



Republic of Zimbabwe



CHIPINGE RURAL DISTRICT COUNCIL

Strategic Plan

2025

SECTION A:

i) Introduction

The Government of Zimbabwe launched a new socio-economic blueprint, the National Development Strategy (NDS1) which will run from January 2021 to December 2025. The programme puts into action Government's transformation agenda to turn Zimbabwe into a prosperous and empowered upper middle – income society by December 2030. To this end, the Office of the President and Cabinet directed all public entities to develop strategic documents that align with the national vision and transformation agenda. Chipinge Rural District Council envisages to become a provider of responsive quality municipal services by 2030. This strategic document thus seeks to focus the local authority's programmes for 2025, with outcome and impact targets to ensure that residents of the district have access to basic services and that economic opportunities are facilitated for citizens and investors alike.

This review document was prepared during a three-day training workshop in Chipinge from 11 to 13 November 2024 with the support of Facilitators from the Public Service Commission where Council committed itself to the values of pro-activeness, integrity, transparency, teamwork, and accountability. This strategic plan is a product of inputs received from a rainbow of stakeholders who include Government line ministries and departments, parastatals, Churches, business communities, residents associations, Companies, development partners, media, farmers and Councillors. This Strategic Plan is anchored on four key result areas namely:

1. Infrastructure Development
2. Social Services Delivery
3. Corporate Governance
4. Natural resources, conservation and management

ii) Background

Chipingwe district is pre-dominantly occupied by the Ndaou people and with a small portion of its southern tip occupied by the Shangani people. According to 2022 census, the district's population was 375,259. Commercial farmers occupy most of the area in region one and two.

Before independence in 1980, like in all other districts of Zimbabwe, the black population lived in communal lands and fell under the Chief's Councils. The small-scale farmers formed their Area Associations which governed their operation. The large-scale farmers fell under the authority of the Rural Councils.

Through the Rural Councils and the District Councils Acts, the district was governed by two local authorities, the Rural Council and the District Council. The Rural Council governed the commercial farming area and the urban population in those areas. The District council governed the communal lands as well as the small scale farming area to a certain extent.

In the mid-nineties through the Rural District Councils Act, the District Council and the Rural Council were merged into one local authority- the Rural District Council which became the local authority for the whole district. Chipingwe town was administered by a Town Board under Chipingwe Rural District Council.

In 2003 the Chipingwe Town Board was separated from the Chipingwe Rural District Council to form the Chipingwe Town Council. Therefore, presently there are two local authorities, the Chipingwe Town Council governing the urban area with 8 wards and the Chipingwe Rural District Council governing 30 rural wards. The headquarters of the Chipingwe Rural District Council is located in the Chipingwe town which is 188 km from Mutare and 48 km from the Mt Selinda Border post.

There are two Growth Points in the Chipingwe Rural District Council with Checheche being the biggest and fastest growing. There are 8 designated Rural Service Centres and several Business Centres in the district.

Development activities in Rural Councils are guided by Key pieces of legislation i.e. Rural District Councils Act, Provincial Council and Administration Act, Regional Town and Country Planning Act.

Chipingwe District, one of the seven districts of Manicaland, is situated in the extreme south of the province. The district borders with Mozambique in the east, Chimanimani District in the north with the Save River constituting its western boundary where it borders with Buhera, Bikita and Chiredzi districts. The district covers an area of approximately 5 393 square kilometres.

The district is prone to natural disasters like droughts, cyclones and earth tremors which ultimately affect developmental activities and service delivery in the district.

Chipingwe Rural District has wide range of Agricultural business opportunities which have a positive impact on the National Economy. The District is rich in and has become a hub of farming produce such as macadamia nuts, avocado, bananas, pine apples, and a wide range of plantations. For Tourism Chipingwe Rural District Council also has hunting opportunities through established hunting concession.

iii) National Level Contribution:

a. **National Vision:** Towards a prosperous and empowered upper middle-income society by 2030.

b. National Priorities the Authority is contributing to:

	Description of National Priorities
NPA 1	Governance
NPA 2	Environmental Protection, Climate Resilience and Natural Resource Management
NPA 3	Housing Delivery
NPA 4	Infrastructure & Utilities

c. National Key Result Areas contributed to:

	Description of National Key Result Area
ZIMBABWE	
NKRA 1	Public service delivery
NKRA 2	Environment and climate protection
NKRA 3	Sustainable natural resource utilization

NKRA 5	Delivery of affordable and quality settlements in urban and rural areas
NKRA 7	Provision of improved infrastructure and services

d. National Outcomes the Authority contributes to:

	Description of National Outcome
ZIMBABWE	
NOUC 1	Enhanced service delivery
NOUC 2	Environment protected
NOUC 3	Improved community livelihood
NOUC 1	Improved access to affordable and quality housing and social amenities
NOUC 5	Improved infrastructure and access to services

iv) Sectoral Level Contribution:

Sector Name:

a. Sectoral Key Results Areas

	Description of Sector Key Result Area
ZIMBABWE	
SKRA 3	Public service delivery
SKRA 5	Public health and wellbeing
SKRA 6	Delivery of affordable and quality settlements
SKRA 7	Provision of improved infrastructure, utilities and access to services

b. Sectoral Outcomes

	Description of Sectoral Outcome Description
SOUC 1	Enhanced service delivery
SOUC 2	Enhanced transparency and accountability
SOUC 3	Improved access to basic services
SOUC 4	Improved access to social amenities in the urban and rural areas
SOUC 5	Improved sanitation and hygiene
SOUC 6	Improved roads and bridges infrastructure

1. Chipinge Rural District Council Vision Statement: A provider of responsive quality municipal services by 2030

2. Chipinge Rural District Council Mission Statement: To provide municipal services to improve the quality of life of the Chipinge District Residents.

3. Core Values:

P – Proactive: Initiative and responsive to societal needs

I – Integrity: rendering services in a responsible and respectable manner

T – Teamwork: upholding the need for utmost co-operation in the process of extending service to clients.

T – Transparency: operations are available for public scrutiny

A – Accountability: Answerable for the actions we undertake

Our core values are summarised by the acronym called PITTA

4. Terms of Reference:

- a) Constitution of the Republic of Zimbabwe (Amendment No. 20 of 2013 section 275 and 276)
- b) Rural District Councils Act (Chapter 29:13)

5. Overall Functions:

- a) Provision and management of roads and other infrastructure.
- b) Provision of social services.
- c) Environmental management.
- d) Land use planning.

