epidemic. Being the provincial capital, Gwanda bore the brunt of handling imported and referred cases from Beitbridge to the provincial referral hospital.

Gwanda is also exposed to high crime rates due to poor public lighting and poor visibility of law enforcements agents patrolling the streets. It also experiences electricity outages and some areas are not electrified. Immediately surrounding Gwanda are informal mining activities that have attracted youths. However, not all the youths are lucky with these mining activities hence they turn to crime for a living. Intra youth mining conflicts often spills over to the unsuspecting residents of Gwanda.

Fig1.1 Diagram showing the process of risk reduction and urban resilience adapted from Urban Resilience planning and mainstreaming approach pdf.



1.4 DISASTER RISK REDUCTION EFFORTS IN ZIMBABWE

GOVERNANCE - POLITICAL COMMITMENT AND INSTITUTIONAL ASPECTS

In Zimbabwe, the existence of the legal enabling statute, which creates the conducive environment derives from the political will. The institutional framework, appropriate policy development and legislative codes all flow from this commitment. The National Policy for Civil Protection stipulates that every citizen of this country should assist where possible to avert or limit the effects of disaster. As provided by the Zimbabwe Civil Protection Act of 1989, central government initiates hazard reduction measures through relevant sector Ministries with the local administration taking the responsibility for implementing its effectiveness.

The Department of Civil Protection is a national organ, which is housed under the Ministry of Local Government and Public Works. The Department was established to carry out the overall co-ordination of all relevant disaster management stakeholders. The current system uses the existing government, private, and NGO organizations whose regular activities contain elements of disaster risk prevention and community development.

The major priority components of the current Act that enables its implementation include the organizational structure of civil protection in Zimbabwe from the Local Authority level to the National level, formation of the National, Provincial and District Civil Protection Committees and their subsequent sub committees, the component of planning for emergencies / disasters, the establishment of a Civil Protection Disaster Fund and procedures of declaring a State of Disaster. The country has engaged in a process to review its legislation since 1995 in an effort to strengthen disaster risk reduction. All relevant stakeholders were consulted during the review process and the process has culminated in a Bill for consideration by parliament in 2004. This bill is still pending.

The Municipality of Gwanda does not have any legal framework in relation to disaster risk reduction efforts yet. However, the local authority is part of the Gwanda District Civil Protection Unit which is chaired by the District Development Coordinator. Due to its administrative and provincial affairs functions, the Municipality of Gwanda plays a pivotal role of covering all emergency and disaster interventions within its jurisdiction. Of particular note is the fact that such interventions are extended beyond its jurisdiction thereby straining the meagre resources.

CHAPTER 2-PROFILE OF WARDS 4, 5 AND 8 (PRIORITY WARDS)

The identified most vulnerable wards are wards 4, 5 and 8. Ward 4 suburbs are Sablevale, Jahunda, Geneva and the provincial Zimbabwe Republic Police residences. Ward 5 has Spitzkop North whilst Ward 8 has Phakama and Hlalani Kuhle /Garikai suburbs. These wards do not have street lighting and crime levels are high.



Fig 1. Gwanda Master Plan

Ward 4 has 756 residential households, houses the district and provincial Zimbabwe Republic Police offices and residences. The ward has the oldest suburb Jahunda which has high poverty levels. Old Jahunda houses were originally built as single quarters. However the suburb is now characterized by large families sharing single rooms, communal tap and toilets. This has largely created health related disasters. Open defecation and the bucket system are at alarming levels. However, the development of the 61 single rooms into 3 roomed houses has been mooted. Burst sewer pipes are a perennial challenge being faced in ward 4 due to worn out, dilapidated and

old infrastructure. The pressure mounting on the infrastructure has significantly increased owing to an increase in population levels. Manzamnyama stream flows between ward 4 and ward 8.



Fig 2. A bridge connecting Ward 4 and Ward 8 in Gwanda

The stream is a tributary of Mtshabezi River, the main source of water for Gwanda town. To note is that downstream from where Gwanda extracts its water Manzamyama stream deposits its effluent. This scenario puts residents getting water downstream at a risk of getting contaminated water.

Ward 8 Hlalani Kuhle area comprises of 503 high-density residential stands, 147 medium density residential stands, 15 shop stands, and 6 institutional stands as well 6 open spaces all totalling 677. The area is unserved, has inaccessible improvised roads and high population considering low rental charges of rooms for renting. The challenges affecting Hlalani Kuhle suburb are lack of access to clean water, poor road network as well as poor access to sanitation & power utility services.



