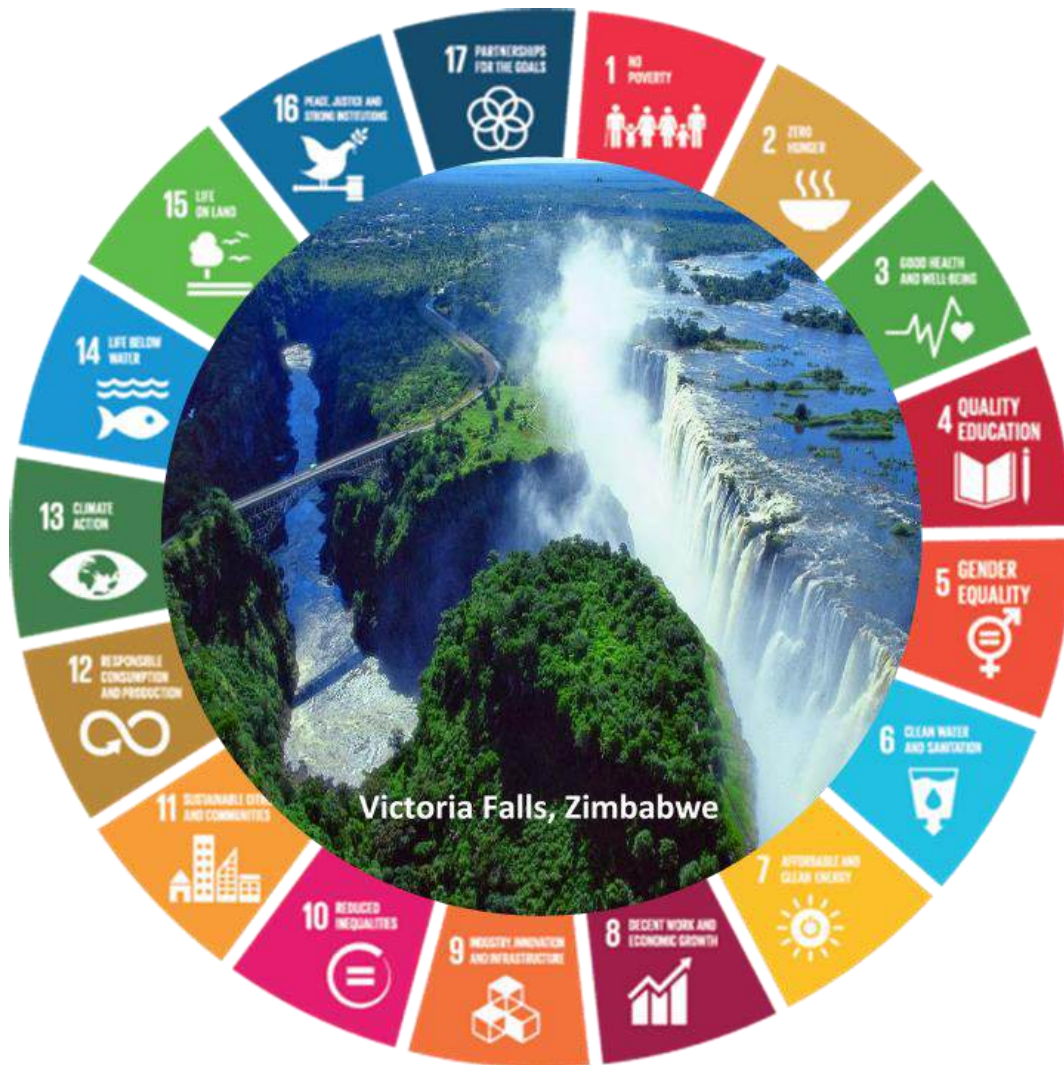


VOLUNTARY LOCAL REVIEW



Victoria Falls Town's Implementation of the 2030 Agenda and Agenda 2063 for Sustainable Development

March 2020



FOREWORD



Local government is that arena of democratic governance that is closest to the people in terms of participation and the delivery of basic services. Over the years, the Ministry of Local Government and Public Works has forged sustainable partnerships aimed at improving service delivery in local authorities. An important area in this strategic thrust has been the focus on localisation of Sustainable Development Goals in line with Vision 2030.

The Constitution in Sections 274 to 276 provides for the establishment and functions of urban and rural local authorities whose mandate is to run the affairs of the people in their areas of jurisdiction. The service delivery mandate of local authorities in Zimbabwe by and large captures all the Sustainable Development Goals and the related targets.

The partnership with UNECA on Harare and Victoria Falls City Council came at an opportune time to kickstart Voluntary Local Reviews in all Councils in Zimbabwe as the Government is now seized with cascading the challenges and lessons learnt to all 92 local authorities in Zimbabwe.

Finally, the reports for Harare and Victoria Falls City Council are a good starting point for local authorities to walk the talk of sustainable development and improve on data collection and reporting. Our expectation is that every Zimbabwean council should become a repository of knowledge and good practice on Sustainable Development Goal reporting and implementation for achievement of an upper middle-income society by 2030.

Hon. J.G. Moyo [MP]

MINISTER OF LOCAL GOVERNMENT AND PUBLIC WORKS



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Abbreviations

ARFSD	African Regional Forum on Sustainable Development
ART	Antiretroviral Therapy
AU	African Union
BOTs	Build Operate and Transfer
CBD	Central Business District
CBNRM	Community Based Natural Resource Management
CCRS	Climate Change Response Strategy
CINAMA	Community Based Management of Malnutrition
CSOs	Civil Society Organisations
DDC	District Development Committee
DHIS	District Health Information Systems
ECD	Early Childhood Development
EMA	Environmental Management Authority
GDP	Gross Domestic Product
GGF	Global Green Grants Fund
GPI	Gender Parity Index
HIV	Human Immunodeficiency Virus
HODs	Head of Departments
HSS	Housing and Social Services
ICT	Information and Communication Technology
IOT	Internet of Things
IGTF	Inter-governmental Transfer Funds
INRM	Integrated Natural Resource Management
INRM	Integrated Natural Resource Management
IPRSP	Interim Poverty Reduction Strategy Paper
JIMP	Joint Integrated Management Plan
JVs	Joint Ventures
KAZA	Kavango-Zambezi Transfrontier Conservation Area
LCUP	Local Clean-up Program

LED	Local Economic Development
LFS	Labour Force Survey
MOHCC	Ministry of Health and Child Care
MOU	Memorandum of Understanding
MPI	Multidimensional Poverty Index
NECs	National Employment Councils
NGOs	Non-Governmental Organizations
NGP	National Gender Policy
NGP	National Gender Policy
OVC	Orphaned and Vulnerable Children
POTRAZ	Postal and Telecommunications Regulatory Authority of Zimbabwe
PPP	Public Private Partnerships
PSIP	Public Sector Investment Programme
SDGs	Sustainable Development Goals
SDP	Strategic Development Plan
SEZ	Special Economic Zones
SEZA	Special Economic Zones Act
SMEs	Small to Medium Enterprises
STEM	Science, Technology, Engineering and Mathematics
STEP	Skills and Technical Education Programme
TCPL	Total Consumption Poverty Line
TSP	Transitional Stabilisation Programme
UCA	Urban Councils Act
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICA	United Children of Africa
UNICEF	United Nations Children's Fund
VFM	Victoria Falls Municipality
VLR	Voluntary Local Review
VNR	Voluntary National Review

WASH	Water Sanitation and Hygiene
WiLGF	Women in Local Government Forum
ZETDC	Zimbabwe Electricity Distribution Company
ZIMASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZIMPARKS	Zimbabwe Parks and Wildlife Management Authority
ZIMSTAT	Zimbabwe National Statistics Agency
ZIMYTHSDG	Zimbabwe Youth for Sustainable Development Goals
ZINWA	Zimbabwe National Water Authority
ZRA	Zambezi River Authority

Opening Statement

Victoria Falls Municipality is proud to have hosted the 6th African Regional Forum on Sustainable Development from 24-27 February 2020. The historic event will always linger in our minds as a reminder on the importance of attaining Sustainable Development Goals to change the quality of lives of our people. The SDGs create a strong foundation for service delivery which is every local authority's mandate. Victoria Falls as a tourist destination thrives on offering excellent services to visitors and residents. The tourism industry has created various employment opportunities to people from all walks of life and that will always be a source of pride and satisfaction for Council.

As Victoria Falls Municipality we were privileged to have participated in the Voluntary Local Review (VLR) which helped us to assess the progress made in terms of linking service delivery and the attainment of SDGs. The local authority's vision is anchored on the provision of quality services and it is prudent to note that SDGs highlight several areas critical to the provision of quality service and key among them are quality education, clean and safe water, good health, reduced inequality and gender equality, eradication of poverty and hunger.

Our report will show that we have fared well and demonstrated the capacity to deliver in certain areas however we are still lagging behind in other areas because of being weighed down by various challenges. As a local authority, we need to step up our efforts if we are to attain SDGs by 2030. Our participation in this VRL program challenged us to strengthen our vision towards creating quality life for residents and visitors.

With the same level of commitment and support from all stakeholders, the achievement of the key tenets of vision 2030 is realistic.

Councillor Somveli Dlamini

Mayor Victoria Falls

Highlights

Victoria Falls' first-ever Voluntary Local Review (VLR) was welcomed by the Victoria Falls Municipality (VFM) as a great opportunity to track and monitor progress on implementation areas and to evaluate the impact of policies towards realising the local goals on sustainable development. VFM has committed fully to the principles of sustainable development through its Strategic Development Plan. Sustainable development is a core constitutional imperative and an overall strategic objective for the country. The implementation of SDGs in Zimbabwe has been through the Zimbabwe Agenda for Sustainable Socio-economic Transformation (ZIMASSET), the Transitional Stabilization Programme (TSP) and the National Budget. Likewise, the national policy demonstrates a clear strategy in favour of adopting the SDGs to the local level. Responding to people's needs and demands means connecting local actions with national policies and strategies through an integrated approach. Accordingly, Victoria Falls Municipality aligns its efforts with the statutes and policies of the Government of Zimbabwe. The Voluntary Local Review therefore provides an opportunity to share experiences, successes, challenges, and lessons learnt in implementing the SDGs amongst all major groups in Victoria Falls Town. Likewise, the VLR complements and feeds into the Voluntary National Review (VNR).

To consider systematic interlinkages between the SDGs, Victoria Falls Municipality (VFM) identified the need to build relationships internally, with businesses, partners and within the wider global community. The local authority recognized the indivisible nature of the SDGs, therefore, identified the need to focus on priority goals that are enabling and relevant to the local context. To understand the pressures and areas that needed urgent attention, an 'environmental scan' was conducted. Key points of this scan established that Victoria Falls continues to be a high growth area and that substantial community infrastructure is still needed within the Municipality. The environmental scan also revealed limitations to Victoria Falls' economic growth due to a lack of available land and the potential impacts of climate change. An Integrated Urban Development Framework has been adopted to guide the development of the Town as well as to coordinate actions with the needs and aspirations of the community.

The foundation of this VLR was the Strategic Development Plan which included visions, missions, and commitments of the Victoria Falls Municipality. The Review process was consultative, inclusive and participatory involving major groups such as line ministries, Civil Society Organisations (CSOs), women groups, youth ambassadors, private businesses, development agencies, and residents. The process was guided by the principles of openness, inclusivity, and transparency. Different stakeholders highlighted how their work is linked and integrated into the SDGs and identified opportunities to link their initiatives with the Municipality's programs. The Town Clerk's office identified a focal person who facilitated engagement with external stakeholders. In addition, the Head of Departments (HODs) at the Municipality (VFM) facilitated engagement with key implementing partners aligned with their respective departments.

Victoria Falls strives to provide the community with efficient, effective, accessible, and affordable services in a sustainable manner that maintains the uniqueness, naturalness, and competitiveness of the Town as a tourist and investment destination. Major strides from addressing hunger and poverty to tackling climate change have resulted in a significant reduction in malnutrition amongst children under the age of 5 from 16 % in 2015 to 6% in 2019. The Mayor's office works closely with the Tourism and Hospitality industry to assist the vulnerable people in the communities. In October 2016, Victoria Falls amongst two other cities was identified as a Special Economic Zone (SEZ) by the Government of Zimbabwe under the

Special Economic Zones Act . The SEZ status has attracted major business deals via direct foreign investment, therefore, increased investment inflows. Over the past four years, the tourism and hospitality industry has been growing largely consequently benefiting the community through employment creation and better standards of living. VFM has adopted policies to support and facilitate work for all and encourage investments on labour-intensive projects.

In 2019, about 81% of the households in the Town had access to clean and affordable water. Victoria Falls is among leaders in the transition to clean and sustainable energy in Zimbabwe. The Town is moving towards becoming solar-powered by 2050 through its Vision 2050 on clean, affordable and renewable energy. Against this objective, VFM has actively engaged with private stakeholders towards SDG 7. The Municipality partnered with Green-line, a Non-Governmental Organisation (NGO), in areas of energy efficiency, waste management, and land restoration initiatives. Moreover, acting on climate is paramount for Victoria Falls due to the nature of the Town. A suite of by-laws and policies have been adopted, to address climate change and enhance the Town's ability to adapt to ongoing environmental changes. Youth engagement was identified as a key tool in achieving all the SDGs.