6. Departments in the Authority and their functions:

<u>DEPARTMENT</u>	<u>FUNCTIONS</u>
ADMINISTRATION AND HUMAN RESOURCES	▪ Facilitating and coordinating council decision making structures and systems
	▪ Human resources management.
	▪ Assets management
	▪ Provision of ICT support services
	▪ Monitoring and Evaluation
	▪ Procurement of goods and services.
FINANCE	▪ Financial management of council funds
RISK AND INTERNAL AUDIT	▪ Conducting audit activities for council operation.
TECHNICAL SERVICES	▪ Construction and maintenance of roads and structures
	▪ Land use Planning and Development Control
	▪ Maintaining vehicles, plant, and equipment
SOCIAL SERVICES	▪ Environmental management and protection
	▪ Social service provision

7. Environmental Scan

a. PESTLEG Analysis

		POSITIVE	NEGATIVE
P	Political	<ul style="list-style-type: none"> • Government support through devolution • Stable political environment • Conducive environment for collaborations 	<ul style="list-style-type: none"> • Policy inconsistency • Undue political influence • Political instability (Mozambique) • Porous borders
E	Economic	<ul style="list-style-type: none"> • Availability of forex and local currency in the market • Thriving informal sector • Conducive interest rates • Growing market for agricultural produce • Extensive road network • Rural industrialization programs • Proximity to the border 	<ul style="list-style-type: none"> • Fluctuations of prices of goods and services. • Shortage of local investors • Loss of monetary value
S	Social	<ul style="list-style-type: none"> • Demographic changes (age, diversity, population growth) • Community engagement and participation 	<ul style="list-style-type: none"> • Pandemics (M-pox and Cholera) • Livelihood – donor syndrome • Crime prevalence

		<ul style="list-style-type: none"> • Public health and wellbeing initiatives • High life expectancy • Education and skills development 	<ul style="list-style-type: none"> • Cultural dilution • Proximity to border (school dropouts, diseases) • Social inequality
T	Technological	<ul style="list-style-type: none"> • Digital transformation and e-government • Infrastructure upgrades (e.g. fibre, broadband, Low Orbit Satellites) • Smart city initiatives and innovation • Communication channels (e.g. social media, citizen engagement platforms) 	<ul style="list-style-type: none"> • Cybersecurity threats and data protection • Job loss due to revised skills requirements • High-cost of Information and Communication Technologies (ICT) services
L	Legal	<ul style="list-style-type: none"> • Compliance with legislation and regulations • Governance and accountability • Contract management • Policy development and review 	<ul style="list-style-type: none"> • Dispute resolution and litigation • Bureaucracy (Red tape)
E	Environmental	<ul style="list-style-type: none"> • 5 Ecological regions bringing diversity in economic activities. • Availability of natural resources 	<ul style="list-style-type: none"> • Prone to natural disasters – cyclones, earth tremors, floods, drought • Unforeseen climate changes

		•	
G	Governance	<ul style="list-style-type: none"> • Enabling Policies • Government thrust against corruption. • Regular monitoring and evaluation • Clear economic blueprints e.g., NDS 1 2021-2025 	<ul style="list-style-type: none"> • Systems override

b. SWOT Analysis

Strengths <ul style="list-style-type: none"> ➤ Existence of a master plan ➤ Presence of five ecological regions in the district. ➤ Green energy 	Weaknesses <ul style="list-style-type: none"> ➤ Aging Infrastructure ➤ Obsolete equipment
Opportunities <ul style="list-style-type: none"> ➤ Government Support ➤ Potential for public-private partnerships(3Ps). 	Threats <ul style="list-style-type: none"> ➤ Natural disasters ➤ Skills flight

<ul style="list-style-type: none">➤ Wide revenue base➤ Skilled workforce➤ Presence of Agro-based industry.➤ Community Support	
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8. Programmes and Outcomes:

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
1	Governance and administration	1.Improved corporate governance and administration	10	Administration and Human Resources Audit Finance Technical Service Social Service	Ministry of Local Government and Public Works Ministry of Finance	Policy direction Financial support	1,2,3	1	
2	Water sanitation and hygiene	1.Improved water, sanitation and hygiene	20	Social Services Technical Services Finance Administration Audit	DDF MOHCC WOMEN AFFAIRS SIMUKAI OXFARM INTERNATIONAL WORLD VISION	Borehole siting, drilling, and equipping. Training of VPM Training of WPC Water quality tasting Training of WPC Hygiene promotion Coordination of WASH activities Gender sensitization			

						Toilet construction Borehole drilling Provision of tool kits Construction of toilets WPC training			
3	Social services	1. improved access to social services	25	Social Services Finance Admin Audit Technical	MOPSE MOHCC DSD DDC Ministry of Lands FACT PLAN SIMUKAI MOHCC DDF DDC FACT NAC	Curriculum development and delivery Hygiene promotion Child protection Coordination of traditional leadership Provision of land -child sponsorship -construction of school blocks and toilets -child protection -medical supplies and provision of health			

						services -provision of water -coordination of traditional leaders -SRH -HIV/AIDS			
4	Roads	1.Improved Road network	25	Technical Services Finance Admin Social Services Audit	-Zinara -MOT -Min Finance	Fin & Tech assistance Standards Financial Support			
5	Public safety and security services	1.Enhanced public safety and security services	5	Administration Technical services Social Services	DDC RDDC Members Developmental partners	Planning and implementation Public engagement Mobilization			
6	Natural Resource conservation and Environmental management	1. Improved natural resource conservation and Environmental management	15	Social Services Finance Administration Audit Technical Service	-Environmental Management Agency - Forestry Commission -National parks -Agritex -Min of water -Veterinary Services -wild/ Sat -world Vision -FAO -IFAD GOAL	-Technical & financial support			

9. Policies Applicable for the AGENCY:

	External Policy	KRA Ref	Internal Policy	KRA Ref
1.	Vision 2030	1,2,3,4,5,6	Council By-laws (2015)	1,2,3,4,5,6
2.	NDS 1	1,2,3,4,5,6	Code of Conduct (2017)	1,2,3,4,5,6
3.	Public Entities Corporate Governance Act	1	Transport Management Policy	1,2,3,4,5,6
4.	Labour Act (28:01)	1	Stands Allocation Policy	1
5.	Environmental Management Act (Chapter 20:27)	2,3,4,6	Due diligence Policy	1
6.	Public Finance Management Act (Chapter 22:19)	1,2,3,4,5,6	Council resolutions	1,2,3,4,5,6
7.	Traditional Leaders Act (Chapter 29:17)	1,2,3,4,5,6	Internal circulars	1,2,3,4,5,6
8.	Public Procurement and Disposal of Public Assets Act (22:23)	1	Housing Policy	1
9.	Communal Lands Act (Chapter 20:04)	1,2,3,4,5,6	Human Resource Policy	1
10.	Public Health Act (Chapter 15:09)	2,3	Manpower development policy	1
11.	Land Survey Act (Chapter 20:12)	1,4	Local Environment Action Plan (2018)	6
12.	Roads Act (Chapter 13:18)	4	Seasonal Livelihood Programming (SLP)	3
13.	Forest Act (Chapter 19:05)	6	Sand policy (2015)	6
14.	Water Act (Chapter 20:24)	2,6		
15.	Traditional Beer Act (14:24)	1		
16.	Forest Produce Act (Chapter 19:04)	6		
17.	Mines and Minerals Act (Chapter 21:05)	6		
18.	President's call to action	1,2,3,4,5,6		
19.	Stock Trespass Act (Chapter 19:14)	6		