Fig .3 Ward 8 Hlalani Kuhle Map

Informal miners commonly known as “Amakorokoza” mostly dwell in Hlalani Kuhle and undertake panning in Manzamnyama stream. Some of them deliberately vandalise sewer pipes and divert sewer water for panning purposes.

Solid waste disposal in Gwanda is done at a dump site located in ward 8. The dump site is located between Hlalani Kuhle and Joshua Mqabuko Polytechnic College. The dumpsite is not only an eyesore which affects the aesthetic view of the town, but a ticking health time bomb. Waste scavenging is rampant at the dump site as there is no perimeter fence provided. The residents staying at a stone’s throw from the dump site are exposed to hazardous fumes, foul smells, infestation by house flies and pests and natural fire smoke. However the Municipality of Gwanda has a compliant single cell landfill that when operationalized can sustain solid waste activities for fifteen [15] years. This cell however has not been put to use due to lack of equipment, hence the delayed operationalization of the landfill means a delay in decommissioning of the dumpsite.



Fig. 4 Gwanda Dumpsite located in Ward 8*

Ward 5 Spitzkop North is partially serviced and has erratic water supply. The area is highly characterized by the floating population in need of cheap accommodation. Informal miners, tertiary institution students and the unemployed are the main residents of the ward. The suburb was the most ravaged by the Cyclone Eline induced flash floods. The vulnerability of ward 5 is rooted in its geographic location as most of it lies in the flood plain. Gold panning activities extend to the environs of the residential houses. Vandalism of water pipes for gold panning activities and sand induced pipe bursts are common. Such a tendency by informal miners has resulted in numerous pipe blockages experienced in ward.

Residents in the ward are at a risk of water borne diseases such as cholera, diarrhoea, typhoid, and dysentery. The area does not have a health facility, public lighting and crime rate is very high. The expansion of the town is mainly happening at Spitzkop and the need for drainage facilities is high. Current drainage provision is not sufficient and many houses are affected when there is heavy rainfall.



Fig. 5 Ward 5 flash floods prone houses

The following problems came out during a community mapping exercise that was done in all the 3 high density wards:

- ❖ Power cuts and Load shedding adversely affects water provision in all wards
- ❖ Waste disposal at dump site unaesthetic and hazardous to lives and environment
- ❖ Obsolete sewer and water reticulation infrastructure
- ❖ Poor Drainage system in ward 5
- ❖ Open defecation rife in Ward 4, 5 and 8
- ❖ Unserviced Hlalani Kuhle (Ward 8) and Ward 5 “Masekelantaba zone”.
- ❖ Need for a footbridge connecting Phakama, Geneva and Hlalani Kuhle suburbs.
- ❖ Flash-floods affecting houses in Wards 4, 5 and 8
- ❖ Indiscriminate waste disposal at all wards
- ❖ High poverty levels in Ward 4 and Ward 8 Hlalani Kuhle