Major strides in addressing gender inequality through policy frameworks have been taken aimed at ending all forms of discrimination against women and girls. Representation of women in local government has increased from 18.2 % in 2013 to 27.3% in 2018. The Municipality has led by example through the adoption of non-discriminatory policies and equal opportunities within its organisation. Similarly, 41% of Heads of Departments (HODs) at the Municipality are women. In line with the National Gender Policy (NGP), the Town's end goal is to have a 50/50 representation in all top decision making positions by 2030.

To dramatically scale up the implementation pace, VFM has intensively expanded programmes and reforms that create jobs for the local people. For this purpose in 2018, the Municipality mobilized investors under the Urban Councils Act (Chapter 29:15) to support work for all with special preference given to labour-intensive projects. In addition, VFM introduced public work schemes, providing the poor with semi-skilled or unskilled work, guaranteeing them at least 100 days of employment per year. Also, the principle of leaving no one behind was adopted by the Municipality through a robust and inclusive approach to the implementation of the SDGs. The Council has made significant progress in engaging youth, women societies, the elderly and people living with disabilities

The shortcomings highlighted particularly the need for good governance and robust multi-stakeholder engagement. Despite the efforts by the Municipality to advocate for a collaborative approach and integration of policies and programs, organisational silos still persist. This brought up the need to raise awareness on the SDGs with all sectors of the Town. Development is only possible if the community is prepared that is financially, technologically and in terms of capacity. Through the VLR, the Municipality has identified opportunities for strong stakeholder collaborations and resource mobilization channels.

Introduction

In 2015, the United Nations (UN) member states agreed upon a comprehensive agenda to end extreme poverty, fight inequality and injustice, and prevent the harmful effects of climate change by 2030. After realising that the Sustainable Development Goals are strongly linked to Victoria Falls's goals and mission to plan for rapid growth, address social, economic and climate change, VFM identified the urgent need to adopt and localize the SDG framework. Likewise, VFM committed fully to the aspirations of the endogenous plan for transformation towards the "Africa we want", Agenda 2063¹. As a result, a 5 year (2018-2022) robust and results based Strategic Development Plan was developed and is currently being implemented through planned projects, programs, policies, and procedures. The efforts to mainstream the 2030 Agenda and Agenda 2063 into development planning processes at the local level aims to strengthen and ensure that local development objectives are achieved more efficiently and equitably.

The Strategic Development Plan demonstrates a model for inclusive growth with a focus on the provision of quality infrastructure, improving the health of the community, creating employment opportunities, and maintaining the green status of Victoria Falls as a tourist destination. It describes how the local authority's on-going policies and initiatives already contribute to the 2030 Agenda and Agenda 2063. It also defines locally relevant targets that are linked to the SDGs and describes the policies and initiatives that need to be implemented to reach them. More than 75% of the SDGs are reflected in the strategic plan and the Mayor's office receives quarterly updates from the staff on progress in meeting these goals. Based on this work, Victoria Falls Municipality is submitting its first-ever Voluntary Local Review on the progress in implementation of the goals over the past 5 years (2015-2019).

The review process was supported by the United Nations Economic Commission for Africa (ECA) and the Ministry of Public Service, Labour, and Social Welfare. The foundation of this VLR is the 2018-2022 Strategic Development Plan². Moreover, a detailed review of all current planning documents was undertaken, including the previous Strategic Plan (2011-2016), Performance Improvement Plans, Service Level Benchmarking reports, previous budgets, financial statements, and current budget. The VLR presents an opportunity to evaluate the impact of programs and policies. By disseminating information on environmental, social and economic progress, the VLR offers transparency and accountability with residents and creates a way for partners to visualize how their work might interact with the Town's goals. The VLR also presents an opportunity for the Local Authority to address the challenges in performance and budgets and mobilize all resources and capacity given the current resource constraints. The process of producing the VLR in itself was a valuable experience for the Local Authority in that the consultations with private and public stakeholders managed to diffuse organisational silos and offered opportunities for collaboration.

Since the Municipality has been actively working with sustainable development issues, the planning was a natural step for all parties involved. The Town's planning takes into account the linkages, interactions and agreements between different departments and specialize

¹ Agenda 2063, The Africa We Want, <https://au.int/en/agenda2063>

² Municipality of Victoria Falls Strategic Plan: 2018-2022, vfm.co.zw

planning approaches lead to effective public action. The local authority has been able to build established frameworks on climate change, poverty and hunger, health and nutrition, and education. In this regard, the elements of the SDG framework served as guidelines for planning and public management for sustainable development. Moreover, VFM is committed to support the implementation of Zimbabwe's nationally determined contributions and initiatives on Sustainable Development. In March 2019, Victoria Falls Councillors attended the IPU-UN Environment Programme aimed to help parliamentarians and localities put into place the Paris Agreement on climate change. The forum highlighted the critical roles of local authorities in passing legislation and providing effective oversight on the negotiation of the internationally agreed commitments on climate change. In addition, the forum equipped local leaders with the knowledge and tools they need to effectively support action on climate change and environmental degradation.

Line ministries are also approaching policy and implementation to ensure development approaches are in sync with the SDGs as well as disaster risk reduction imperatives as agreed in the Sendai, Framework .Victoria Falls Municipality adopted the Flood plain management framework which is a component of the Disaster Risk Reduction National Action Plan (2015-2030). VFM targets flood management in Zambezi basin as one of the most effective mechanisms for adaptation against the potential risks of climate change and one of the best ways to reduce risks. The Town is moving towards meeting the requirements of frameworks that seek to boost the community's resilience in the face of disasters. Guided by ZIMASSET, whose implementation is aligned to the sustainable development goals, the negative impacts of disasters and risks are being addressed significantly in the various sectors of local development such as health, education, energy, transport infrastructure, water, and climate.

Victoria Falls now implements the SDGs through local committees. The steering committees play a vital leadership role in coordinating policies and programs for achieving goals. The Municipality is responsible for coordinating efforts from various stakeholders, cooperating with civil society and the private sector in ensuring the effective implementation of planned actions through policies, programmes, and projects. In light of the current socio-economic challenges facing Zimbabwe, an integrated multi-level and multi-stakeholder approach is needed to promote the transformative agendas in Victoria Falls. By sharing areas of success and challenges, this review aims to mobilize partners and strengthen engagement so that all agencies can work together to achieve all 17 SDGs.

Methodology and Process for Preparation of the Review

The VLR was prepared with the support of the United Nations Economic Commission for Africa (ECA), Ministry of Public service, Labour and Social Welfare and the Ministry of Local Government, Public Works and National Housing. The Victoria Falls local review builds upon the previous annual reviews on of the Strategic Development Plan and consultations with relevant town Agencies. The structure of this VLR is based on the proposed guideline provided by ECA. It was further shaped by a desk review of the Voluntary National Review (VNR) in consultation with VNR Coordinators, CSOs, private businesses, development agencies and other key SDG stakeholders. A total of 30 independent agencies were consulted.

The review addresses the progress and the status of all 17 Sustainable Development Goals. With reference to the Global indicator framework for the Sustainable Development Goals³ provided by ECA, the Local Authority with other key stakeholders agreed upon 50 indicators for assessment. Particular emphasis is given on nine SDGs that were prioritized by the Victoria Falls Municipality namely SDG 1, SDG2, SDG3, SDG4, SDG5, SDG6, SDG11, SDG13, and SDG 15. The decision to prioritize these specific goals was based on the results of an environmental scan which was carried out to identify areas that needed urgent attention. The Municipality also considered the availability of the means of implementation particularly financing to effectively implement and strengthen the impact of sustainable development initiatives. Quarterly reports are submitted by the Municipality focusing on the goals mainstreamed in the Strategic Development Plan.

The review utilised a mixed methods approach in which both quantitative and qualitative data were collected and triangulated. Qualitative data were obtained using survey questionnaires, interviews and focus group discussions. The survey questionnaires aimed to establish conditions of objectivity through gathering data by posing already formulated questions. Qualitative interviews and focus group discussions allowed for more in depth expression of SDG experience and reference to context. Both quantitative and qualitative approaches were fundamentally complementary and provided opportunities for deductive and inductive approaches to data analysis in order to gain insights into the steps Victoria Falls Town is taking to achieve progress toward Agenda 2030 and Agenda 2063.

The primary source for quantitative data was the Victoria Falls Municipality database. Data was also obtained from the Zimbabwe National Statistics Agency (ZIMSTAT), Child Labour Survey, Labour Force Survey, Ministry of Primary and Secondary Education, and District Health Information System (DHIS). The HODs from the Municipality facilitated data collection from the Ministry of Local Governments and other line ministries. Agencies such as ZIMPARKS, District Administration for Health, Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ) and Zimbabwe National Water Authority (ZINWA) were asked to share updated statistics on selected indicators. The use of telephone communication was also used for quick responses, clarity and follow-ups. To fully adapt on the commitment of leaving no-one behind, engagement with youth, women, and people living with disabilities

³ Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development, <https://unstats.un.org/sdgs/metadata/>

was critical. Youth engagement was facilitated by head of Schools in the Victoria Falls Community and complemented through telephone communications.

Criteria Used for Selection of the Study Participants

A sample generated from a population of 33,748 potential participants was selected through purposive and referral sampling. Victoria Falls Municipality nominated other potential data sources used to participate in the study. (See Annex 1 for Demographic Profile of Victoria Falls Town)

Table 1: Data Analysis Strategy

Data Collection	Data Analysis Strategy
Document Study/ Desk Review	Meta-data-analysis
Face to Face Interviews/ Focus Groups	Coding
Telephone Interviews	Content and narrative analysis

Limitations on Data Collection

The main challenge of the review was the high data gaps⁴. In addition, the data provided by the national statics agency was disaggregated to the provincial level only therefore data specific to Victoria Falls Town was not available for most indicators. This made it difficult to track and monitor progress. Victoria Falls Town does not have a local statics agency therefore all data is provided by the national agency, ZIMSTAT. ZIMSTAT conducted a data gap analysis that identifies the nature and extent of limitations of data for monitoring SDGs in Zimbabwe. The data gap analysis has shown an overall data gap of 44%. There were also limitations with respect to resources and time which limited the reach in terms of engagement and consultations with stakeholders. The data collection process also faced some of the following challenges:

- Limited questionnaire responses and late submission of questionnaires mainly from the residents and private businesses who did not understand the scope of the process
- Submission of incomplete questionnaires some which were followed up by telephone interviews
- Lack of essential information from the Agencies consulted
- No updated records and data bases

The draft report was presented at a validation workshop with key stakeholders selected by the Municipality through purposive selection. Participants included the Mayor, City councillors, civil society organisations, women groups, representatives from vulnerable groups and resident associations. The recommendations from the validation meeting helped to strengthen the report and identified challenges and opportunities in the implementation of SDGs in Victoria Falls.

⁴ The data did not exist and or was not accessible

Policy and Enabling Environment

Creating Ownership of the Sustainable Development Goals

Sustainable Development Goals are a part of the daily responsibilities and activities of the Victoria Falls Municipality. To promote local goals' alignment with SDGs, VFM has gone through a comprehensive process to localize the SDGs through its Strategic Development Plan. The town is using the SDG framework to address the concrete challenges of the community such as climate change, water and sanitation, affordable housing, quality education, and health. After the 2011-2016 SDP was concluded, the Local Authority identified the need to fully commit to the SDGs through synergising its local strategic plan with the SDG framework. The 2018-2022 Strategic plan points the way to a new and rewarding path for the employees, Councillors, residents, and stakeholders of Victoria Falls. Along this path, it is expected that both challenges and opportunities will lead to real contributions that will help fulfil the Council's varied goals relating to service delivery to the public.

Although Victoria Falls Municipality has committed to implement all the 17 SDGs, it lacks the necessary capacity to fulfil this role effectively and therefore has selected priority goals and targets which are relevant to the local context. Of the 17 SDGs, the Municipality puts focus on SDG1, SDG2, SDG3, SDG4, SDG5, SDG6, SDG11, SDG13 and SDG15. The Victoria Falls Municipality is divided into four departments responsible for cooperate governance, infrastructure development, social service provision, and environmental management. The departments work hand in hand and synergise efforts to avoid duplication of resources and efforts which address a range of socio, economic and environmental challenges on the Municipal scale.

Table 2: Key Result Areas

No.	Key Result Area	Responsible departments	Linkages to Macro Priorities (Reference and Description)	SDG Reference
1	Infrastructure Development	Engineering, Finance, Housing, Central Administration	Cross-cutting enablers	6,7,9,11
2	Social Service Provision	Housing and Community Services, Finance, Engineering, Central Administration	Social Development	1,3,4,5,6,10,
3	Environmental Management	Housing and Community Services, Central Administration, Engineering, Finance	Social Development	13,14,15
4	Cooperate Governance	Central Administration, Finance	Governance	16

Table 1 summarizes key results areas and measurable goals that are contingent upon various scenarios. Each year, the Council, residents and other stakeholders meet to discuss the annual

activities and budget. The Strategic Plan guides the budget and Council staff develop an operating plan detailing the annual activities that will move Victoria Falls towards the strategic plan goals. A set of key performance indicators were agreed upon by all the relevant stakeholders. The plan has goals and metrics that lead the Municipality towards a more inclusive and developmentally oriented local authority. VFM identified that the successful implementation of the plan requires ownership by residents and stakeholders and community leaders. All stakeholders must take responsibility for the plan and the direction it sets forth.