	External Policy	KRA Ref	Internal Policy	KRA Ref
20.	Child Protection Act (Chapter 5:06))	3		
21.	Education Act (Chapter 25:04)	3		
22.	Animal Health Act (Chapter 19:01)	6		
23.	Civil Protection Act (Chapter 10:06)	1,2,3,4,5,6		
24.	Zimbabwe Investment development act (14;37)	1		
25.	Disability Act	1,2,3,4,5,6		
26.	Parks and Wildlife Act (Chapter 20:14)	6		
27.	Ministerial Circulars and Directives	1,2,3,4,5,6		
28.	National Gender Policy(year)	1,2,3,4,5,6		
29.	Revitalization of local authorities' policy(year)	1,2,3,4,5,6		
30.	National Youth Development Policy(year)	1,2,3,4,5,6		
31.	Food Security and Nutrition policy(year)	1,2,3,4,5,6		
32.	Accounting Handbook for Local Authorities	1		
33.				

10.CLIENT NEEDS/PROBLEMS ANALYSIS:

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
Residents/rate payers	Needs	
	Improved service delivery	High
	Schools' registration	Low
	Schools Infrastructure	High
	Teaching and learning materials	High
	Potable water	High
	Passable roads	High
	Clinics	High
	Management of human wildlife conflict	Medium
	Recognition	Low
	Public safety	High
	Bus terminus rehabilitation	Medium
	Public toilets	Medium
	Stray animal pounds	Medium
	Electricity	High
	Commercial stands	Medium
	Refuse collection	High
	Problems	
	Unregistered satellite Schools	
	Incomplete database	
	Low revenue	

	Limited water points	
	Delayed service delivery	
	Causalities	
	Limited resources	
	Conflict of interest	
	Resistance to pay	
SMEs/Vendors	Needs	
	Market stalls	High
	Reliable refuse collection	High
	Sanitary facilities	High
	Potable water	High
	Affordable rates	Low
	Water drains	Medium
	Speed humps	Low
	Public safety and security	High
	Proper planning	High
	Problems	
	Vendors operating in open spaces	
	Illegal vending	
	Causalities	
	Low enforcement	
Farmers	Needs	
	Trafficable roads	High
	Flexible payment methods	Medium

	Market places	Low
	Public lighting	Low
	Farmers community halls	High
	Network Coverage	Medium
	Dams	High
	Public safety and security	High
	Improved extension services	High
	Commercial stands	Medium
	Problems	
	Inaccessibility of marketplaces - Hard to reach areas	
	Causalities	
	Heavy rains	
Churches	NEEDS	
	Church sites	Low
	Flexible payment plan	Medium
	Trafficable roads	High
	Potable water supply	Water
	PROBLEMS	
	Limited approved church sites	
	Causalities	
	Illegal allocation by traditional leaders	
Motorists	NEEDS	
	Trafficable roads	High
	Affordable rates	Medium
	Rank facilities	High
Business Community	Trafficable roads	High

	Affordable rates	Medium
	Streetlights	High
	Plough back community programs	Low
	PROBLEMS	
	Inadequate consultation	
	Illegal vending	
	Causalities	
	Limited resources	
	Low enforcement	
Vulnerable groups	NEEDS	
	Inclusive infrastructure	Medium
	Mainstreaming	Medium
	Recognition	Medium
	Social amenities	High
	PROBLEMS	
	Lack of resources	
	Causalities	
	Lack of inclusive database.	
Employees	NEEDS	
	Conducive conditions of service	High
	Tools of trade	High
	PROBLEMS	
	Limited staff accommodation	
	Causalities	
	Limited resources	

Councillors	NEEDS	
	Improved welfare	High
	Training and development	High
	PROBLEMS	
	Transport	
	Communication	
	Inter role conflict	
	Causality	
	Limited resources	
	Conflict of interest	
Schools	Needs	
	Security	High
	Social amenities	High
	Water drains	Medium
	School Development Committee induction workshops	High
	School furniture	High
	School stands	Low
	School registration	Low
	Income generating projects	High
	Problems	
	theft	
	vandalism	
	Drug and substance abuse	
	Causalities	
	Population growth	

	Limited resources	
Development Partners	Needs	
	Timeous approvals of MOUs	Medium
	Affordable water permit fees	High
	Harmonisation of building plans	High
	Harmonisation of MDAs	High
	Problems	
	Delays in implementation of programmes	
	Causalities	
	Bureaucracy	
Campfire	Needs	
	Improved road networks	High
	Problem animal control	High
	Favourable hunting quota	Medium
	Potable water	High
	Problems	
	Human-wildlife conflict	
	Causalities	
	poaching	
	Resistance to change	
	vandalism	

Key: 1 – 49% Low, 50 – 80% Medium, 81 – 100% High

11. STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent
Ministry of local government and public works.	Demand Compliance	High
	Expectations Engagement and collaboration	
Ministry of Lands and Agriculture	Expectations Control of livestock movement Control of stream bank cultivation Access roads in farming areas Water supplies for gardens and small irrigation schemes Control of illegal settlements in designated farming areas	
Other Govt Agencies – EMA, ZIMRA, NSSA, ZIMDEF	DEMANDS Compliance	High
Other Government Agencies – Women Affairs, RIDA, Youth	Expectations Collaboration	
NGOs / Development partners	Expectation Collaboration	
Traditional leadership	DEMAND Recognition	High
	Expectation Collaboration	

Land developers	Expectation	
	Land	
	Ease of Doing Business	
Business community	DEMAND Services	High
	Expectations Prompt payments Ease of doing business Revenue collection from all traders	
Workers committee	DEMAND Timeous remuneration Improved Working conditions Expectation Implementation of works council calendar. Registration of code of conduct Job evaluation Tools of trade Staff accommodation Improved dialogue channels with the employer	High
Rural Councils Associations	Expectation Compliance with the laws, policies, and regulations Subscriptions Information	
Resident associations	Expectations Recognition Collaboration and consultation Affordable rates and payment terms	