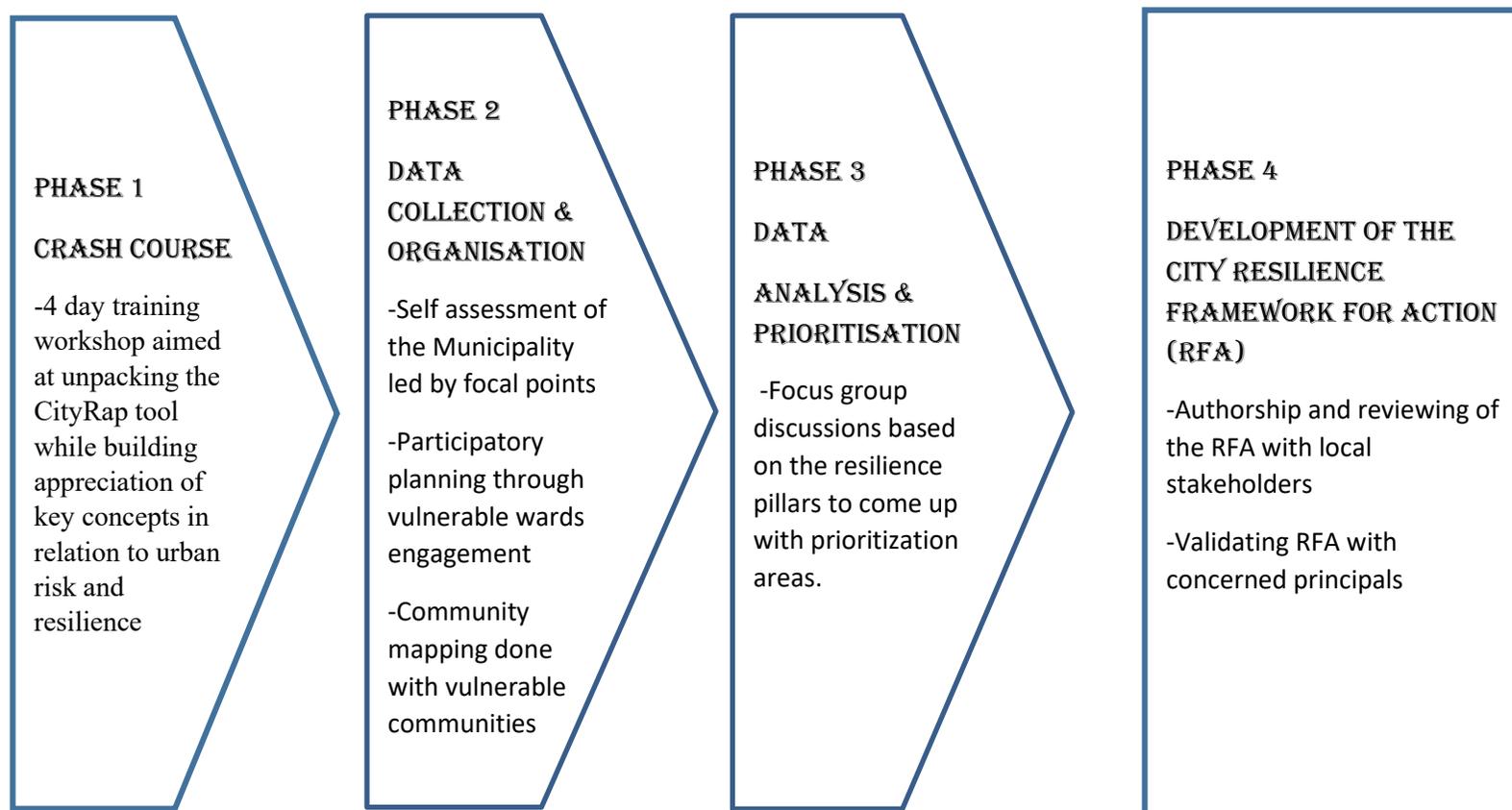
- ❖ Informal sector vending activities are rife
- ❖ Manzamnyama sewer flows downstream Mtshabezi River
- ❖ Some Hlalani Kuhle residents consume water from unprotected wells
- ❖ Residents knowledge on climate change and disaster risk reduction coping strategies very limited
- ❖ Limited knowledge on disaster risk prediction systems and early warning systems and strategies
- ❖ Wards 4,5 and 8 do not have street lighting hence crime rate (mugging) is very high
- ❖ There is need for ward-based clinics (Wards 5 & 8) for easy convenience by communities
- ❖ Ward based policing mechanisms not in place

CHAPTER 3

3.0 MUNICIPALITY OF GWANDA'S CITYRAP TOOL IMPLEMENTATION PROCESS

The implementation of the CityRap process for the Municipality of Gwanda was conducted in four phases. These phases were spanning from October 2021 to May 2022. Representatives from UNPD, UN-Habitat, Ministry of Local Government and Public Works, Mutare City Council and Chipinge Town Council facilitated and coordinated the CityRAP implementation process. For the process to be broad focused, forty six stakeholders were incorporated. The stakeholders comprised the public institutions, residents and community representatives, traditional leadership, religious institutions, civil society organizations and the media.

Table 1. The CityRap implementation process



PHASE 1

Crash course (11th – 15th October 2021) whose main aim was to familiarize and capacitate the Municipality of Gwanda (MOG) and its stakeholders on the CityRap tool processes and requirements.