Victoria Falls Town Sustainable Development Framework

In June 2018, Victoria Falls committed to a 5-year delivery program for a resilient Town that is based on the vision of building a sustainable city, local economic development, strengthening the capacity of the city and leading in service delivery. The plan was based on the previous Strategic Development Plan (2011 to 2016). It is vital that the 2018-2022 Development Plan was built on the work that had taken place previously by the Council and its partners. With this in mind, the first step was to review the previous vision as contained in the Strategic Plan for 2011 to 2016 as part of the process as well as integrate the SDG framework. On this journey, the Municipality committed to use a collaborative approach. The Strategic Plan came after a long process of review and consultation by the Municipality with the involvement of all the major stakeholders from residents, COSs, development organizations, private businesses, and other public stakeholders.

The Victoria Falls Strategic Development Plan for a smart and competitive Green City is based on the independent values of accountability, transparency, customer service, environmental stewardship, innovation, integrity, and teamwork. The plan emphasizes the need for a collaborative approach and inter-sectorial efforts for a sustainable and resilient Town. Valuable input for the plan was gained by collecting ideas, information, and feedback from the community, Councillors, and staff via a number of reviews, meetings and consultative workshops. Within the Strategic Plan for 2018 to 2022 is included the Local Economic Development Strategy and the Environmental Management Strategy. The Strategic Plan also identified the need for an extended governance structure in the form of an Investment Promotion Committee and a Business Development Board to share the economic development responsibilities, including the participation of the formal and informal business sector.

The Municipality facilitated a number of workshops on how best the local framework could integrate the SDG framework. To understand pressures and impacts on the community, an ‘environmental scan’ was conducted. Key points of this scan established that Victoria Falls continues to be a high growth area and that substantial community infrastructure is still needed within the Municipality. The environmental scan revealed limitations to Victoria Falls’ economic growth due to a lack of available land and the potential impacts of climate change. The need for well-connected and planned transport infrastructure was also identified. As a result, Strategic Development plan mainstreamed priority SDGs that directly addresses the issues raised in the environmental scan. As a result, a concrete document that addressed key issues and linked the SDGs to the local goals was developed. Through this, ownership of the SDGs was obtained clearly outlining areas of urgent attention, opportunities for collaboration and gaps in budget and other resources.

Integration of the 3 Dimensions

As a tourist destination, Victoria Falls strives to lead in service delivery whilst building a sustainable city and strengthening the capacity of the community. The local economy has benefited from the sources of income that tourism brings with it giving a balance to the economic, social and environmental aspects of sustainability. Likewise, the local authority is tasked to promote development based on eco-efficient economic growth whilst, recording more inclusive gains in human welfare and socio-economic progress. Against this background, the Municipality has put in place policies and by-laws for the aim of “Greening the Town” as a strategy to achieve sustainable development. The public policies explicitly prioritize investments in economic activity concerning the impact on the stocks of natural, human and social capital. Before any project is carried out an environmental impact assessment is done concerning construction in the core zone. The basic conditions of social justice and ecological sustainability are fundamental policy objectives rather than marginal objectives. Consequently, the town has embraced green jobs as a drive for a sustainable environment that leads to innovations and the creation of new businesses.

Victoria Falls Municipality uses the SDGs to analyse policy interlinkages and promote synergies between the goals. Participatory urban planning has further helped to link all dimensions of sustainability while preventing social issues such as housing and unemployment from becoming worsened. The local authority is forging strategic partnerships with key organisations and private stakeholders with a focus to change policy-making from negotiating social and environmental trade-offs to developing and achieving synergies and new sustainable outcomes. VFM with its partners committed to greening the Buffer zones as a strategy to integrate the three pillars of sustainability. The town has in plan a framework that supports the greening of Buffer zones and resuscitating of all the green corridors for the survival of the ecosystem and LED. Compelled to develop management strategies to deal with the challenges of development, ZIMPARKS agreed on action, including finding appropriate locations for balloon and helicopter landing sites and removing invasive species. All urban developments within the buffer zone are monitored for compliance with national legislation of respective countries. Implementation of resolutions is continuing. The town plans on installing a solar farm project which is estimated to create 2000 new jobs in June 2020.

Leaving no-one Behind

The principle of leaving no one behind is at the core of the Victoria Falls’ development strategy. The strategic development plan builds on the mantra that “Alone we can go fast but together we can go far”. Robust community engagement has been highlighted in the local strategic plan as a core principle to address the widening income gap in Victoria Falls. Likewise, Victoria Falls Town has committed to an inclusive development strategy recognizing that the dignity of all people is fundamental. At the onset, VFM identified that the persistence of inequality in the Town is as a result of lack of equal economic and political opportunities. Since the inequality of income and that of opportunities are interlinked and mutually reinforcing, the Municipality designed a comprehensive policy framework for the bottom 40% in the community to reduce inequality needs. Special programmes, particularly for women and youth, have been adopted with a focus on closing gaps in education, water and sanitation, health and nutrition, and on tackling unemployment. Quality education and good health allow individuals to increase their productivity and contribute to economic growth. VFM also strives on addressing stereotypes and other cultural norms that reinforce discrimination.

Victoria Falls aims to develop an open and socially inclusive community in which the needs of the most vulnerable are met through non-discriminatory service provision. The Municipality has upgraded programmes in low performing areas, through expanding water, sewerage networks and improving provision for solid waste collection and management. Also, the Municipality has allowed a higher proportion of low-income groups to afford safe drinking water through the adoption of non-revenue water scheme. Non-revenue water scheme implies that low-income households who consume water below a certain point do not pay water bills whereas high-income households who use water above a certain point are penalised. Since low-income households rely mostly on labour income for their livelihoods, Victoria Falls Municipality has mobilized investments with a focus on labour-intensive projects. The tourism and hospitality industry creates a total of 1500 new jobs each year which are accessible to all groups within the community and provide sufficient income. Furthermore, VFM promotes the creation and growth of small to medium enterprises (SMEs) through SME incubators as a way to boost employment for the poor. The local authority has implemented several policies to help these firms become more efficient and competitive, while at the same time creating relatively good-income jobs, by improving the business environment under which they operate.

Each year, the Council does consultations with residents and other stakeholders to discuss the annual budget and progress on implementing goals. This progressive initiative was set to promote dialogue and ensure that the needs of everyone including youths, women, and people living with disabilities can be included in planning and decision making. Through participatory budgeting, the VFM makes its decisions and actions more accountable to the locals, allowing residents in each neighbourhood to influence priorities in public investments and service provision. Going forward, the Town plans to strengthen its commitment to the principle of leaving no one behind through widening the discussion on inequality beyond the current topics and tackle all the socio-economic and political barriers of empowerment for a just, equitable, and tolerant community

Institutional Mechanisms

Victoria Falls Municipality began to take ownership of the 2030 Agenda in 2016, after reviewing the linkages between the Sustainable Development Goals and their local development plans. VFM has put in place a clear institutional framework to guide the implementation of goals and programs. The council is divided into 4 departments that are responsible for infrastructure development, social service provision, environmental management, and corporate governance. The Central Administration is headed by the Chamber Secretary who manages the business of the town by ensuring that Council and Management meetings are held and quality decisions are taken. The Engineering Department is headed by the Town Engineer who provides engineering services in the design, construction, maintenance and efficient running of infrastructure for provision of services to the Town. The Treasury provides sound financial direction and corporate support services to Council's operational departments in line with the Treasurer's responsibilities as outlined by the Urban Council's Act (29:15). Lastly, the department of Housing and Community services which is headed by the Director of housing and Community services provides an effective, efficient, and transparent and gender sensitive services in housing, health and community services within the municipal area.

In addition, for ownership and accountability, sub-committees with key implementing stakeholders were created across agencies. The committees were developed after a series of consultative workshops and meetings led by the Council with the intention of getting full representation of all stakeholders across the town. An extended governance structure was

formed with an Investment Promotion Committee and a Business Development Board to share economic development responsibilities, including the participation of the formal and informal business sector.

Structural Issues

Victoria Falls' agencies identified that the 2030 Agenda and Agenda 2063 cannot be achieved unless structures that impede sustainable and equitable development are dismantled. The Town continues to be a high growth area and that substantial community infrastructure and financing is needed within the municipality to addressing barriers to achieving sustainable development. Additionally, the changing role of local government and a higher level of expectation from the community are key issues to be addressed. Due to the location of Victoria Falls as a border town and a tourism hub, the town is expected to accommodate a large number of visitors and tourists. This creates a strain on the available land and natural resources.

Through increased development and investment, there is a risk of misalignment of the private sector and Town's priorities and diminished transparency and accountability. The large scope of the SDGs, with new areas and various cross-cutting issues, will require institutional collaboration, innovation and incentive systems that facilitate action and accountability across sectors as well as across government levels. Victoria Falls aims to establish strong institutional and coordination structures to effectively support SDG implementation. Coordination and cooperation between internal and external actors and agencies will eliminate the risk of misalignment of objectives. The influence of effective coordination and cooperation on the success of implementation has been addressed on a number of workshops and meetings.

Progress on Goals and Targets



SDG1:

End poverty in all its forms everywhere

Introduction

Victoria Falls Town is committed to fight against extreme poverty through ensuring that all residents have access to basic services and all men and women particularly the vulnerable groups have equal rights to economic resources. The Municipality has made efforts to scale up the development process through the adoption of “Pro-poor policies”. Framed against its Strategic Development vision, VFM has been able to create an enabling environment for employment creation particularly targeting the poor and low-income earners. The local authority strives to align its efforts with the statutes and policies of the Government of Zimbabwe such as the 2016 National Poverty Reduction Strategy and Social Protection Framework. The overall goal is to raise the incomes of the poorest, but also ensuring access to basic services, and protecting everyone from poverty in all its dimensions.

Eradicate Extreme Poverty (1.1)

Victoria Falls Municipality plays a key role in poverty eradication by developing strategies to create jobs and raise incomes. The local authority has intensively expanded programmes and policies that create jobs for the poor residents in the community. In 2015, the Municipality introduced public work schemes, providing the poor with semi-skilled or unskilled work, and guaranteeing them at least 100 days of employment per year. The scheme which is gender-sensitive and inclusive has so far benefited more than 1000 individuals. To ensure that every resident is living above the poverty datum line and can afford a basic living with access to water and sanitation, the local authority selected the beneficiaries from a list of individuals who had accumulated Council debts and were financially unable to clear them for over a year.

Victoria Falls Municipality has maintained an environment conducive for local and foreign-direct investments thereby creating jobs for all. The Municipality supports “work for all” by prompt and responsible consideration of all investments applications with special emphasis on labour-intensive projects. VFM also advocates for growth in productive employment and hence poverty reduction. In 2017, the percentage of extreme poverty prevalence for households in Victoria Falls was 12.8%, showing a significant drop from 18.4% in 2014⁵.

In 2017, VFM in partnership with Civil Society Organisations and women groups constructed operating spaces for women vendors in Victoria Falls. Between 2013 and 2018, the informal sector in Victoria Falls grew rapidly. This sector is highly characterised by women who lack decent work. As a result, the local authority partnered with private stakeholders and women groups to create the “Zhima” markets for women with very low operating fees and tax rates. The market provides a safe working environment and security for women thus encouraging more women to register their trades with the Municipality. In December 2019, about 512 women were operating at the “Zhima” market guaranteeing them income to afford

⁵ Zimbabwe Poverty Report 2017, www.zimstat.co.zw

basic food, health, and education. In addition, they are support groups for women such as the Zambezi Art and Craft Women who share experiences and ideas on entrepreneurship and income generation. About 2 million tourists visit Victoria Falls Town each year and the opportunities that the tourism and hospitality industry bring to women are big if harnessed effectively. VFM has also made efforts to protect and support local SMEs through SME incubators and provision of quality services and infrastructure to promote easy of doing business policies.

Social Protection (1.3)

Achieving full and productive employment and decent work for all, including women and young people is critical to the development of the Town. The Municipality is guided by the UN declaration of Human Rights that states that everyone has the right to work, to free choice of employment, to just and favourable conditions of work and protection against unemployment⁶. The informal economy in Victoria Falls is rapidly growing which is highly characterised by the lack of decent work. This indicates that the proportion of the labour force covered by social protection is low. The decline in formal employment has resulted in a large population engaging in vulnerable employment thus having a direct bearing on poverty and hunger. A significant number of employees in the informal sector receive an income below the total consumption poverty line (TCPL) for an average family of five. VFM has played a significant role towards formalising the informal sector through simplifying the business registration processes and relaxing taxation on small businesses. The motive to formalize all employment is also driven by the desire to improve workers protection. Likewise, labour organisations have played a significant role through trainings and education on decent work and socio-economic rights of workers.