	Public safety	
Residents	Demands Service delivery Expectations Regular consultation Affordable rates and payment terms Public safety Good drainage	High
Flea market and vegetable market traders	Expectations Public toilets Water Removal of roaming livestock Public lights Good drainage	
Corporate companies	Expectations Roads Affordable rates Improved communication channels Public safety – control of veld fires	
Farmers	Expectations Access roads Water supply Planned commercial stands Allocation of development partners in farming areas Security of assets and farm produce	
Churches	Expectations Land Roads Water supply	

Women's groups	Expectations Affirmative action in favor of women Social clubs Refuse Collection Equal employment opportunities Market spaces Access to land	
Schools	Expectation Access roads Enhanced assistance in infrastructure development Good drainage	
CAMPFIRE	Expectations Public safety Mitigation from wildlife damage Transparent distribution of wildlife proceeds Good road network Favorable hunting quota Full utilization of hunting quotas by the licensed hunters Potable water, protected nutrition gardens Establishment of new schools Enhanced Tourism	
Transporters	Expectations Improved transport infrastructure and facilities Equal treatment of transporters Public Private Partnerships (PPPs) in traffic enforcement	
Councilors	EXPECTATIONS Transport Sufficient training	

	Improved welfare	
Media	EXPECTATIONS Establishment of information centers Improved communication Stakeholder involvement	
Disabled/Vulnerable groups	DEMAND User friendly facilities Access to land for residential and business purposes	High

Scale 1 – 49% = Low 50 – 80% = Medium **81 – 100% = High**

12.

Ref	Outcome Description	KPI:	Measurement Criterion (time ; \$; rate; etc)	Baseline					TARGETS											
						2021			2022				2023		2024		Actual		2025	
				VALUE	YEAR	T	ACT	AV	T	ACT	AV	T	ACT	ALV	T	ALV	Actual	T		ALV
1: OUT1	Improved Corporate Governance and Administration	Clients' satisfaction with Council Services	%	53%	2024	65%			70%		+/-7	75%	49.4	+/-7	55%	+/-1	53	67%		+/-5
		Employee satisfaction	%	78%	2023	77%			80%		+/-8	85%	72	+/-8	95%	+/-1	78	80%		+/-1
		Budget Execution rate		60%	2023	33%			40%		+/-4	56%	60	+/-5	60%	+/-6	60	65%		+/-2
		Statutory Compliance Level	%	83%	2024	74%			79%		0	100	70	0	75%	+/-2	83	100%		+/-0
		Revenue Collection efficiency	%	-	2024	-	-	-	-	-	-	-	-	-	-	-	-	66		8
Ref	Outcome Description	KPI:	Measurement Criterion (time; \$; rate; etc)	Baseline					Targets											
						2021			2022				2023		2024			2025		
				value	year	T	ACT	AV	T	ACT	AV	T	ACT	ALV	T	Act	ALV		T	ALV
OUT2	Improved water, sanitation & Hygiene	Potable water coverage	%	71	2024		79		83	79	-4	86	71	+/-3	88	71	+/-2		78	+/-1

		Sanitation coverage	%	31.9	2024		50		55	50	+/-1	60	51	+/-1	65	28	+/-1		35	+/-1
		Walking distance to water point	Km	1	2024		1.5		1	1.5	0	1	1	0	0.75	0.71	0		0.60	0
		ODF villages	%	31	2024		34		32	32	+/-3	28	28	+/-2	25	31	+/-2		40	+/-2
		Wash diseases prevalence	%	14.5	2024		95		90	95	+/-9	88	40	+/-2	35	14.5	+/-1		8	+/-1
		Refuse collection frequency	No of days	260	2023		260		260	260	+/-10	260	260	+/-10	260	260	+/-10		260	+/-10

13. SECTION B: PERFORMANCE FRAMEWORKS

a. Outcome Performance Framework

Ref	Outcome Description	KPI:	Measurement Criterion (time; \$; rate; etc)	Baseline		Targets												
						2021			2022			2023			2024		2025	
				Value	Year	T	ACT	ALV	T	ACT	ALV	T	ACT	ALV	T	ALV	T	ALV
3: OUT 1	Improved access to social services	Distance travelled to nearest health centre	Km	7.2km	2024		8km		8km	8km	+/-1	7km	7km	+/-1	7.2km	+/-1	7.2km	+/-1
		percentage allocation on the waiting list	%	40	2021		40		45	45	+1	50	60	+/-1	65	+/-1	92	+/-1

T = Target; ALV = Allowable Variance

Ref	Outcome Description	KPI:	Measurement Criterion (time; \$; rate; etc)	Baseline				Targets											
						2021			2022			2023				2024		2025	
				Year	Value	T	ACT	AV	T	ACT	ALV	T	ACT	ALV	T	Act	ALV	T	ALV

4: OUT1	Improved Road Network	Coverage of road network	(km)	202 3	14 20		140 0		141 0	141 0	+/-1	1417 .5	1420	+/-1	143 0	143 7.8	+/-1	1446	+/ -1
		Trafficability	(km)	202 3	10 65		910		980	952	+/- 28	1065	1040	+/-30	114 0	118 8.4 5	+/-10	1298	+/ - 30

[illegible]

Re f	Outcom e Descripti on	KPI:	Measure ment Criterion (time; \$;rate; etc)	Baseline				Target											
						2021			2022			2023				2024		2025	
				Valu e	Year	T	AC T	AV	T	ACT	AV	T	ACT	AL V	T	ACT	A L V	T	AL V
6: Ou t1	Improved natural resources conservat ion and Environm ental managem ent	Area burnt	%	0.21 %	2024	0	15		0	15	0	0	0.28	0	0	0.21 %	+ 1	0.1%	+/- 1
		Incidence of poaching (natural resources)	Number	520	2024		35		32	25	-7	23	22	+/-3	1040	520	+ / - 2	260	+/- 3%
		Incidence of Human Wildlife Conflict	Number	150	2021		150		140	120	-20	90	58	+/- 50	46	60	+ / - 1 0	30	+/- 5