The crash course, objective was to unpack the CityRap tool and its relation to building resilience in the urban set up. It was facilitated by UN-Habitat, City of Mutare and Chipinge Town Council officials. Seven (7) focal points were selected from the Municipality to lead the Municipality's CityRap process. The first four days had the Municipality of Gwanda focal points and both its internal and external stakeholders attending. The internal stakeholders included ten ward Councillors, Junior Councillors, council management and employees. From the external stakeholders, the office of the Permanent Secretary for Provincial Affairs and Devolution, office of the District Development Coordinator (DDC), the Zimbabwe Republic Police (ZRP), Government Heads of Department, traditional leadership, persons with disabilities (PWDs) representatives, community members and Parastatals. Stakeholder engagement proved to be key for the collective ownership of the CityRap process. The last day of the program was for the training of Focal Points on the task at hand. Furthermore, the training of the Municipal Focal Points was to equip them on the next phase, which was data collection and organization.



Stakeholders during crashcourse

Phase 2

Data collection and organization (01st to 26th November 2021) whose objective was to collect data.

The self-assessment exercise was conducted by the Municipal focal points through the interview of the Municipality's six (6) departments through a questionnaire. The interviews were done with employees from different levels within the organization, namely, senior management, middle management and shop floor employees. The major thematic pillars were ***urban governance, urban planning and environment, resilient infrastructure and basic services, urban economic society and urban disaster risk management***. The aim was to establish the state of resilience of the town through the lens of the MOG staff and to give them an appreciation of the CityRap process.

Furthermore, a participatory risk mapping exercise was conducted in the MOG's vulnerable wards with the community being led by the MOG Focal Points. The wards selected as most vulnerable were 4, 5 and 8.

For ward 4, the issues raised were infrastructure development i.e poor roads, poor drainage system, water and sanitation issues (perennial burst of both water and sewer pipes due to obsolescence), absence of ablution facilities for Jahunda one roomed houses and Jahunda rear shops, no public lighting, and overpopulation.

Insert map

For Ward 5, the community mapping exercise cited the following as risks; flood prone areas(North-West of Njanji business center), high crime rate owing to absence of public lighting, poor drainage system, unserviced land i.e Masekelantaba at Spitzkop North and Spitzkop Medium.

INSERT PIC AND MAP

Within ward 8 is Hlalani Kuhle which is partially serviced. This brought about issues of poor road network, lack of public lighting and lack of sewer reticulation system among others. Furthermore, the current dumpsite for the disposal of solid waste is located within the ward. Of note as well is the high crime rate owing to the lack of public lighting. Also, Manzamnyama river has no foot bridge to connect the community to other wards for access to basic services such as health and education.

INSERT PIC AND MAP

Following the consultations with communities, the focal points then summarized the data in matrices. The matrices would then summarize the process of identifying priority areas.

PHASE 3

DATA ANALYSIS AND PRIORITISATION

Data analysis and prioritization workshop encompassed the discussion and analysis of results. This then led to the identification of priority areas (11th to 14th April 2022).

As a follow up to the second phase, the prioritization of most vulnerable areas was done. This process was done in line with the five resilient pillars. The focal points presented the outcomes from the self-assessment matrices to the stakeholders and they were analysed. This analysis brought about identification of areas which were of top priority. Initially the process towards prioritization produced the following issues;

1. Unserviced HlalaninKuhle residential area
2. Lack of public lighting
3. High crime rates
4. Decommissioning of current dumpsite and commission of landfill
5. Inefficient refuse collection
6. Inadequate educational facilities
7. Inadequate health services
8. Lack of investments
9. Inadequate police stations and out-posts
- 10.No zoning for economic activities
- 11.Manzamyama pollution
- 12.Erratic water supply
- 13.Erratic billing system
- 14.Capacity building
- 15.Inefficient citizen participation and engagement
- 16.Outdated valuation roll
- 17.Outdated master plan

18. Absence of Hlalani Kuhle foot bridge
19. Perennial burst of old sewer and water pipes
20. Water and sanitation issues in ward four (Jahunda one roomed houses sharing communal toilet)
21. Dual ownership of water
22. MOG financial constraints
23. Inadequate recreation facilities
24. Poor drainage system
25. Poor coordination in case of disaster
26. Fire tender
27. Solar plant for energy
28. Poor access to national radio and television stations.



Focus group presentations during data analysis and prioritisation

After deliberations with the thirty (30) stakeholders, these were reduced to nine (9) priority issues, viz;

1. Financial Management
2. Capacity Building
3. Citizen Participation
4. Interventions
5. Urban Plans
6. Early Warning Systems
7. Institutional set up
8. Infrastructure and basic services
9. Local Economic Development

Phase 4

Preparation, review and validation of the Resilience Framework for Action (RFA) (9TH – 13TH May 2022).