Access to Basic Services by All (1.4)

VFM's responsibility for local basic services, such as water and sanitation, makes it a key partner in the achievement of SDG1. The provision of basic services such as safe drinking water, safely managed sanitary services and basic waste collection services is critical to the Municipality. Table 2 illustrates the proportion of population living with access to basic services in 2019.

Table 3: Proportion of population living in households with access to basic services (2019)

Indicator	Proportion of the Population
Access to Basic water Drinking Services	88.2%
Access to Basic Sanitation Services	90.2%
Access to Basic Waste Collection Services	81.95%
Access to managed handwashing facility with soap and water	28.24%

Source: VFM Housing and Community Services Department

⁶ Article 23 of The Universal Declaration of Human Rights, <https://www.humanrights.com>

Table 2 indicates that in 2019, 88.2% of the population had access to basic water services and 90.2% had access to basic sanitation services. This is explained by the laws and policies the Municipality has adopted on house construction and water and sanitation facilities. In terms of the Model Building By-law 1977, building plans should be submitted for approval for any proposed building construction. Any developments should be in terms of Council approved building plans and should comply with the relevant by-laws. A residential stand is not to be occupied until a portable water supply and approved sanitary facilities are provided and an occupation certificate issued. 81.85 % of the population had access to basic waste collection. However the percentage of managed handwashing facility with soap and water is low at 28.4% due to the price of soap. Survey respondents indicated that although water is available, soap prices are generally unaffordable and washing hands with soap is an unnecessary luxury.

Critical Challenges

A critical obstacle to the achievement of SDG 1 in Victoria Falls town is the deficiency of coordinated efforts amongst the key stakeholders for sustainable development. SDG 1 takes a multi-dimensional view of poverty and therefore requires multiple coordinated responses. The key long-term and sustainable way to address poverty is to advocate for a collaborative approach, however, organisational silos make it difficult to deliver services efficiently and implement policies effectively. Despite the efforts by the Municipality to mobilize and engage with key stakeholders, the response rate has been low therefore crippling the rate of effective implementation of the goals. There is an urgent need for capacity development through training and motivating people to work together to accomplish goals.

Despite the efforts by the Municipality to promote and support small local businesses, cross border traders continue to stifle the growth of local SMEs and vendors. The informal traders are not obligated to abide to the local tax laws and their products are sold at cheaper rates than local prices therefore stifling the growth of local SMEs. VFM is committed to monitor child poverty and plans on having a local policy framework that has children at its centre as part of the 2030 Agenda and Agenda 2063.

The environmental scan carried out by the Municipality revealed limitations to Victoria Falls' economic growth due to lack of available land and the potential impacts of climate change. Land scarcity has made it challenging for the Municipality to implement its strategic goals targeted at poverty eradication. VFM identified the urgent need for accurate and detailed data on employment and productivity trends. Detailed data and regular information on employment, rights, and social protection, not least with regard to the poorest segments of the population and disaggregated by sex are central to policy development and recommendations. Data on women's time use and their investment in unpaid care work is also particularly essential to inform policy making.

Key stakeholders also identified that vocational training works best when it is part of a social commitment to lifelong learning. Consequently, they recommended that policy makers identify evidence-based methods of developing lifelong learning that enhances existing skills for workers and offers new skills-training for those who are unemployed and underemployed to meet the real needs of the workforce. Likewise, VFM identified the need for a vocational training community college which will function as the focal point for such efforts. The infrastructure to support such efforts does not yet exist and the Municipality is mobilizing resources and private sector leaders to design institutions that fit with existing education and training practices.



SDG 2:

End Hunger and Achieve Food Security and Improved food nutrition and promote sustainable Agriculture

Introduction

Achieving Zero Hunger in the town of Victoria Falls is a shared commitment between the local Government, line ministries, private stakeholders, residents and CSOs. Greater attention to hunger and under nutrition has allowed for integrated technical and policy interventions with broader and more integral approaches. In 2019, the Municipality introduced the “Mayor’s Kitchen”, a food relief programme that provides safety nets for the underprivileged members of society. The Mayor’s office partnered with the Tourism and Hospitality sector and committed to assist the vulnerable and marginalized groups such as people living with disabilities, old people, and orphaned children. In December 2019, the Mayors’ Kitchen was able to feed 200 poor families in Victoria Falls particularly targeting hunger hotspots within the Town. The number of beneficiaries is expected to increase in 2020 as more private players have committed to donate to the programme. Moreover, VFM supports local economic growth by strengthening transport infrastructure and markets to promote local food chains. The Town’s urban planning has played a major role in waste reduction and food security by facilitating effective food-related transport and, access to clean water and sanitation.

Access to Safe, Nutritious and Sufficient Food by all (2.1)

Victoria Falls Municipality’s management of natural resources, particularly land and water, underpins food security for the community. Comprehensive efforts to ensure that every man, woman and child enjoy their socio-economic right to adequate food by the Municipality include food security programs such as the launch of nutritional gardens, and the “Mayors’ Kitchen”. Beneficiaries indicated that the nutritional gardens project has significantly improved the diet of their families. While crop and livestock cultivation are more susceptible to drought, Victoria Falls residents depend more on tourism as a dependable source on income.

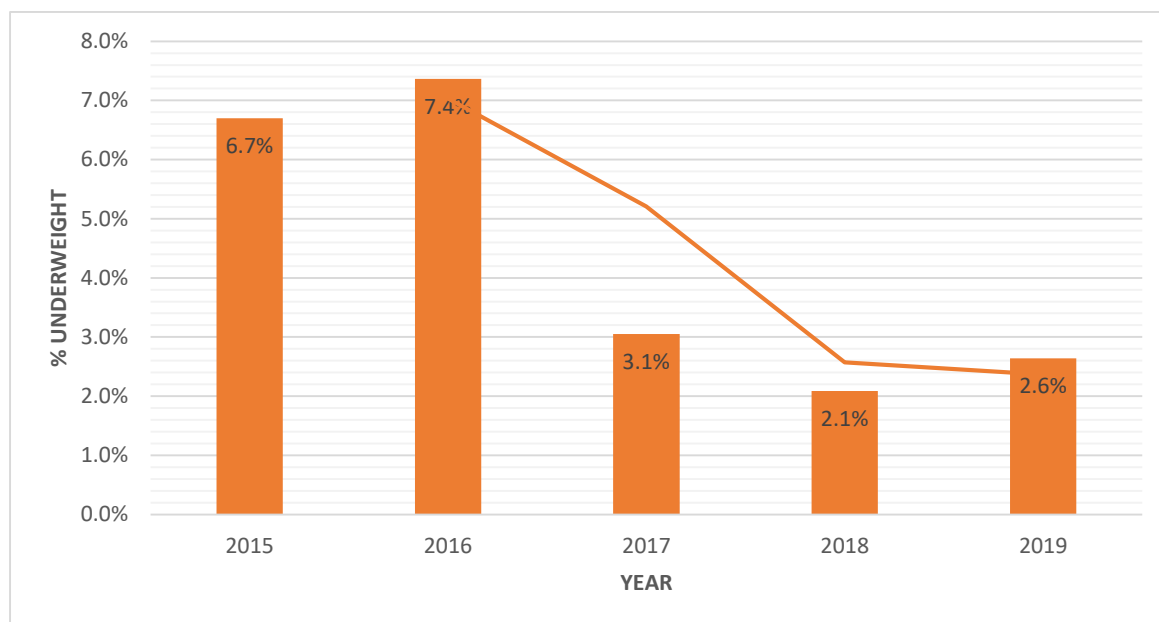
VFM realised the importance of women empowerment in eradication of hunger and malnutrition. Urban planning has played a major role in contributing towards ending hunger by designing gender-sensitive land policies and allocating safe operating spaces for women vendors who sell art and crafts to Tourists. Between 2015 and 2019, a total of 712 operating spaces were allocated to women groups to promote income generation. The Municipality has also supported small scale production and income generation by strengthening the transport infrastructure. VFM strives to have a well-connected road infrastructure which offers access to various markets. In addition, the Council assures there is access to clean water and food related transportation to all the residents particularly in the high density suburbs

End all forms of malnutrition (2.2)

VFM has committed to the protection of children and women through integrating food and nutrition policies within local development plans. In Zimbabwe, the integration of nutrition education modules into primary school curriculum has improved school children’s nutrition and learning. Nutrition education and information materials, including food-based dietary guidelines, have been developed and disseminated to raise awareness and to educate the public,

school children, teachers, vulnerable groups, on feeding practices, healthy diets and healthy living . The Municipality has worked with development partners and the Ministry of Health and Child Care (MoHCC) to educate residents on child’s health and development stressing the importance of human milk in this connection. Figure 1 indicates the prevalence of malnutrition in Victoria Falls among children under 5 years old.

Figure 1: Prevalence of Malnutrition among children under 5 years old



Source: District Health Information Systems

Figure 1 indicates a general decline in malnutrition among children under 5 in Victoria Falls from 6.7% in 2015 to 2.6% in 2019. Out of the 5356 children who were weighed in 2019, 140 were underweight showing a positive growth amongst the children under the age of 5. The decline in malnutrition is a reflection of the effectiveness of the nutrition and education programs being implemented. When children are underweight they are referred to a Community Based Management of Malnutrition (CINAMA) program where their Z scores are taken. Therapeutic feeds are given to improve nutrition and the children are only discharged once they recover.

Critical Challenges

A significant challenge to the progress towards achieving zero hunger in Victoria Falls town is the unavailability of data. Due to the absence of an updated and accurate database, the Municipality is unable to take stock of progress and which areas to target resources. In several cases, food relief programs become inadequate due to the understatement or overstatement of the number of people who require assistance and attention. Lack of coordination between departments has also slowed down the implementation pace towards achieving SDG 2. Accelerated progress in fighting food insecurity and undernutrition requires all local agencies to put appropriate food and nutrition security responses much higher on their agendas, and to provide adequate resources for their design and implementation. Advocacy at the local level for achievement of food security is required.

Human-wildlife conflict in Victoria Falls Town inflicts direct consequences on residents as baboons and elephants feed on community gardens. Due to climate change, at least 55

elephants have starved to death over the past 2 years in Victoria Falls and serious drought has forced animals to stray into nearby communities in search of food and water. The Ministry of Tourism and Wildlife through their Department of National Parks is currently implementing protection strategies.



SDG 3:

Ensure healthy lives and promote well-being for all at all ages

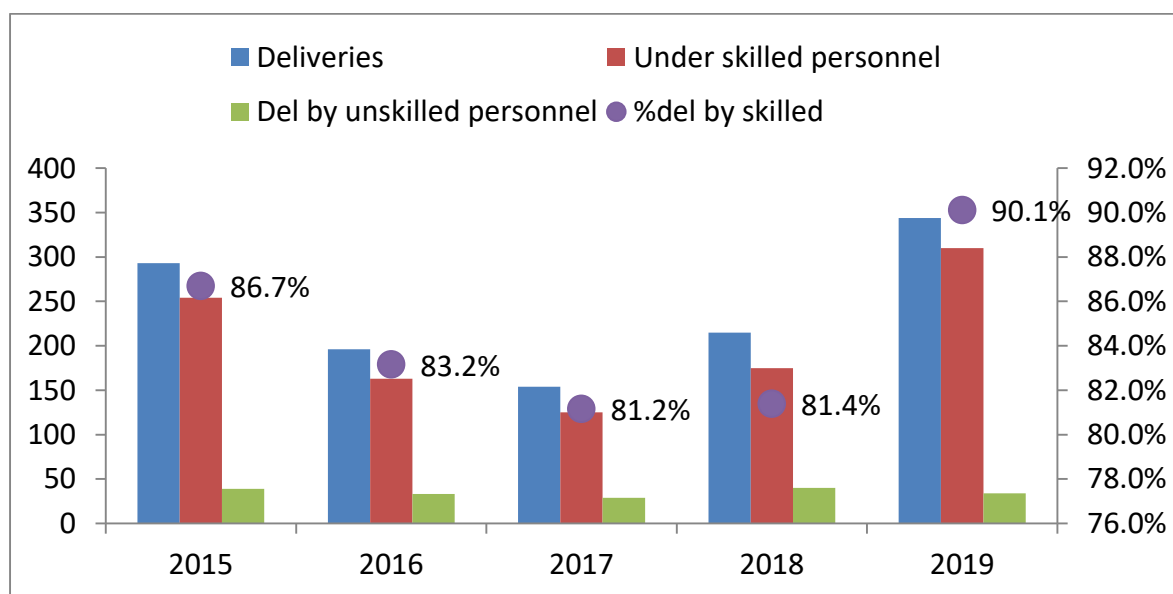
Introduction

To ensure healthy lives and promote wellbeing for all men and women at all ages, the Victoria Falls town prioritizes the provision of clean water and high quality sanitation services. For people to live long and healthy lives, the provision of clean water and sanitation is essential and currently, the Town’s is 88% efficient in the provision of clean water and 92.2% of the population uses safely managed sanitary services. VFM has a tracking and monitoring housing system that ensures that every household is properly serviced for basic water and sanitation facilities. The Municipality applies the Housing Standards Control Act (Chapter 29:08), Environmental Management Act (Chapter 20:26) and Public Health Act (Chapter 15:09), to help people live long and healthy lives. Regular monitoring and quality controls are carried out in new and old residential stands to ensure that all houses abide to the laws of Municipality on water and sewer systems.