T = Target; ALV = Allowable Variance

14. Outputs Performance Framework

No. &Prog. Code	Outputs	5-year target	Baseline		Previous Year			Previous Year			Current Year						Targets	
					2021			2022			2023			2024			2025	
			Val ue	Year	T	AC T	A V	T		AL V	T	AC T	AL V	T	AL V	Ac t	T	ALV
Programme 1: Governance and Administration																		
OUC 1...Improved Corporate Governance and Administration																		
OP 1.1	Council Policies implemented	5	24	2024		5		5	17	+12	2	23	+/-1	23	+/-1	24	24	0
OP 1.2	Council policies reviewed	23	23	2024		5		5	5	0	1	0	0	1	0	24	4	+/-1
OP 1.3	Statutory meetings held	120	42	2024		40		40	40	0	40	40	+/-2	40	+/-2	42	40	+/-2
OP 1.4	Statutory returns produced	150	30	2024	30	30	0	30	30	0	30	30	0	30	0	30	30	0
OP 1.5	Stakeholder engagement programs conducted	30	12	2024		12		10	13	+3	10	10	+/-1	10	+/-1		12	+/-1
OP 1.6	Capacity building programs conducted	12	6	2021		6		3	4	+1	4	5	+/-1	6	+/-1		10	+/-1
OP 1.7	Revenue collected (%)	100%	55%	2024		33%		100%	40%	-60%	100%	60%	+/-10%	55%	+/-10%		66%	+/-10%
OP 1.8	Statutory obligations paid (%)	100%	90%	2024		60%		100%	70%	-30%	100%	60%	+/-10%	100%	+/-10%	90	100%	+/-10%
OP 1.13	Income generating projects implemented	1	0	2024		0		0	0	0	0	0	0	0	0	0	1	0
OP:1.15	ICT Modules implemented	6	6	2021		6		0	0	0	0	0	0	2	+/-1	6	2	+/-1
OP 1.16	Valuation Roll produced	4	3	2024		0		0	0	0	0	0	0	1	0	3	1	-
O P 1.17	Master plan Gazetted	1	1	2024		0		0	0	0	0	0	0	1	0	1	1	-

T = Target

A = Actual

AV = Actual Variance

ALV = Allowable Variance

No. & Prog. Code	Outputs	3-year target	Baseline		Previous Year			Current Year					Targets						
					2021			2022				2023			2024			2025	
			Value	Year	T	A	AV	T	ACT	ALV	T	ACT	ALV	T	ALV	ACT	T	ALV	
Programme 2. Water, Sanitation & hygiene																			
OUC 1 ... Improved access to water, sanitation & Hygiene																			
OP 2.1	Solid waste collected M3	432	432	2024		300		300	300	0	300	300	+/-10	300	+/-10	432	432	+/-10	
OP 2.2	Landfill constructed (DUMPSITE)	1	0	2021		0		0	0	0	0	0	0	0	0	0	1	0	
OP 2.3	Checheche Ablution facilities constructed	2	2	2021		2		1	1	0	1	3	0	0	0	0	1	0	
OP 2.4	Portable water supplied (m3)	30000	960000	2021		960000		960000	960000	0	960000	960000	+/-100	1920000	+/-100	0	1920000	+/-100	
OP 2.5	Boreholes drilled	15	21	2021		21		15	12	-3	5	8	+/-1	5	+/-1	0	10	+/-1	
OP 2.6	Boreholes maintained	400	100	2021		100		100	60	-40	100	225	+/-10	150	+/-2	70	150	+/-10	

T = Target

A = Actual

AV = Actual Variance

ALV = Allowable Variance

No. &Prog. Code	Outputs	3-year target	Baseline		Previous Year			Current Year					Targets						
					2021			2022			2023			2024			2025		
			Value	Year	T	A	AV	T	A	ALV	T	ACT	ALV	T	ALV	Act	T	ALV	
Programme 3: Social Services																			
OUC 1: Improved access to social services																			
OP 3.1	Clinic Constructed	%	-	2021		0		0	0	0	0	0	0	1	0	0	20%	1	
OP 3.2	ECD Center Established	-	-	2024	-	-	-	-	-	-	-	-	-	-	-		150	+/- 10	
OP 3.3	School constructed	%	2	2021		0		0	0	0	0	0	0	1	0	0	20%	0	
Op3.4	Classroom Blocks constructed	3	4	2021	3	4	+/- 1	3	1	+/-1	2	1	0	1	0	1	3	0	
OP 3.5	Institutions registered	6	1	2021		1		2	0	-1	2	0	+/- 1	2	+/-1	3	3	+/-1	
OP 3.6	Stands allocated	910	324	2021		324		300	300	0	310	300	+/- 3	250	+/-5	231	350	+/-10	
OP 3.7	Informal settlement Regularized	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20	+/- 2	
	Development inspections conducted	1500	500	2021		500		500	495	-5	500	312	+/- 50	500	+/-10	-	500	0	

T = Target

A = Actual

AV = Actual Variance

ALV = Allowable Variance

No. &Prog. Code	Outputs	3-year target	Baseline		Previous Year				Targets								
					2021			2022				2023			2024		2025
			Value	Year	T	A	AV	T	A	AV	T	A	ALV	T	ALV	T	ALV
Programme: 4 Roads																	
OUC 1: Improved Road network																	
OP 4.1	Roads Maintained(km)	470km	145	2021		145		150	90	-60	120	200	+/-10	83.9	+/-2	85	+/-10
OP 4.2	Roads Rehabilitated(km)	51km	17	2021		17		17	18.3	17	5	5	+/-1	3	+/-1	5	+/-1
OP 4.3	Roads upgraded(km)	27km	0	2021		0		1.5	0	1.5	5	5	+/-0.2	0	0	2	+/-0.5
OP.4.4	New Roads Constructed(km)	45km	0	2021		0		10	5	-5	10	10	+/-1	10	+/-1	8.2	+/-0.5
OP 4.5	Roads structures constructed	30km	19	2021		19		10	17	+7	10	10	+/-1	10	+/-1	10	+/-1

T = Target

A = Actual

AV = Actual Variance

ALV = Allowable Variance

No. & Prog. Code	Outputs	3-year target	Baseline		Previous Year			Current Year				Targets					
					2021			2022				2023			2024		2025
			Value	Year	T	A	AV	T	ALV	T	A	ALV	T	ALV	T	ALV	
Programme 5: ENHANCED PUBLIC SAFETY AND SECURITY																	
OUC 1: Improved public safety and security services																	
OP 5.1	Awareness campaigns conducted	110	0	2021		0		35	40	5	25	24	+/-2	35	+/-2	50	+/-3
OP 5.2	Number of premises secured	120	0	2021		0		25	0	-25	40	40	+/-4	40	+/-4	40	+/-4
OP 5.3	Public lights installed	48	0	2021		0		20	52	+32	16	16	+/-2	15	+/-2	16	+/-2
OP 5.4	Public lights maintained	34	0	2021		0		20	5	-15	8	13	+/-2	11	+/-2	15	+/-2