The Focal Points researched and compiled information to come up with the final priority actions. The RFA tool was used to interrogate each priority issue against its components. The components used to interrogate the nine (9) priority issues were policy and legislation, urban plans, institutional set-up, finance and interventions. These were scored ranging from one (1) to three (3), with the least being one (1) which denotes an issue of high priority as shown in Fig. below.

RFA COMPONENTS PRIORITY ISSUES	POLICIES AND LEGISLATION	URBAN PLANS	INSTITUTIONAL SET-UP	FINANCE	EXISTING INTERVENTIONS
RESILIENT INFRASTRUCTURE & BASIC SERVICES	2	3	2	1	3
ENVIRONMENT & NATURAL RESOURCES	3	2	2	1	2
PUBLIC SAFETY & SECURITY	1	2	2	1	1
EARLY WARNING SYSTEMS & DISASTER MANAGEMENT	3	3	2	1	1
LOCAL ECONOMIC DEVELOPMENT	2	2	2	1	1
CAPACITY BUILDING & ENHANCEMENT	2	2	2	1	3

Fig...

Baseline assessment matrix

Basing on the above matrix, the MOG together with the stakeholders completed the Priority Action matrix below to come up with final priority actions.

RFA COMPONENTS	POLICIES AND LEGISLATION	URBAN PLANS	INSTITUTIONAL SET-UP	FINANCE	EXISTING INTERVENTIONS
		PRIORITY ISSUES			
CAPACITY BUILDING & ENHANCEMENT	2	1	1	1	1
LOCAL ECONOMIC DEVELOPMENT	2	1	3	1	2
EARLY WARNING SYSTEMS & DISASTER MANAGEMENT	2	3	1	1	1
INFRASTRUCTURE AND BASIC SERVICES	2	2	3	1	1
CITIZEN ENGAGEMENT AND PARTICIPATION	2	1	1	1	2

Priority Action Matrix

Basing on the above matrix, the final Priority Actions came out as;

1. Finance
2. Capacity Building
3. Citizen Engagement and Participation
4. Basic Services and Infrastructure
5. Early Warning Systems

To note is the fact that Local Economic Development had indicated more priority that Infrastructure and Basic Services, however at the meeting, stakeholders unanimously agreed that they had erred. Finally they agreed to replace Local Economic Development with Infrastrustcture and Basic Services as one of the five (5) priority actions.

CHAPTER 4

4.0 INTRODUCTION

This Chapter breaks down the priority issues into outputs, outcomes, indicators and targets. The reference to the outputs, outcomes, indicators and targets is a deliberate attempt to align the RFA with the Integrated Result Based Management (IRBM) documents the Municipality of Gwanda is mandated to adhere to, viz; the strategic plan 2021-2025, the Annual plan 2022, the Town Clerk's Contract 2022 and the Mayor's Contract 2022. In the IRBM discourse the RFA's priority areas can be equated to the programmes. The RFA features 5 priority areas (Finance, Capacity Building, Citizen Engagement and Participation, Basic Services and Infrastructure and Early Warning Systems). Incidentally, the Municipality of Gwanda's performance is measured through 5 programmes and it is interesting to note that the 5 RFA Priority areas are imbedded in these programmes.

Below are tables (1&2) showing the Municipality of Gwanda's programmes and the RFA's priority areas and the expected outcomes for each programme and priority area. The foregoing outputs and targets shall be reflected in the matrix further below.

Table 1: Council IRBM Programmes and Out Comes

Prog. Code	MOG Programmes	MOG Programmes outcomes
1.	Governance and Administration	1. Improved corporate governance and administration
2.	Water, Sanitation and Hygiene	2. Improved water, sanitation and hygiene
3.	Social Services	3. Improved access to social services
4.	Roads	4. Improved road network
5.	Public Safety and Security Services	5. Enhanced public safety and security

Output 1.1 Interactive website established	Operational and interactive website	Number	1				02,03	Town Clerk's Office (ICT Section).
Output 1.2 Revenue collection system digitalised	-prepaid water meters installed	Number	1000				02,03	Town Clerk's Office (ICT Section).
	- conventional water meter reading digitalised	Number	6 scanners				02	
	vendors and Parking bays database created	Number	2 databases				02,04	Finance Department.
	-active rental houses data base created	Number	1 database				02	Housing Department
	- pay points upgraded	Number	2				02, 04	Town Clerk's Office (ICT Section).
		Number	8000				03, 04	