Maternal Mortality (3.1)

Victoria Falls Town has 3 public primary health care facilities with free maternal and care services for children under the age of 5. Private players have played a significant role in ensuring the residents and tourist have access to adequate health services by providing 24 hour health care centres. In total, the Town has 6 health care facilities. The local Government with the support of the Ministry of Health and Child Care (MOHCC) encourages all expecting mothers to have deliveries in a health institution under the auspicious of a qualified health care worker to reduce incidences of both perinatal and maternal deaths. Antenatal, deliveries and postnatal care is free at all public institutions in Victoria Falls. Figure 3 illustrates the proportion of births attended by skilled health personnel.

Figure 2: Proportion of births attended by health skilled personnel in Victoria Falls Town



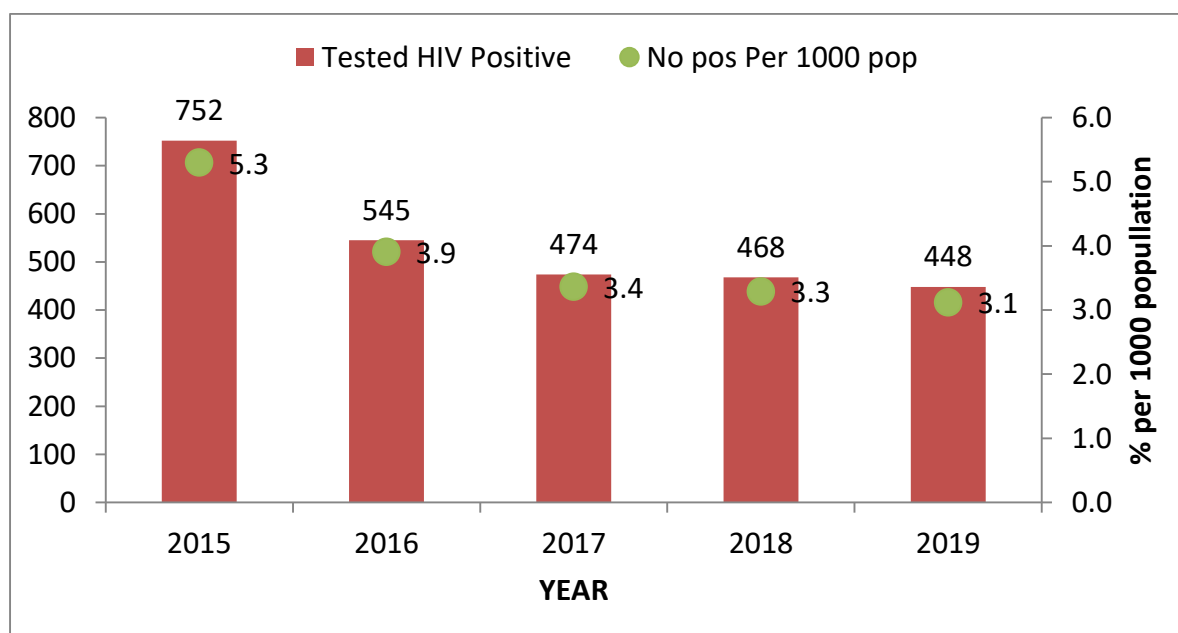
Source: DHIS

Figure 2 indicates a general increase in the proportion of births delivered by certified health personnel in Victoria Falls Town. The number of compliant mothers who deliver in registered health facilities has improved to 90.1% in 2019 from 86.7% in 2015. However, a critical challenge still remains on the experience of the health personnel as most staff are under skilled. Massive health professional migration has resulted in the decimation of the experienced cadres, leaving those with skills strained to train new cadres well enough to meet the local demands. This has resulted in the loss of quality personnel capable of working with minimum supervision, and inadequately trained cadres at the point of care. The majority of primary care nurses who staff the health centres have limited knowledge and skills in the expanded programme on immunization.

Epidemics of AIDS, Tuberculosis and Malaria (3.3)

Donor partners have supported the local authority on outreach programs in the community mainstreaming HIV/AIDS, Malaria, tuberculosis, and coordinating prevention and response activities. Partners have managed to launch a community HIV/AIDS programme which started in 2004. The programme offers free HIV testing and people who test positive are put on chronic HIV care. Figure 3 indicates the number of new HIV infections per 1000 population in Victoria Falls from 2015 to 2019.

Figure 3: Proportion of new HIV infections per 1000 population



Source: District Health Information Systems

Figure 3 indicates a decline in the number of new HIV infections from 5.3% in 2015 to 3.1% in 2019. The decline can be explained by outreach and awareness programs that have been supported by Victoria Falls Municipality in partnership with development agencies such as the Global Fund. In 2019 a total of 24 outreach programs were facilitated within the three residential communities of Victoria Falls.

The success of the HIV program in the Town hinges on what is known as the 3 90's. The first 90 indicates that at least 90% of people living with HIV need to know their status. The second 90 indicates that at least 90% of the first 90 should be on antiretroviral therapy (ART). Then the third 90 indicates that at least the 90% of the second 90 should be virally suppressed.

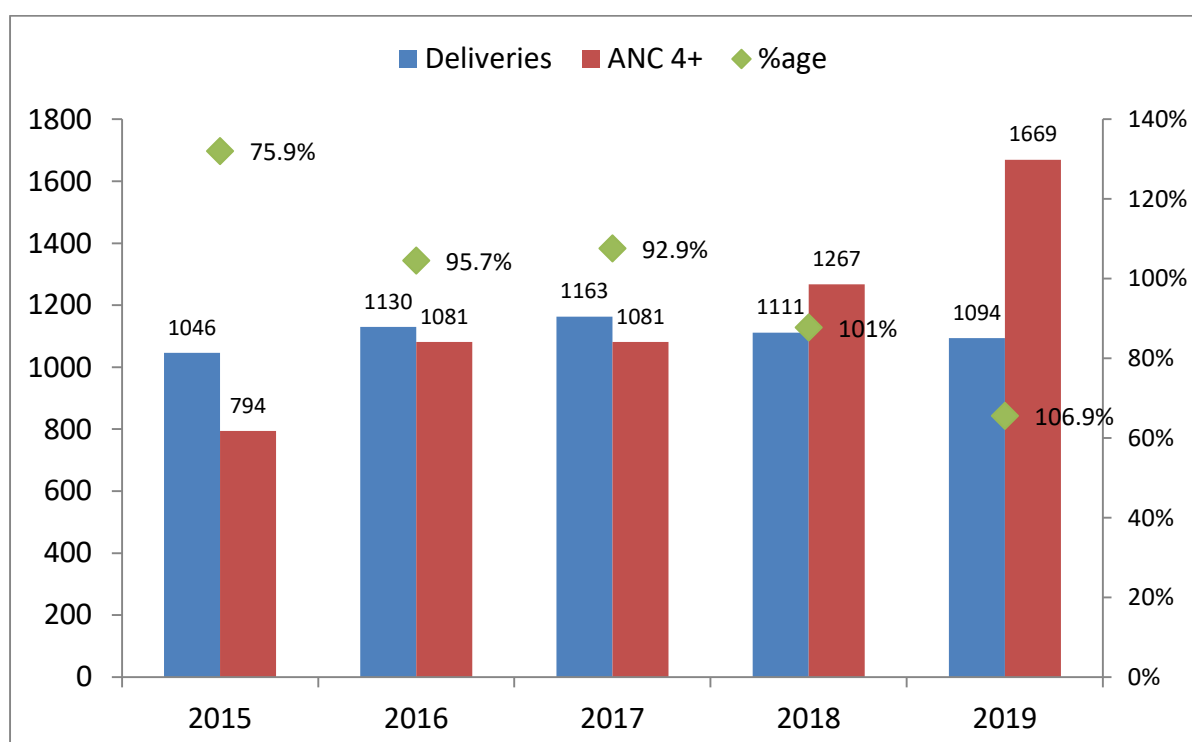
Normally spectrum modelling is used to come up with HIV estimates. Currently according to the spectrum, Victoria Falls Town has managed to detect most people living with HIV in its catchment area and has put them on chronic HIV care. The biggest challenge that remains is to ensure all HIV infected people are virally suppressed. The Town health centre has started implementing activities on mass viral load collection aiming to ensure the last 90, of virally suppressing everyone is achieved by the end of 2022.

Coverage of Essential Health Services (3.8)

Over the years, Victoria Falls has made great strides in the health service delivery. Delivering maternal and child health services has improved over the last decade. In terms of providing primary health care, Victoria Falls Town together with donor partners has made important strides and most health indicators show steady gains.

In order to monitor the maternal and foetal wellbeing, it is a prerequisite that every pregnant mother must have at least 4 antenatal screening which check and assess the well-being of the mother and the baby. It is during these visits that complications are detected either to the mother or the foetus and remedial action such as the need for a caesarean session can be identified. These visits go a long way in reducing both perinatal and maternal mortality. Community wardens and women groups have played a significant role in raising awareness and ensuring that every expecting mother obtains free education on reproductive and maternal health care. Figure 4 indicates deliveries by pregnant mothers who had at least 4 antenatal assessments.

Figure 4: Comparison of deliveries against the 4th antenatal visit



Source: DHIS

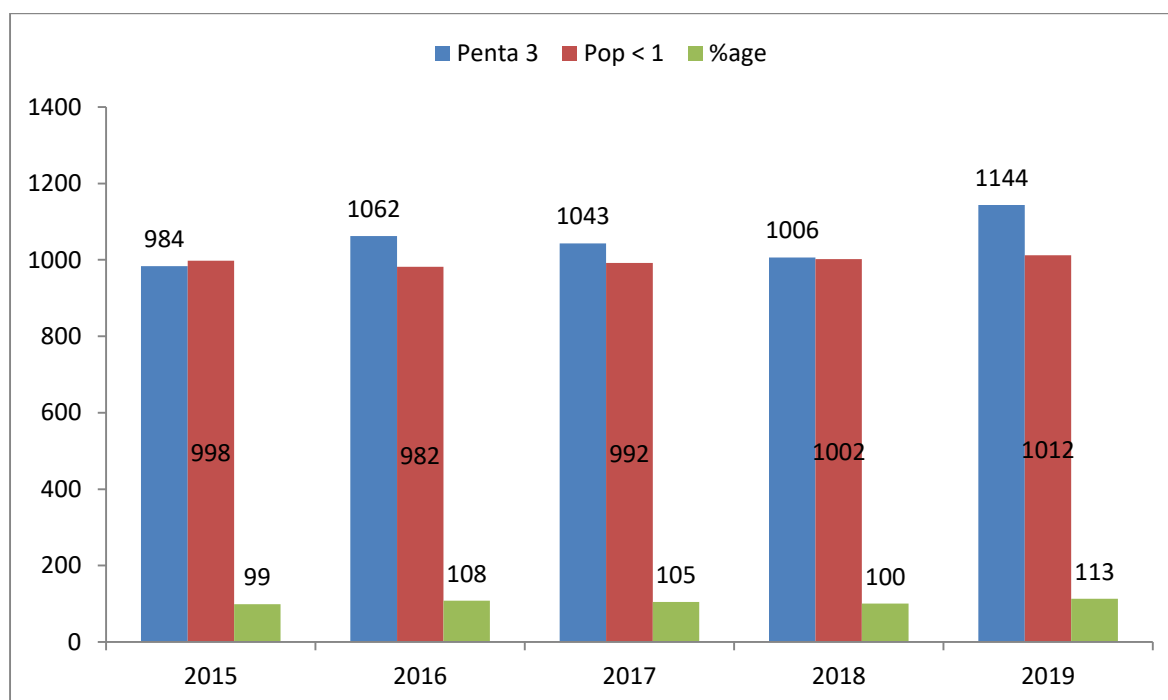
Figure 4 indicate that most mothers deliver after having at least 4 antenatal assessments. This explains why maternal and perinatal deaths rates are low in the Town. The percentage of mothers who received antenatal assessments before giving birth increased sharply from 75.9%

in 2015 to 95.7% in 2016 due to an increase in awareness of maternal health among the community. In 2017 the percentage decreased slightly to 92.9% and then increased again to 101% in 2018. In 2019 the percentage of mothers who gave birth after antenatal assessment was at 106.9% .However, coverage of well above 100% might be explained by mothers who come from surrounding rural communities looking for quality health care services in Victoria Falls Town.

Child Immunization

Immunization remains one of the most important public health interventions and cost effective strategies to reduce child mortality and morbidity associated with infectious diseases. In 2019, Zimbabwe expanded its programmes on immunisation. The pentavalent 3 vaccine is used as a proxy in the vaccination program in the country. Every child under the age of 5 receives free health care including all vaccines against child killer diseases. Therefore, when a child gets the pentavalent 3 vaccine they are only left with the measles rubella and the booster vaccines and their chances of contracting any of the child killer diseases is minimized. Figure 4 indicates proportion of children who received pentavalent 3 vaccinations against child killer diseases from 2015 to 2019.