T = Target

A = Actual

AV = Actual Variance

ALV = Allowable Variance

No. & Prog. Code	Outputs	3-year target	Baseline		Previous Year			Current Year				Targets							
					2021			2022			2023				2024			2025	
			Value	Year	T	A	AV	T	ALV	T	A	ALV	T	Act	ALV	T	ALV		
Programme 6: Environmental Protection																			
OUC 1: Improved natural resources conservation and environmental management																			
OP 6.1	Human wildlife conflicts managed	%	100	2021	100	75	+/-5	100		+/-3	100	58	+/-3	100	35	+/-3	100	0	
OP 6.2	Committees capacitated	40	10	2024	4	4	0	6		0	10	10	0	10	7	0	10	1	
OP 6.3	Surveillance patrols conducted	880	200	2024	150	149	-1	200		+/-1	220	230	+/-1	280	200	+/-1	320	+/-10	
OP 6.4	Land reclamation programmes conducted	2	5	2024	0	0	0	0		0	1	0	0	0	5	0	7	+/-1	
OP 6.5	Trophy hunts conducted	15	8	2024	5	3	+/-2	4		+/-2	5	5	+/-1	5	8	+/-2	10	+/-1	
OP 6.6	Fire guards constructed (km)	27	27	2024	27	0	+/-3	27		+/-3	27	27	+/-3	27	27	+/-3	27	+/-3	

T = Target A = Actual AV = Actual Variance

ALV = Allowable Variance T = Target

A = Actual

AV = Actual Variance

ALV = Allowable Variance

15. SERVICE DELIVERY STANDARDS

1. CUSTOMER SATISFACTION INDEX

- **Speed of service**

Council will conduct bi-annual surveys and results will be used to determine the speed of service.

- **Accessibility**

Council will conduct bi-annual surveys and results will be used to determine quality of service.

- **Courtesy**

Council will conduct bi-annual surveys and results will be used to determine courtesy.

- **Information on services**

Council will conduct bi-annual surveys and results will be used to determine information on service.

- **Signage**

Council will conduct bi-annual surveys and results will be used to determine signage.

2. SERVICE DELIVERY INNOVATIONS

- Council will continue to upgrade its Enterprise Resource Planning (ERP) through Local Authorities Digital Systems (LADS).

1. RESOLUTION OF PUBLIC COMPLAINTS

- Council will establish complaints registers to track complaints received from clients. Public complaints will be attended to as per departmental commitments and obligations in the clients' service charter. Council will conduct bi-annual surveys and the results will be used to determine feedback from clients.

15. MANAGEMENT OF RESOURCES AND ORGANIZATIONAL DEVELOPMENT

1. FINANCIAL MANAGEMENT

i. STRATEGIC ALLOCATION OF RESOURCES IN LINE WITH POLICY PRIORITIES.

- ii.** Allocation of resources sticking to the program-based budget being done in line with the national policies such as vision 2030, National development strategy 1 and a Call-to-Action blueprint for local authorities. Development of valuation roll and master plan to be completed by end of June 2024.

iii. VALUE FOR MONEY (EFFECTIVENESS, EFFICIENCY AND ECONOMY).

Council will comply to procurement regulations for efficiency and effectiveness. Procurement Regulatory Authority of Zimbabwe (PRAZ) feedback report will be used to determine value for money.

iv. MANAGING WITHIN THE BUDGET

- Operating within the budget to ensure that no account is in the red.
- Close monitoring of budget performance
- Council will use monthly reports and acquittals

v. MOBILIZATION OF ALTERNATIVE RESOURCES (OUTSIDE TREASURY, E.G. PPPs).

Mobilization of alternative resources through partnerships with Non-Governmental Organizations (NGO), private players and parastatals.

2. ORGANIZATIONAL CAPACITY

i. IMPLEMENTATION OF CORPORATE GOVERNANCE FRAMEWORK

Council will craft 10 by laws for its operations.

ii. **COMPLIANCE WITH STRATEGIC PLAN.**

The Council Strategic Plan will continue to be implemented.

iii. **SKILLS DEVELOPMENT (TRAINING AND CAPACITY BUILDING).**

- Skills audit to be done annually.
- Continuous training and development in the critical skills gap.
- Induction and refresher courses.

iv. **INTERNAL PROCESS EFFICIENCY MEASURES E.G. ISO CERTIFICATION.**

ICT systems to enhance Council operations through integration.

v. **E-GOVERNMENT FLAGSHIPS (IT INFRASTRUCTURE AND OPERATING SYSTEMS).**

The whole of Council Offices will be connected to LAN and ICT infrastructure will be established.

vi. **EMPLOYEE SATISFACTION INDEX**

• **Work environment**

Council will conduct bi-annual surveys and the results will be used to determine the work environment.

• **Rewards and recognition**

Council will conduct annual surveys and the results will be used to determine the issue of rewards and recognition.

• **Safety measures**

Council will conduct bi-annual surveys and the results will be used to determine the safety measures.

vii. **RESEARCH, DEVELOPMENT AND INNOVATION**

Council shall do at least 4 exchange visits meaning 1 per quarter with other local authorities and key stakeholders.

viii. **STATUTORY OBLIGATIONS**

The Council will endeavour to meet deadlines on all statutory obligations through establishment of workable payment plans.

ix. MAINTENANCE OF BUILDINGS

At least 8 (6 houses and 2 council main offices) Repairs and maintenance will be enhanced in Council premises.

x. DISPOSAL OF IDLE ASSETS

Council shall dispose off all idle assets as per councils annual disposal plan.

16. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Strategies: Game plan to achieve the targets

Assumptions: Positive factors that can assist in the achievement of the targets

Risks: Factors which militate against the achievement of results

Mitigation: Interventions to reduce the gravity or intensity of the damage

Period	Strategies	Assumptions	Risks	Mitigations
Programme 1: governance and administration				
Outcome1: Improved corporate Governance and Administration				
2025	Introduce mobile fiscal machines	Compatible with existing systems	Data loss	Regular data back up
	Improve database	Key stakeholders buy-in	Competing priorities	Stakeholder engagements
	Increase online payment platforms	Positive Uptake of the system	Cyber security	Firewall
	Strengthen internal Control systems	Existence of enabling policies	System Override	<ul style="list-style-type: none"> Enforcement of regulations