	-bills and statements sent through Bulk sms							Finance Department.
OUTCOME 1: Improved Council Finances.								
ACTION 2: Establishing income generating projects.								
Output 1.3 Solar project established	-revenue collected from the solar project	Number	1 plant				02, 04	Engineering Department
Output 1.4 Council rental houses constructed	-revenue collected from rental houses	Number	50				04	Engineering Department
OUTCOME 1: Improved Council Finances.								
ACTION 3: Intensifying investment promotion.								
Output 1.5 Value addition centres established	-gold products processing plant	Number	1				03	Town Clerk Department (EDO)
	-Agroforestry products processing plant	Number	1					

<p>Output 2.1 E-Governance enhanced</p>	<p>-Progression from PROMUN to LADS attained</p> <p>- access to computers, laptops and other ICT technologies in offices expanded</p> <p>-staff and Councillors trained in ICT skills</p> <p>GIS system *installed and operational</p>	<p>Number</p> <p>Number</p> <p>Number</p>	<p>1</p> <p>200</p> <p>1*</p>				<p>01,04</p>	<p>Town Clerk's Office (ICT Section).</p> <p>Engineering</p>
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OUTCOME 2: Enhanced Council Capacity

ACTION 2: relocating from the waste dumpsite to the scientific landfill

<p>Output 2.2 Landfill commissioned</p>	<p>- compactor truck procured</p> <p>- roller procured</p> <p>- TLB procured</p>	<p>Number</p>	<p>1</p>				<p>01,</p>	<p>Town Clerk's Office (Procurement Section).</p>
<p>Output 2.3 Landfill construction completed</p>	<p>- outstanding landfill cells constructed</p> <p>- weighbridge procured and installed</p> <p>-bulldozer procured</p>	<p>Number</p>	<p>3</p>				<p>01,04</p>	<p>Engineering Department</p> <p>Town Clerk's Office (Procurement Section).</p>

	- guardroom constructed	Number	1				01,04	Engineering Department
	- Underground pollution monitoring borehole drilled	Number	1					
OUTCOME 2: Enhanced Council Capacity								
ACTION 3: Increasing access to Basic Services (Health, Energy And Safety)								
Output 2.4 Basic services materials and Equipment procured	- fire tenders procured	Number	2					
	- Ambulances procured	Number	2				01,04	

	- solar power backup procured	Number	8					Town Clerk's Office (Procurement Section).
	-water treatment chemicals procured	Month	7 months' supply					
	Portable sewer jetting and wrenching machine procured							
OUTCOME 2: Enhanced Council Capacity								
ACTION 4: Increasing access to Basic Services (Health, Energy And Safety)								
Output 2.6 Staff developed	-water treatment and supply section staff trained	Number	20					
		Number	200				01,03	

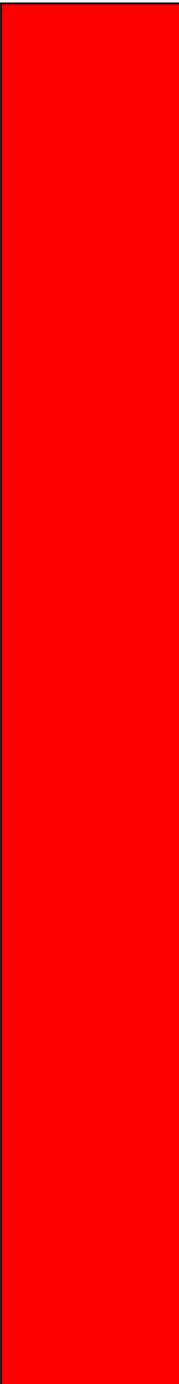
	- staff trained on customer care and handling	Number	5					Town Clerk's Office (Human resources Section).
	-public relations personnel trained	Number	150					
	- staff trained on disaster risk management							
Output 2.7	-police base established	Number	2				03,04	Engineering
Public safety increased	-Phakama primary pedestrian bridge constructed	Number	1				03,04,05	Engineering
	-tower lights constructed	Number	4				03,04,05	Engineering
		Number	10					