Figure 5: Proportion of children receiving pentavalent 3 vaccination



Source: DHIS

The proportion of children receiving pentavalent 3 vaccinations has steadily increased over the years from 99 % in 2015 to 113% in 2019. The increase is explained by the increase in knowledge on importance of vaccinations and child health care. The collaborative approaches in raising awareness have resulted in a robust childcare and health program which is inclusive within the Town. However, despite the increase in knowledge and information dissemination by agencies on vaccinations, objections to vaccinations rooted in cultural and religious beliefs still exist in Victoria Falls. Although the number of objections to vaccinations is not big, this still cause child health risks in the community.

Water and pollution (3.9)

Through effective natural resource management and environmental protection, the Council has been able to protect the community against deaths caused by water and soil pollution. Victoria Falls is one of the cleanest Towns in Zimbabwe with the safest and most reliable drinking water supply. The Town strives to meet the increasing demands of clean water due to the increasing population. The modern focus of water management efforts by the Municipality and its stakeholders has been to consider the environment as a legitimate user. In the process, efforts towards pollution control have intensified, with the “userpays” principle being adopted by VFM. VFM also aspires to meet regulations and requirements of the Zimbabwe Water Act (1998) which is piece of legislation that bring any form of water use under control to protect the quality of drinking water and water supply resources.

Critical Challenges and Way forward

Victoria Falls town public healthcare is facing shortages of essential medicines and equipment for high quality care. While in the past the Government of Zimbabwe funded the majority of health related activities with partners filling in the gaps, in the past decade funding from donors, has been critical in the provision of Health Services in Victoria Falls. The Town requires more financial resources to ensure healthy lives.

Delivering high-quality drinking water, and sanitation services management to the residents requires substantial capital and operating investments. However, the Town’s water system is outdated and requires massive rehabilitation processes. This presents a huge gap in the efficient provision of water and the cost of providing safe drinking water to residents is likely to double in the coming years. VFM is in the process of mobilizing resources for a complete rehabilitation of the water system. Major capital investments are needed to acquire high quality health equipment and to maintain and improve the public hospitals. In addition, the Town requires water reservoirs such that in situations of electricity shortages and power cuts, residents will still have access to running tap water. Similarly, instead of relying on tap water, there is need to install community boreholes that benefit the poor and low-income households. VFM has engaged a number of development organisations in assisting with the construction of boreholes.

Victoria Falls is rapidly growing and each year the number of rural to urban migrants doubles, putting pressure on the available resources. This creates a great demand on safe drinking water and sanitation services. The mostly affected areas are the high density suburbs of Chinotimba and Mkhosana where single households accommodate up to fifteen people putting pressure on the water and sewer systems. The closer the people live, the easier airborne diseases are spread. By-laws have been put into place to demolish all illegal structures. In addition, the rapid population growth adds to the inability of the local authority to scale up health care systems and facilitate for prevention and treatment of HIV, malaria, tuberculosis and other diseases.

Victoria Falls is a resort Town located along the Zimbabwe-Zambia boarder. Consequently, 2 million visitors each year come in and out of the town therefore the spread and transmission of diseases is at a higher rate and the authorities are always on high alert, The Zimbabwe-Zambia boarder residents share similar resources and environmental problems. The communities along the border are economically and socially interdependent, with more than 300 people from either side crossing every day. The need to establish cooperation between Zambia and Zimbabwe for improving health is critical. The lower health standards and socioeconomic conditions of either

side of the boarder affects both communities therefore this demand the creation of programs across the magnitude. Relevance of infectious diseases is a major concern for the Victoria Falls therefore establishment of integrated policies to enhance the effectiveness of infectious disease prevention is critical.



SDG 4:

Ensure Inclusive and Equitable quality education for all

Introduction

The Zimbabwe Education System is comprised of primary, secondary and tertiary or higher education. Primary level is sub-divided into infant education or early childhood development (ECD) that is ECD A, ECD B, Grade 1 and 2. Junior Education starts from Grade 3 to 7 whilst Secondary level has Lower Secondary (Forms 1 to 4) and Upper Secondary (Forms 5 to 6). The Tertiary or Higher Education covers teachers colleges, polytechnic, technical and Colleges and Universities. The basic primary school system encompasses nine years of schooling which are divided into infant education and junior education. The Education Amendment Bill which was gazetted on 15 February 2019, introduced free and compulsory basic primary education for all at Governments schools across the country.

Victoria Falls Municipality has contributed towards quality education and promoted lifelong learning opportunities for all through the construction of schools and maintaining of learning facilities. The Municipality is the largest provider of basic primary educational services to children from poor families enrolling about 90.1 % of poor students whilst non-poor students are enrolled in private schools. The town has a total of 18 schools, 10 Primary and 8 Secondary and 1 public library. In 2019, the percentage of schools, primary and secondary education, in Victoria Falls Town with access to electricity was 100% and at least 95% were connected to the internet. About 51 % of the schools had access to all the basic requirements which are electricity, computers, and handwashing facilities. 49% of the schools did not have disability facilities.

Free equitable and quality primary education (4.1)

Basic primary education is a direct responsibility of the local authority under the guidance of the Ministry of Primary and Secondary Education. To ensure a safe and effective learning environment for all students, VFM works with the Ministry of Primary and Secondary Education to conduct regular monitoring exercises. The purpose of these exercises is to identify and tackle barriers to school attendance particularly basic primary education in the Town. It is mandatory that every child acquires basic education and the Town's by-laws ensure that people abide to this obligation. Primary Education in all Government schools in Zimbabwe is free and compulsory. In addition, VFM partnered with donor organisations to reach out and support the Orphaned and Vulnerable Children (OVC) through payment of school fees, bursaries and provision of basic school amenities. In 2019, a total number of 50 children out of 150 targeted benefited from the OVC scheme.

Early Childhood Development (4.2)

At ECD level, children are developed through play. Pre-formal skills in reading, writing, speaking, and listening are expected to be mastered by ECD children. At Grade 1 and Grade 2 there is formal teaching of all the subjects in the school curriculum. Victoria Falls Municipality together with development agencies mobilize parents and guardians to enrol their children in

ECD. During earlier years there was general resistance to ECD enrolment in the Town. However, over the past decade there has been an increase in the number of children enrolled in childhood development classes. Zimbabwe has a national ECD policy which requires primary schools to offer a minimum of two ECD classes for children from 3 to 5 years old. All the ten primary schools in Victoria Falls have at least 2 ECD classes and there has been a general increase in enrolment over the past 5 years.

Technical and Vocational skills

Victoria Falls has made great strides towards providing practical and technical education for all. To integrate the Skills and Technical Education Programme (STEP) into the local economic development strategy, VFM has allocated land to private players for the development of Skills and vocational education facilities in the Town. Lupane State University has been granted land to develop a Tourism and Hospitality campus in Victoria Falls. This move was done to ensure that training is valuable to labour market opportunities provided by the Town. Organisations have been successfully engaged to provide pedagogical skills to the teaching staff. The integration of ICT into the education curriculum was also identified as critical tool towards quality education and a number of private organisations have offered services to equip the teachers with the necessary pedagogy as such Victoria Falls aims to feel skills gap in industry in a short space of time. Moreover, Victoria Falls Municipality has a local ICT policy which guides the integration of ICT into education and programs.

The Government of Zimbabwe introduced a Science, Technology, Engineering and Mathematics (STEM) programme to promote participation of students in Science, Technology, Engineering and Mathematics subjects. STEM offers payment of tuition fees for students who enrol in these 4 subjects at any Government schools in Zimbabwe. Through this initiative, there was an increase in participation of girls in science and technology subjects in Victoria Falls. To fully adapt to the principle of leaving no-one behind, the science, technology and innovation system continues to invest in programmes that advance inclusion of girls, indigenous knowledge holders and innovators.

Critical Challenges and Way Forward

The education system in Victoria Falls still faces a lot of challenges. The most prominent barrier to attending school is the general attitude of locals towards education. The majority of incomes generating activities provided by the market do not explicitly require advanced education therefore locals are generally not motivated to advance their level of education and formal skills. Intergenerational aspects also contributes to the negative attitude of locals towards education in that new generations learn from past generations who became socially and economically prosperous without any form of formal education.

Inclusive education has been recognized as a philosophy for attaining equity, justice and quality education for all children, especially those who have been traditionally excluded from mainstream education for reasons of disability, ethnicity, gender or other characteristics. Victoria Falls education system still has a long way to go. Despite efforts by the Municipality to make local schools more inclusive and equitable, students with disabilities have lower attendance rates and are more likely to be out of school or leave school before completing basic primary education. A combination of discrimination and lack of training in inclusive teaching methods among teachers, has led to demoralized students with disabilities. Similarly, there is

no special school in Victoria Falls particularly designed for children living with disabilities. The lack of accessible schools has left this group uniquely vulnerable to being denied their right to education. VFM and its key stakeholders identified key components on capacity building to promote inclusive education. Firstly, there is a crucial need to increase awareness and attitudinal change in teachers and students through advocacy. Secondly, there is need to create future trained professionals through pre service training and lastly build on the existing human resources.



SDG5:

Achieve Gender Equality and Empower all women and girls

Introduction

The town's vision which is highlighted in the Strategic plan is to have a 50/50 representation of men and women in local Government and all decision making boards by 2030. The representation of women in local government has increased from 18% in 2013 to 27% in 2018 elections. About 41 % of the management positions at the Municipality are held by women. Overall recruitment of women in previously male-dominated posts such as engineering, science and technology has improved. VFM provides a model for gender equality and women emancipation through non-discriminatory service provision to its citizens. The Municipality amended policies such as the land application and tenure policy to accommodate all men and women to ensure that everyone has equal access to resources. Previously, only men and women with marriage certificates were allowed to apply for land ownership. The local authority undertook reforms to give women equal rights to ownership and control over land and all forms of property under the Municipality's jurisdiction in accordance with the National Gender Policy.

End all forms of discrimination (5.1)

The Municipality has established a local Gender Policy aimed at eliminating all forms of discrimination against women and girls in society. VFM works closely with women groups and CSOs to eliminate all forms of mis-conduct prohibited under the Zimbabwe Gender Commission Act (Chapter 10:31). The Town has a non-discriminatory service provision policy and its implementation has resulted in women getting fair and equal socio-economic opportunities as men. Victoria Falls Municipality adopted the principle of leaving no-one behind and the implementation of programs and activities is inclusive and equitable. The overall aim is to create a sustainable, resilient and inclusive community where all men and women have equal access to the economic means of production and are treated equally in society.

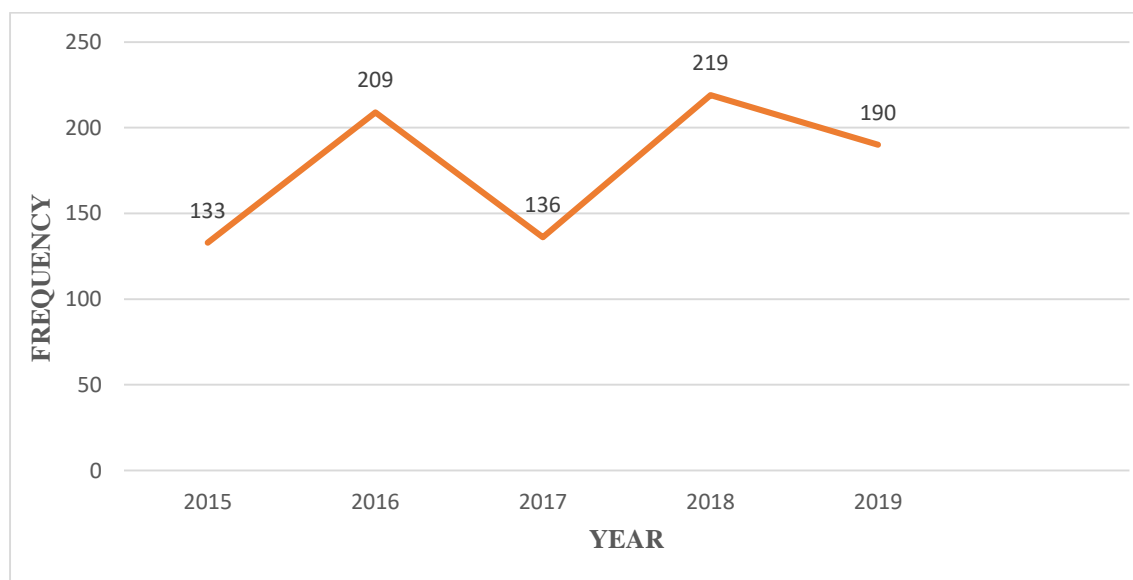
In 2017, the town managed to allocate 400 operating spaces to women vendors giving access to safe operating spaces to at least 50 % of the total women vendors. In 2019, VFM expanded its programs and currently more than 700 (87.5%) women are operating from these safe operating spaces. Several CSOs and Women groups advocate for legal frameworks covering sexual harassment in employment within all organisations. Over the years, the Municipality has managed to eliminate all gender-based legal restrictions on women's employment and entrepreneurship. A critical challenge in achieving equality in Victoria Falls is the "Fear Factor" in women. Questionnaire respondents indicated that women are generally not willing to participate for leadership at any level of decision making in political, economic and social life due to the negative society perceptions of women in power.