	Enhance capacitation of staff & Councillors	Availability of funds	Skills flight	Employ Retention packages
	Adopt modern tools of trade	Availability of funds	Competing priorities	<ul style="list-style-type: none"> Engage Public Private Partnerships Increase revenue streams
	Integrated procurement planning	Availability of Standard Operating Procedures (SOP)	Systems Override	Enforcement of regulations
	Privatise Manesa Training Centre	<ul style="list-style-type: none"> Existing infrastructure Council Buy in 	<ul style="list-style-type: none"> Bureaucracy competing priorities 	Engage in Public Private Partnerships
	Initiate twinning arrangements	Availability of guiding	Skills flight	retention

		statutes		incentivizes
	Strengthen collaboration with stakeholders	cooperation	loss of control to the programmes	regular engagements
	Strengthen Maintenance Plan	Availability of resources	Competing priorities	Continuous engagement

Period	Strategies	Assumptions	Risks	Mitigations
Programme 2: water and sanitation				
Outcome1: improved water, sanitation, and hygiene				
2025	<p>Strengthen Stakeholder engagement.</p> <p>Enhance MOU approval</p> <p>Enforce household ablution construction.</p>	<p>Positive budget performance.</p> <p>Increase partners</p> <p>Tradition Leaders buy-in</p>	<p>Divergent views</p> <p>Sudden withdrawal by Partners</p> <p>Substandard toilets</p>	<p>Public awareness Campaigns</p> <p>Speed up MOU signature</p> <p>Increased health education and awareness</p>
	Improve Waste management	Community co-operation	Substandard dumpsites	Recapitalizin g of Refuse

				collection machinery
	Construct dump sites in all service centers	Improved budget performance	Technical limitation	Research and development
Period	Strategies	Assumptions	Risks	Mitigations
Programme 3: Social Services				
Outcome: Improved access to basic social services				
2025	Accelerate allocation of stands.	Availability of serviced stands	informal human settlements.	<ul style="list-style-type: none"> • Improved support by government departments. • By-laws enforcement.
	Expedite infrastructure	<ul style="list-style-type: none"> • Improved 	Political	

	construction (schools, clinics)	Community participation <ul style="list-style-type: none"> • Availability of devolution funding. 	polarization	<ul style="list-style-type: none"> • Public Private Partine rship (PPP)
2025	<ul style="list-style-type: none"> • Strengthening of development committees 	Established development committees	Divergent views	Continuous engagement
	<ul style="list-style-type: none"> • Establishment of Community recreational centers 	Community support and participation	budget constraints	Widen revenue sources
	<ul style="list-style-type: none"> • Establishment of Council cemeteries in planned centres 	Availability of land	Competing priorities	Engagement of stakeholders

Period	Strategies	Assumptions	Risks	Mitigations
Programme 4: Roads				
Outcome1: Improved Road network				
2025	<ul style="list-style-type: none"> Opening of new roads. 	Availability of resources	Breakdown of existing equipment	Continuous routine servicing of equipment
	<ul style="list-style-type: none"> Addition of new roads equipment 	Availability of funds	Supply failure	Due diligence
	<ul style="list-style-type: none"> Establishment of road unit 	Enough skilled manpower and Equipment	Competing priorities	Continuous engagement
	<ul style="list-style-type: none"> Increase Engagement of Development Partners 	Willingness from partners	Political interference	Wide consultation with all stakeholders
	<ul style="list-style-type: none"> Resuscitating roads community-based maintenance unit 	Availability of skilled labor	Community resistance	Public consultation
	<ul style="list-style-type: none"> Improve Maintenance Scheduling 	Enabling environment	Competing priorities	Alternative source of funding

Period	Strategies	Assumptions	Risks	Mitigations
Programme 5: public safety and security				
Outcome1. Enhanced public safety and security services				
2025	Expedite dispatch of problem animal control (PAC) team.	Availability of dedicated vehicles	Competing priorities	Continuous engagements
	Improve reporting on emergencies	Presence of toll free line	Reluctance by community to use toll free line	Awareness campaigns
	Increase public lighting	Availability of partners	Sudden withdrawal by partners	Signing of memorandum of understanding (MOUs)
	Continuous repair of public lights	Availability of resources	Recurring weather hazards	Maintenance schedule in place

Period	Strategies	Assumptions	Risks	Mitigations
Programme 6: Natural Resources and Conservation Management				
Outcome1: Improved natural resource and conservation and environmental management				
2025	Enforcement of By-Laws	Stakeholder buy- in	Competing priorities	Continuous engagement
	Continuous Capacitation of environmental sub committees	Stakeholder willingness to participate	loss of influence Political polarisation	<ul style="list-style-type: none"> Continuous engagement
	Improve utilisation of hunting quota	Cooperation from Safari operator	International Trade restrictions	Upscale use of local markets.
	Continuous Capacitation of Problem Animal Control (PAC) team	<ul style="list-style-type: none"> Availability of tools of trade. Availability of skilled personnel 	<ul style="list-style-type: none"> Trade restrictions (ammunitions) skills flight 	<ul style="list-style-type: none"> Engagement Retention packages
	Gulley reclamation	<ul style="list-style-type: none"> positive Community participation 	<ul style="list-style-type: none"> Divergent views 	<ul style="list-style-type: none"> Continuous engagement
	intensify Afforestation	<ul style="list-style-type: none"> Community participation Availability of seed 	<ul style="list-style-type: none"> Vandalism Veld fires 	<ul style="list-style-type: none"> Awareness campaigns Fire guards

		banks	<ul style="list-style-type: none">• ‘Drying of water source•	<ul style="list-style-type: none">• Water harvesting technics
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16. Budget

Programme	OUTCOMES	Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1 2021	Budget Year 2 2022	Budget Year 3 2023	Budget Year 4	Budget Year 5
KRA 1	OUTC 1.	Council Policies reviewed and implemented.	18,225,274	135,121,435	271,111,935	311,778,726	338,889,919	389,723,407	448,181,918
	OUTC 2	Statutory meetings held	361,801	2,682,380	5,382,012	6,189,314	6,727,515	7,736,642	8,897,139
	OUTC 3	Monitoring and evaluation reports produced	4,1364,203	30,665,638	61,528,510	70,757,786	76,910,637	88,447,233	101,714,317
	OUTC 4	Stakeholder engagement programs conducted	2,517,862	18,667,323	37,454,709	43,072,915	46,818,386	53,841,144	61,917,315
	OUTC 5	valuation Roll produced	0	0	0	0	0	49,638.00	0
	OUTC 6	master plan developed	0	0	0	0	0	615,089.00	0
	OUTC 7	Goods and services procured	107,496	796,970	1,599,065	1,838,928	1,998,835	2,298,660	2,643,459
Total KRA Budget			25,348,636	187,933,745	377,076,231	433,637,669	471,345,292	5,229,037,163.00	623,354,149
KRA 2:	OUTC 5.	Solid waste collected	1,851,692	13,728,367	27,545,032	31,676,787	36,428,305	41,892,551	48,176,433
	OUTC 6	Landfill constructed	0	0	0	0	0	0	0
	OUTC 7	Ablution facilities constructed	2,386,514	17,693,515	35,500,830	40,825,954	46,949,847	53,992,325	62,091,173