	-public safety and health awareness campaigns conducted						01,03,05	Chamber Secretary (Health Section)
OUTCOME 2: Enhanced Council Capacity								
ACTION 5: enhancing corporate governance and administration								
Output 2.8 Policies and plans crafted	-citizen engagement meetings budgeted	Number	1 budget				03,05	Finance , Chamber secretary
	-Master plan updated	Number	1				03,04	Engineering
	-Infrastructure Maintenance plans updated	Number	4				04,05	Engineering
	- disaster preparedness and response plan formulated	Number	1				05	Chamber Secretary (health Section)

	-SMEs incubator policy setup	Number	1				02,03,04	Chamber Secretary
	-disaster, risk and disability friendly infrastructure policy formulated	number	1				03, 04,05	Chamber Secretary , Engineering
Output 2.8 Valuation Roll updated	-Tariff structure real- timed	Number	1				01, 02, 03,	Finance Department
	-asset register updated	Number	1				01, 02, 03,	
	-property survey conducted	Number	1				01, 02, 03,	Housing Department

4.3 PRIORITY AREA3: CITIZEN ENGAGEMENT AND PARTICIPATION

OUTCOME 3: Improved Citizen Engagement and Participation								
ACTION 1: Increasing interactive meetings between Council and Stakeholders								
OUTPUTS	KEY INDICATORS	UNIT OF MEASURE	TARGETS	PRIORITY Short term (0-2 years)	PRIORITY Medium term (2-5) years	PRIORITY Long-term (5-10) years	LINKED TO PRIORITY ACTION	LEAD DEPARTMENT
Output 3.1 Council Corporate image promoted	-Call centre established	number	1				01,02,04,05	Town Clerk (ICT Section)
	-distinct public relations office	Number	1				01,02,04,05	Town Clerk(EDO)
	-Social media platform activity increased	Number	1				01,02,	Town Clerk(EDO)
	-information kiosk established	Number	1				01,02,04,05	Town Clerk(EDO)

Output 3.2 Customer satisfaction increased	-budget consultation meetings held	Number	15				01		
	-budget review meetings conducted	Number	15				01		Finance
	-U report system re-activated	Number	1				05, 04		Chamber Secretary (Health Section)
	-client satisfaction surveys conducted	Number	2				01,02		Town Clerk(EDO)
	-quarterly review meetings with stakeholders conducted	Number	4				01,02		

Output 3.3 Community resilience sustainability projects initiated	-water kiosks established	Number	3				01,,02	Engineering department
	- borehole management committees established	Number	10				01,02	Chamber Secretary (Health Section)
	-ward nutritional gardens established	Number	4				01,02,04	Chamber Secretary (Health Section)
	- revenue collected per ward set aside as retention fund	%	2*				01,02,	Finance
	-vendor markets constructed	number	4				01,02,04	Chamber Secretary (Health Section)

4.4 PRIORITY AREA 4: BASIC SERVICES AND INFRASTRUCTURE

OUTCOME 4: Improved Basic Services and Infrastructure

ACTION 1: Increasing access to trafficable roads

OUTPUTS	KEY INDICATORS	UNIT OF MEASURE	TARGETS	PRIORITY Short term (0-2 years)	PRIORITY Medium term (2-5) years	PRIORITY Long-term (5-10) years	LINKED TO PRIORITY ACTION	LEAD DEPARTMENT
Output 4.1 Drainage structures constructed	- Phakama - Hlalani Kuhle foot bridge constructed*0-2YRS	Number	1				01,02,04,05	Engineering Department
	- Hlalani Kuhle Phase 3-Bigben road bridge constructed	Number	1					
	-Drainage Systems stone pitched (Flats to Redcross, Nare shops*, Njanji road , ultra-Senondo)	km	2.5					01,02,05
	- Mtshabezi bridge upgraded	Number	1				01,02,05	Engineering Department

Output 4.2 Roads reconstructed	- jacaranda infill ,, Jacaranda extension, lollies to big ben , Nkunini roads surfaced -Hlalani Kuhle roads serviced	Length (Km) Km	2.7 8.1km				01,02,05	Engineering Department
Output 4.3 Access roads increased	Ultra-Dolfontein link to J.M Poly road constructed.	Km	#####				01,02,03,05	Engineering Department
OUTCOME 4: Improved Basic Services and Infrastructure ACTION 2: Increasing access to potable water								
Output 4.4 Water treatment plant upgraded	- Alternative Power Source (Solar or Generators) installed -water treatment plant capacity increased	Number ML Number Km	2 6 to 10 5 2				01,02, 01,02,03 01,02	Engineering Department Town Clerk (Procurement Section)