Eliminate all forms of Violence against Women (5.2)

Violence against women is one of the most direct expressions of the power imbalances between men and women. The Town identified that violence against women presents one of the most critical security challenges and is a major factor contributing to poverty. Consequently, reducing violence against women is key to achieving the Sustainable Development Goals. VFM is on the frontline of identifying and tackling violence and harmful practices against women. The Council, through the State, is signatory to the national and international human rights frameworks for women’s rights. Existing constitutional provisions and legal frameworks that allow for the protection and enforcement of women’s rights in Zimbabwe include the Domestic Violence Act (Chapter 5:16), Marriage Act (Chapter 5:11), Termination of Pregnancy Act (Chapter 15:20), and Married Persons’ Property Act (Chapter 5:12). The council integrates the existing constitutional provisions and legal frameworks for the protection and enforcement of women’s rights in Zimbabwe into its local policies.

Despite the coordinated efforts and strategies by the local authority and CSOs, there are still significant gaps in the implementation of local laws aimed at preventing and eliminating violence against women. Many women and girls continue to experience physical abuse in the form of harassment and abuse from family members and partners for trivial reasons or as a way of some men wanting to exercise their power over women. Urban planning, particularly the naming and lighting of streets, maintenance of public spaces and local policing are essential tools that the Municipality has adopted in tackling these issues. Figure 6 indicates trends of domestic violence in Victoria Falls Town.

Figure 6: Reported Cases of Gender Based Violence (rate per 1000 women age 12 or older)



Source: Zimbabwe Republic Police-Victoria Falls

Figure 3 indicates trends in gender based violence reported from 2015 to 2019. The graph indicates that in 2016 there was a sharp increase in the number of cases from 133 in 2015 to 209 in 2016. The highest number of cases reported was in 2018 with 219 cases. Although the

number dropped from 219 in 2018 to 190 in 2019, the number of women subjected to gender based violence in Victoria Falls is still high. This can be explained by the patriarchal nature of society.

Participation and equal opportunities for leadership (5.5)

Victoria Falls Municipality has received awards from Gender links in the institutional Centre of Excellence (CEO) category in recognition for outstanding contribution to promoting the empowerment of women in Victoria Falls. Table 3 indicates the representation of women in Victoria Falls local Government.

Table 4: Proportion of seats held by women in local governments

Source: VFM database

Period	Total Councillors	No. of Women	% of Women
2013-2018	11	2	18.2
2018-2023	11	3	27.3

Table 2 indicates that the representation of women in Council increased from 18.2% in 2013 to 27.3% in 2018. Despite the increase in variance, only a few women contested the local government seats reflecting the patriarchal nature of the society. Civil Society organisations and various development agencies have committed to strengthen campaigns led by the Women in Local Government Forum (WiLGF) in the 2023 elections. VFM has identified that mobilization of women to break the impasse of low representation should be reinforced by electoral reform. Likewise, there is need to extend the quota at the national level to local level in accordance to Article 17 of the Constitution⁷.

Way forward

The deeply ingrained patriarchal nature of society in Victoria Falls has hindered women to take a stand. Discrimination persists and violence against women is common. The patriarchal nature of the local culture influences how men relate to women, and this has played a part in the rise of sexual abuses and violence against women. This has continued to happen to such an extent that communities have legitimised acts of violence by dressing them up as common misunderstandings. Interviews carried out indicated that a number of women believe that it is okay acceptable for a man to discipline his wife or partner through physical violence. There is need for awareness raising and women empowerment campaigns targeted at breaking social norms. Victoria Falls Town has joined the spotlight initiative to end violence and discrimination against women⁸. The Town has also participated in campaigns such as “16 days of activism” against gender-based violence. To complement these actions, VFM has integrated gender mainstreaming practises into urban planning through street naming and street lighting consequently improving safety in public places.

Victoria Falls Town aims to build capacity of law enforcement and social services workforce to pro-actively address violence and injustice at community level. This will be closely linked

⁷ Constitution of Zimbabwe, <https://www.parlzim.gov.zw>

⁸ The spotlight initiative: Eliminating Violence and Harmful practices Against Women and Girls, www.zw.one.un.org

with on-going efforts on community-based child protection mechanism. The Council will promote legal and policy reforms in alignment with constitutional provisions on the rights of children, including sensitizing the public on the national constitutional ruling forbidding child marriage, and strict enforcement of laws against child marriage and domestic violence. Victoria Falls Town also plans to strengthen Communication for Development (C4D) initiatives to promote social and behavioural change as well as address the key social issues at the various socio-ecological levels.



SDG 6:

Ensure availability and sustainable management of water and sanitation for all

Water Supply (6.1)

Ensuring availability of clean water and sanitation is at the core of the Town's agenda and is in-cooperated throughout the Strategic Development Plan. Victoria Falls Town lies on the southern bank of the Zambezi River at the western end of the Victoria Falls. The Zambezi River is the Town's largest water supply source. Victoria Falls Municipality manages a network of water reservoirs with a capacity of 18 ml. The town's Engineering Department purifies about 700m³/hr and about 650m³ of purified water is delivered per hour to the 33784 residents of Victoria Falls. Over the years, Victoria Falls Town has experienced significant population growth due to the booming tourism and hospitality industry. Subsequently, the current water supply of 650m³/hr is unable to meet the demand of 850m³/hr. In terms of the Model Building By-law 1977, building plans should be submitted for approval for any proposed building construction. Any developments should be in terms of Council approved building plans and should comply with the relevant by-laws. A residential stand not cannot be occupied until a portable water supply and approved sanitary facilities have been provided and an occupation certificate is issued.

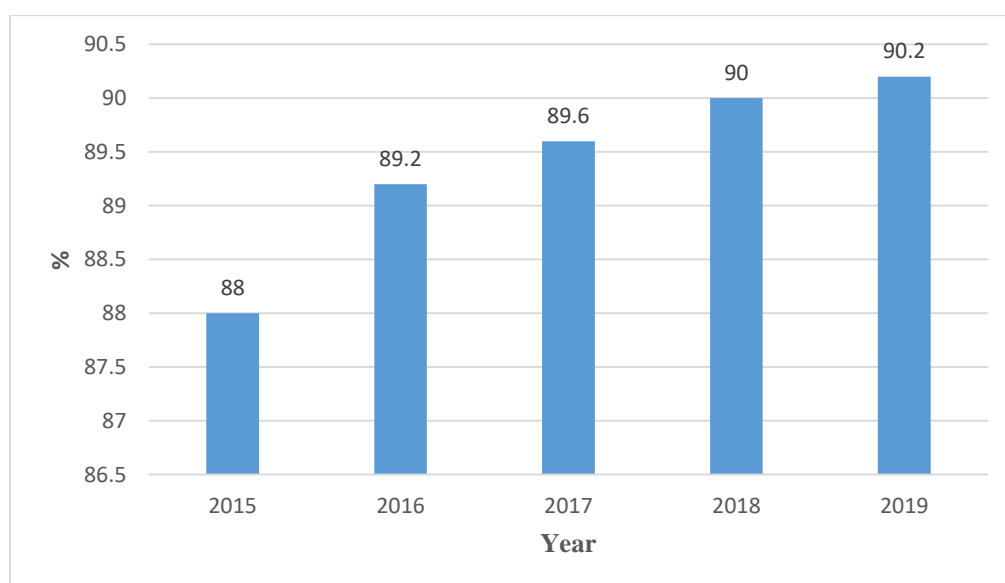
To effectively and efficiently manage the water resources, the Town adopted a dual water supply system. In the late 1980s, Victoria Falls town had significant population growth. This led to the need to have an efficient and economically viable water supply system that catered for the needs of different uses for both treated and untreated water. To efficiently use the treated water, the Town introduced a dual water supply system which pumped treated water to domestic users and untreated water for non-domestic users such as hotel ornamental fountains, golf courses and gardens. The dual water system was initiated by the Zimbabwe National Water Authority (ZINWA). Savings made by ZINWA in chemical treatment such as chlorine through supplying untreated water for non-domestic use are passed onto the residents. Likewise, the cost of treated safe water has significantly reduced from \$0.096 per m³ to \$0.025 per m³ with domestic users.

To safeguard the Zambezi River, and increase efficiency in delivering clean water to the residents, the Municipality has partnered with various stakeholders to protect the natural resource. By-laws are in place to mitigate pollution and reduce effects of water poisoning. VFM also monitors and prohibits development of structures along the Zambezi river banks. The Town has mobilized the community and developed a sense of ownership and natural pride of the UNESCO heritage site and all its surrounding areas leading to voluntary community preserving and safekeeping of the Zambezi. In addition, capacity building activities are regularly conducted to support and strengthen the participation of local communities in improving water and sanitation management. Once a month, VFM formally engages community in litter picking exercises in compliance with the Presidential Proclamation that every first Friday of the month is a national clean-up day. The Environmental Management

Authority (EMA) and ZIMPARKS are the major key stakeholders in protecting and safeguarding the Zambezi. The Zambezi River Authority (ZRA) oversees the activities and programs conducted around Zambezi River to ensure compliance with its laws on protecting and safeguarding. Through policy and legislation, ZRA controls and monitors water quality and supply. The board applies an integrated water resource management strategy and implementation of plans and policies is collaborated.

To ensure equitable access to safe and affordable drinking water for all residents, VFM introduced a “non-revenue water” programme. Poor and low-income households who use water below a certain percentage are not charged and those who use water above the marked rate are penalized. This scheme has substantially increased water-use efficiency in the Town as residents strive to consume water below the penalty point, simultaneously ensuring that poor families and low income earners are able to access safe drinking water. Figure 7 indicates proportion of population using safely managed drinking water services

Figure 7: Proportion of the Population using safely managed drinking water



Source: VFM Engineering Department

Figure 7 indicates a general increase in the proportion of the total population using safely managed clean water from 88% in 2015 to 90.2% in 2019. The town strives to match supply of clean water against the demand which changes every day due to the increase in population. The major constraint to adequate and efficient supply of safe drinking water in Victoria Falls is the limited capacity of the equipment. By 2030, the Town aims to be 100% efficient in the provision of clean and safe drinking water.

The Municipality has adopted a water, sanitation and hygiene (WASH) project and aims to strengthen its engagement with stakeholders through provision of education, awareness, and mobilization of funds to supply clean drinking water and sanitation. The Municipality identified that attention to WASH can also improve health, life expectancy, education quality, gender equality, and general quality of life among residents. Likewise access to WASH can also reduce poverty and improve socio-economic development. VFM aims to involve local actors including religious communities for WASH communication because of

their large representation, and women owing to their important role in ensuring access to clean water.

Sewer and Waste Management System (6.2)

Delivering high quality sanitary services to the residents of Victoria Falls town is a core mandate of Victoria Falls Municipality. The Town's sewerage collection is currently on 76% with a 45% pond capacity. Between 2012 and 2017 a total of 3172 out of 4000 stands were serviced for sewer systems under the Garikai Government Scheme. By 2030, the Town aims to improve its sewer and waste management system through constructing a landfill, procuring more refuse collection trucks and rehabilitating the sewerage plant. Over the past five years, there has been extension of clear water trunk mains, construction of reinforced concrete reservoirs, and construction of sludge separation points. Development in the waste water systems have included installation of collector sewers, installation of sewer trunks and outflows, rehabilitation of existing sewage pump station, and upgrading of the sewage works.

Challenges

With the growing demand, the current water supply is failing to meet demand. Pipelines are regularly breaking down therefore compromising the quality of water supplied. The town requires substantial capital and operating investment for an upgraded water network and pipelines rehabilitation. By 2030, the Town aims to improve water and sanitation hygiene through construction of water reservoirs, rehabilitation and construction of the water pipeline network, expanding the capacity of water treatment plant and installing boreholes around the Town. The Municipality plans on mobilizing a total budget of \$63.7 million in order to meet its targets in provision of clean water and sanitation services.