Total KRA Budget			4,238,206	31,421,882	63,045,862	72,502,741	68,081,765	95,884,875	110,267,606
KRA 3	OUTC 8.	Infrastructure constructed	4,583,921	33,985,004	68,188,590	78,416,879	85,235,738	98,021,098	
	OUTC 9	Infrastructure rehabilitated	7,286,966	54,025,267	108,398,011	124,657,713	135,497,514	155,822,141	179,195,462
	OUTC 10	Institutions registered	771,381	5,718,988	11,474,760	13,195,974	14,343,450	16,494,968	18,969,213
	OUTC 11	Stands allocated	11,838,807	87,772,428	176,109,384	202,525,792	220,136,730	253,157,240	291,130,826
	OUTC 12	Development inspections conducted	0	0	0	0	0	0	0
Total KRA Budget			24,481,075	181,501,687	364,170,745	418,796,357	455,213,432	523,495,446	602,019,763
KRA		Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
KRA 4	OUTC 13	Roads Maintained	20,205,193	149,800,474	300,564,424	369,807,779	401,964,978	462,259,724	531,598,683
	OUTC 14	Roads Rehabilitated	1,793,410	13,296,266	26,678,050	30,679,758	33,347,564	38,349,697	44,102,151
	OUTC 15	Roads upgraded	0	0	0	0	0	0	0
Total KRA Budget			21,998,603	163,096,740	327,242,474	400,487,537	435,312,540	500,609,421	575,700,834
KRA 5	OUTC 16	Awareness campaigns conducted	0	0	0	0	0	0	0
	OUTC 17	Number of premises secured	2,002,455	14,835,555	29,766,528	10,072,813	10,948,710	12,591,017	14,479,669
	OUTC 18	Public lights installed	129,390	5,980,767	12,000,000	13,800,000	15,000,000	17,250,000	19,837,500
Total KRA Budget			2,809,720	20,816,322	41,766,528	23,872,813	25,948,710	29,841,017	34,317,769
KRA 6	OUTC 19	Human wildlife conflict managed	450,348	3,338,862	6,699,198	7,704,078	19,099,560	21,964,494	25,259,168

Total KRA Budget		450,348	3,338,862	6,699,198	77,040,478	190,099,560	21,964,494	25,259,168
TOTAL BUDGET		79,326,587	588,109,238	1,180,001,038	1,357,001,195	1,475,001,298	6,400,832,476.00	1,970,918,690

17. Human Resources for the Strategic Period.

No.	Category	Admin Department	Audit Department	Finance Department	Social Services Department	Technical Services Department	Total Personnel Requirements By Category
1	Top Management	3	1	1	1	1	7
2	Middle Management	6	1	2	1	4	14
3	Supervisory/lower Management	-		-	-	-	0
4	Operational and Support staff	14	-	5	5	17	41
5	Total	23	2	8	7	22	62

18. Other Resources

a. Materials, Equipment and ICTs

Materials/ Equipment /ICT	2021		2022		2023		2024		2025	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicle							1	55,000		
Laptops							2	4,000	10	40,000
Desktops							10	15,000	5	7,500
Tractor							1	30,000		
Dumb trailer							1	9,600		

b. Space Requirements

Location	2021		2022		2023		2024		2025	
	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost
Checheche Sub Office	3,400	34,000	3,400	34,000	3,400	34,000	3,400	34,000	3,400	34,000
Head Office	3,000	30,000	3,000	30,000	3,000	30,000	3,000	30,000	3,000	30,000

LIST OF ATTENDENCES

NAME	ORGANISATION
MAKUYANA GODFREY	CRDC
MASIYA EDMORE	CRDC
GOKO EDMORE	CRDC
MUDODO MICROT	CRDC
MANHONDO RODRICK	CRDC
MUTSINGO PATRICK	CRDC
MHLANGA SHEPHERD	CRDC
SADZIVA JOHN R	CRDC
NENOHWE HAPPYMORE	CRDC
MAGEZI TRYMORE	CRDC
CHANDAVENGERWA WILLARD	VET
MUNHUUMWE BEAUTY	EDU
HANYANI JENNIEER	EDU
MADZURA REGINAH	CRDC
GUMBO	DSD
MUNYARADZI MOTSI	MIN OF LOCAL GVT & PUBLIC WORKS

SEBELE	MIN OF LOCAL GVT & PUBLIC WORKS
MAGOBeya DANIEL	CRDC
MADUVEKO TAKESURE	CRDC
KUMBULA JIMMY	CRDC
JENYA MAXWELL	PSC
MADA MARGGIE	CRDC
MARONGA S	CRDC
MAGEZI M	BUDZI SCC
CHAURUKA W	EMA
CHIRIPASHI KUDZAI	MWACSMED
NYATSURO EDWIN	CRDC
MLAMBO ANGELINE	CRDC
MURIGWA MELTA	PGHT
MUDZINGWA DEMETRIA	CHECHECHE RDC
SONKE ONCEMORE	CHECHECHE RDC
PHIRI PHILIMON	CHECHECHE NOLAER
NYEMUDZO ROBERT	CHECHECHE BUSINESS
CHINAA CHIYAMBIROE	CHECHECHE PHASE 2

MASIKATI BONIFACE	PHASE 3
MUZIBVA LAMECK	FLEAMARKETY
CHIFIRE LEDWINA	GREENMARKERT
SITHOLE MARK	NEWTOWN
DHLIWAYO PTRICK	CRDC
MHAKA MARY	CLIWE
MUCHAZONDIDA ZERERE	PHASE 2
MAHWIRE MBENGO	MOPSE
CHITAKUNYE RICHARD	CRDC
MAPOSA NEEDMORE	CHIBUWE TECH
BVUNGU MASIMBA	CHIBUWE HIGH
DHLIWAYO HENRY	CRDC
MAMVOSHA BLESSING	CRDC
TATIWA RANGAI	PD
ZIRACHA ROBERT	CRDC
MLAMBO GONDAI	CRDC
MURIRE R	CRDC
NYATSANZA R C	CRDC

MURIMI J	OPC
DHLIWAYO CASSIAS	DOR
MAPOSA S	CRDC
NYATSANZA C	CRDC
PANDIPUMUNU T. ISAAC	CRDC