	-standby pumps procured -pumping mains upgraded Stores and laboratory constructed	Number	1					Engineering Department
Output 4.5 Water reticulation System Rehabilitated	- Jahunda reservoirs to Jahunda mainline upgraded	km	2				01,02,	Engineering Department
	-5ML delivery line connected to mainline	number	3 connections				01,02	
	-Spitzkop red bricks mainline upgraded	km	1					
	- District Meters installed	Number	5					
		Number	60				01,02,03	

	-Individual water and sewer connection at Jahunda							
	Additional 5ML Reservoir constructed	Number	1				01,02,	Engineering Department
	Un-serviced HlalaniKuhle and Masekelantaba houses connected.	Number					01,02,03	Engineering Department

OUTCOME 4: Improved Basic Services and Infrastructure

ACTION 3: Enhancing sewer management

Output 4.6 Pump station upgraded	- Alternative Power Source (Solar or Generators) installed	Number	5				01,02,	Engineering Department
	Pump station for Masekelantaba and Mornef constructed	Number	1				01,02,03 01,02	Engineering department

	-North to Intake pumping line upgraded	Km	2				01,02	Engineering Department
	-Intake to Judds sewer line upgraded	Km	3					
	-Public works line rehabilitated	Km	0.35				01,02,03	
	- Spitzkop and Phakama sewer lines unclogged (jetting and winching)	Km	3					
	-							
OUTCOME 4: Improved Basic Services and Infrastructure								
ACTION 4: Enhancing basic services and infrastructure								
Output 4.8	-three landfill cells constructed						01,02,03	Engineering department

Waste management improved	-monitoring control borehole drilled - Dumpsite rehabilitated and decommissioned						01,02,03,05	Engineering department
Output 4.9 Educational facilities constructed	-Phakama Primary School classroom block	Number	1				01,02,03	Engineering Department
	-Spitzkop Suburb Secondary school	Number	1				01,02,03	Housing Department
Output 4.10 Access to Basic infrastructure and services increased	Jahunda park recreational facility rehabilitated						01,02,03	Housing Department
	-green concept park along Manzamnyama river bank						01,02,03,05	Housing department
	-Fire and ambulance station constructed						01,02,03,05	Engineering Department

	-Civic centre constructed							
	Spitzkop and Hlalani Kuhle electrified						01,02,03	Engineering Department

4.5 PRIORITY AREA5: EARLY WARNING SYSTEMS

OUTCOME 5: Improved Early Warning Systems								
ACTION 5: Increasing emergency and disaster preparedness								
OBJECTIVES	KEY INDICATORS	UNIT OF MEASURE	TARGETS	PRIORITY Short term (0-2 years)	PRIORITY Medium term (2-5) years	PRIORITY Long-term (5-10) years	LINKED TO PRIORITY ACTION	LEAD DEPARTMENT
Output 5.1 State of Emergency and disaster risk preparedness improved	-Data on the state of preparedness compiled.	Data set	1				02, 03, 04	Chamber Secretary (Health section)
	- Municipal civil protection	Number	1				01,02,03	Chamber Secretary (Health section)

	committee established.						
	budget for urban resilience projects ring fenced	Number	1			01,02	Finance Department
	-Bulawayo – Beitbridge Railway signals erected. -Southern Africa Transport and Communication Commission [SATCC] compliant road signs erected Informative and Directional signs and	Percentage	20-80			01,02,03,04	Engineering Department
		Percentage	15-50				
		Percentage	10-50				

	Billboards erected							
	Phone, radio and Television network coverage in Spitzkop enhanced							

CONCLUSION

In conclusion, the resilience framework action document was produced by focal points having been subjected to a thorough process entailed in CityRAP tool. The process involved engaging several stakeholders in an effort to come up with resilience issues, priorities and possible solutions to identified problems. Feedback meetings were held as part of the process to ensure the final RFA was a product of all the stakeholders of the Municipality of Gwanda. The resultant issues and priorities were then consolidated in a matrix format. The Resilience Framework for Action will enable Municipality of Gwanda to mainstream resilience strategies and interventions into its programmes already pointed out in the foregoing. The process towards coming up with the resilience for action was an eye opener for the Municipality of Gwanda as it realized that it has been severely wanting planning for disasters and emergencies.

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