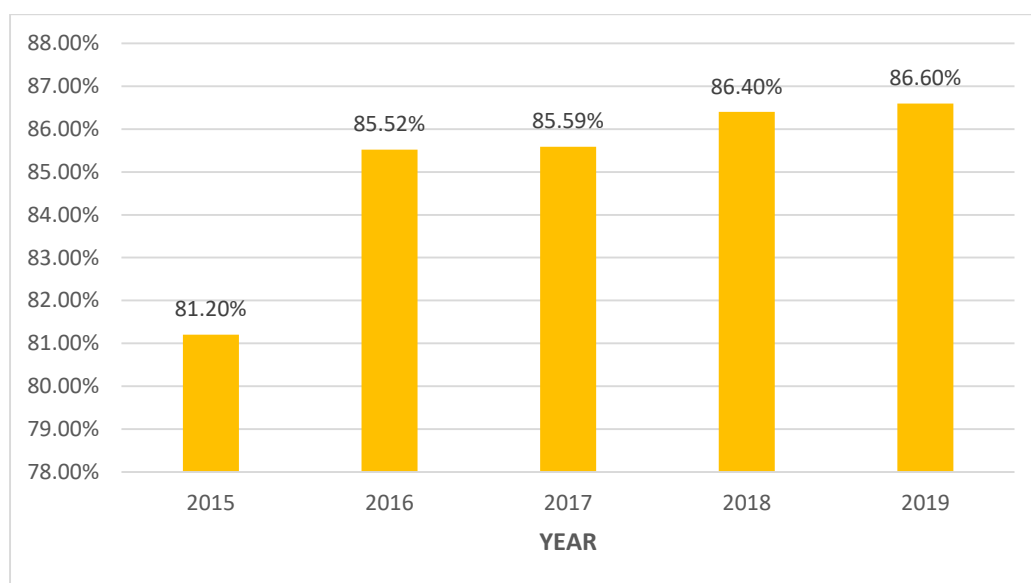
SDG 7:

Ensure access to affordable, reliable, sustainable and modern energy for all

Affordable, Reliable, and Modern Energy Services (7.1)

Victoria Falls is endowed with abundant renewable clean energy sources such as solar, hydro power and wind. However, the town is currently enduring unprecedented electricity crises which prompted up to 10 hours a day of load shedding. The electricity shortage gripping the Town has called for an agent need to resort to sustainable, clean and cheaper energy. Due to the plaguing power cuts, residents and local restaurants hotels have resorted to the use of firewood though the rate of consumption is higher than the replacement rate. The local authority has intensively advocated for the use of solar energy which is clean and sustainable. The vision of the Town is to become a solar powered City by 2050. Figure 8 indicates percentage of population with access to electricity.

Figure 8: Proportion of population with access to electricity

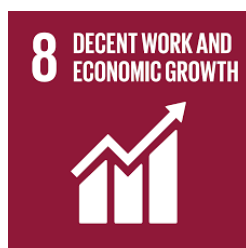


Source: HHS Department

Figure 8 indicates a general increase in the proportion of the total population with access to electricity from 81.2% in 2015 to 86.6% in 2019.

The Town devoted to maintaining a green destination status for a unique natural and competitive World class tourist destination. Upholding this status demands a collaborative approach from the community, private organisations and other stakeholders. Green energy solutions which have been adopted from 2014 include solar street lighting, midget towers, and solar traffic lights. Between 2017 and 2019, VFM partnered with Satewave, an NGO, and installed 260 solar street lights giving up to 56 % lighting capacity around the Town.

The potential to create green jobs in Victoria Falls is high and can encourage local economic development (LED) as well as help the environment. The Municipality identified that focusing on increased energy efficiency and increased use of renewable energy through green job opportunities is crucial to creating a more sustainable and inclusive community. The Municipality has employed about 100 people for composting and recycling at the dumpsite as one of the green jobs initiatives. The Town has also partnered with labour development agencies on trainings on green jobs and the sector is expected to grow by 2030. Moreover, the local authority plans to steepen its policies and by-laws on wood poaching around the Town. Victoria Falls Municipality advocates for individual efforts towards conserving green corridors and protecting the environment. Individual efforts towards tree planting and environmental conservation are key to a sustainable green infrastructure delivery.



SDG 8:

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Introduction

The tourism and hospitality industry dominates in the town of Victoria Falls. This is supported by a fairly growing retail and light industrial sector which absorbs about 20% of the total labour force. The town has been branded as a Special Economic Zone to be the investment hub and centre for Tourism in Zimbabwe. A Special Economic Zone is an area which stimulates economic activities through favourable trade laws, granting investors preferential conditions and public facilities so that they can establish businesses and promote economic growth. The business conditions and trade laws in a special economic zone are more favourable to investors than the rest of the country. The SEZ status has improved the Town's economic activity through increased investments and employment opportunities. In addition, the businesses that have been established by international investors are exempted from customs duty. Foreign direct investments (FDI) have significantly improved employment opportunities for the local residents.

Over the past decade, Victoria Falls has experienced growth in the tourism sector with an overall 25% increase in revenue. In January 2018, the Town indicated a 22% increase in tourism performance and activities making it the second best in 25 years.

Economic Productivity

Victoria Falls Municipality provides a secure and stable environment in which development takes place. The Town provides quality infrastructure such as trafficable road network and quality provision of water and waste management. In 2017, Victoria Falls was declared a cyber-Town by the Postal and Telecommunication Regulatory Authority of Zimbabwe. The town is well connected to internet technologies by all the service providers in the country. To promote local economic development (LED), the Municipality works with the community to implement a wide variety of policies and programs. Over a period of 4 years, the youth unemployment rate has decreased from 9.8% in 2016 to 3.5 % in 2019.

VFM identifies service gaps in the local economy and conducts feasibility on projects that can be undertaken for example hotels, lodges and shopping malls. The Municipality supports and facilitates a "work for all" status by prompt responsible consideration of all investments application, with special emphasis on labour-intensive projects to promote employment of the locals. The Public Relations and Economic Development Office (PREDO) at VFM is responsible for projecting and protracting new business future through investor mobilization that is through CFEOI, Public private community partnerships, Joint Ventures, Vs, BOTs and long term leases.

Development Oriented Policies (8.3)

Victoria Falls is helping existing and small to medium enterprises (SMEs) and fostering new businesses through SME incubators. The Municipality identified and developed operating spaces for vegetable markets and curio markets which target mostly tourist. About 2 million tourists visit Victoria Falls each year and small businesses opportunities are provided through selling of art and sculpture. VFM regularly monitors the business environment to assess if it is safe and stable and that regulations are transparent and managed safely.

Despite the increase in job creation and investments through FDIs, the informal economy in the town continues to grow constituting about a third of the total labour force. The informal economy is highly characterised by lack of decent work which is linked to lack of rights at work, social protection, enterprise development and social dialogue. The Municipality offers direct support to the informal sector players through provision of quality roads, water supply and sanitation services. VFM has integrated the informal sector into its urban planning through provision of operating spaces. The Municipality has successfully managed to provide all street vendors with operating spaces outside the CBD to promote cleanliness and orderliness of the town whilst making sure that the informal sector players operate in safe regulated places. VFM has taken major steps towards transforming the informal sector to formal through relaxation of operating rates, regulations and processes for business registration.

Green Jobs and Decent Work (8.3)

Victoria Falls Municipality has demonstrated leadership in providing green economy initiatives through adopting policies that link environmental sustainability with LED. In 2017, VFM introduced the recycling and composting program at the dumpsite which created employment for young people as well as promote inclusion while significantly reducing environmental risk. Victoria Falls Town mobilizes labour organisations and trade unions to conduct trainings on green jobs and decent work. Trainings mainstream workers' rights, importance of dialogue, social protection, and enterprise development.

Way Forward

VFM aims to foster active participation in development by all stakeholders in the communities to tackle the problems and barriers specific to the local economy and foster integrated development initiatives. The Municipality identified that for LED to become effective, equitable and sustainable, an alliance of partners is required. All groups in the community who can effect LED will be engaged in the planning, implementation and monitoring of economic activities.

The Municipality with its partners will embark on local capacity building initiatives to empower the community with relevant skills to promote entrepreneurship and of locals. The capacity building initiatives will target business incubators for young entrepreneurs, clustering business to foster learning and knowledge sharing, workforce development programs that benefit both employees and workers and creation of vocational training facilities to equip the locals with practical skills that are relevant to the local market. The community has talented people who lack entrepreneurial skills. As a result, Victoria Falls Municipality has mobilized Lupane State University to provide vocational education to the locals. In addition, the local authority plans on introducing an E-licencing platform as a way to formalize the informal economy.



SDG 9:

Promote Inclusive and Sustainable Industrialisation and Foster Innovation

Reliable, Sustainable and Resilient infrastructure (9.1)

A key objective of the strategic development plan is to strengthen capacity for innovation. The Victoria Falls Municipality is promoting sustainable innovation and investment through green innovations such as the solar projects and green jobs. The Council is working with private organisations on innovation projects while integrating the infrastructure development frameworks. This tool is used to develop infrastructure plans that are resilient to climate change and its effects, population growth and other changes in the Town. VFM understands the importance of integrating technology to its LED therefore is working on resource mobilization to strengthen innovation for sustainable development.

The Municipality is working to diversify its economy by investing in infrastructure development. The local authority has developed a strong system of public-private partnerships (PPPs) that promote the concept to small-scale economies. PPP is being used to finance road projects, buildings construction thus linking the Town to a line of investment avenues. Victoria Falls is currently planning on expanding the road network and transport facilities, to support the economic development of the Town while expanding income of the locals for a better living.

Access to ICT and Internet (9.c)

Innovation in ICT and Internet of Things (IOT) is now regarded as an engine of economic growth therefore an important driver of poverty alleviation. VFM aims to foster innovation to address the socio-economic challenges and bridge the digital gap between residents and Council via e-government and ICT initiatives. There are three mobile network operators in Victoria Falls namely Econet, Net One and Telecel. All these network operators are 100% digitalized. For digital inclusion, VFM provides operational incentives to information and communication technology entities. Digital inclusion impacts socio-economic dynamics through easy networking, learning business ideas, and transactions. In 2019, 98.2% of the population was living within range of a mobile network service from at least one of the service providers. In 2019, the Municipality in partnership with Green line installed smart bus stops and bins. The smart bus stops are solar powered and offer the public access to free internet as well as charging ports for mobile phones. Likewise, smart bins offer internet hot-spots and charging ports for mobile phones thus encouraging a smart city while fostering innovation.

Critical Challenges

The speed of innovation in Victoria Falls is still slow and there is need to constantly improve the current innovation. Victoria Falls is moving towards creating a structure that foster innovation. The action plan will be mobilizing a system of likeminded entrepreneurs for knowledge sharing and most importantly resource mobilization. VFM identified a large gap that exist in capacity and realised the need to acquire more knowledge in order to understand

the role of the organization in the presence of technology and capital. Moreover, Council identified the need to modernize the education system and integrate ICT and IOT into the education curriculum from basic primary education to tertiary level. Likewise, there is also a great need to modernize the teaching techniques to support innovative patterns of behaviour and attitudes of individuals to ensure development of innovative knowledge and skills is from early childhood. Overall, the Town identified the need to mainstream innovation to raise the level of competencies and develop an enabling environment to achieve and enhance competitiveness.



SDG 10:

Reduce Inequality within and among countries

Introduction

Whilst Victoria Falls has registered remarkable economic performance over the past 2 decades, the Town still experience entrenched social and economic inequalities. The contrast between the wealth of rich and the ordinary resident is high. Victoria Falls Municipality is moving towards creating an environment where everyone has access to equal opportunities and means of production. When developing policies and programs, the local authority examines inequalities in income, education and all other socio-economic aspects. The Municipality has adopted policies such as the land policy to eliminate barriers and restrictions to land access and ensuring women have equal access to land. Allocation of public resources and services is non-discriminatory and promotes the three dimensions of sustainable development. In addition pro-poor policies such as housing policy, debt collection policy, service discounts policy and Senior citizen policy were adopted to reduce the income gap between the rich and the poor in Victoria Falls. The Municipality under the Housing Standards Control Act [Chapter 29:08] provides land schemes for people with different levels of income to ensure that everyone has adequate housing.

Over the past years, Victoria Falls has made significant strides towards protection and expansion of small businesses as a strategy to reduce the income gap between residents. The Municipality has created policies that enable ease of doing businesses promoting development and growth of small businesses. Likewise, increasing productivity around small scale producers is of paramount importance to reducing inequalities in the Town. The Town supports and facilitates a work for all environment through promoting labour-intensive investments. This initiative has allowed Victoria Falls to reduce inequality while boosting economic growth. VFM has also managed to reverse frameworks that promote urban favouritism. The Town observes regulations on minimum wages under the National Employment Council (NEC) and the Labour Act [Chapter 28:01]. Ultimately such efforts are intended to ensure that all residents are able to live productive and fulfilling lives.

Income Growth of the Bottom 40% of the Population (10.1)

In 2017, VFM introduced public work schemes, providing the poor with semi-skilled or unskilled work, and guaranteeing them at least 100 days of employment per year. Thus far, this program has benefited about 1000 people consequently increasing their income level of at least 20% of people living in poverty. The selection of the poor families was based on individuals who owed Council and were unable to settle their debts within a period of 1 year or more. The Municipality follows the ILO labour laws on worker's rights and benefits through protecting workers' rights and promoting social dialogue. VFM has also allocated Tuck-shops to residents in the most deprived areas families in the high density suburbs. Operating rates and tax charged on tuckshop vendors is very low to promote income growth and thus reduce the inequality gap.

The local authority included progressive local taxation in its fiscal policy and dedicated local budgets to boosting the employment opportunities and income of the poorest households in Victoria Falls.

Social, Economic and Political inclusion (10.2)

VFM and CSOs promote the participation of the minority and traditionally underrepresented groups in public consultation. These groups include women, youth and people with disabilities. The local authority is leading by example through non-discriminatory service provision and giving more to the most disadvantaged people in the community. Victoria Falls Municipality implements best practices in terms of equality and non-discrimination in its operations. In 2017, the Municipality received an award from Gender Links for Equality and Justice (GLEJ) for most improved in the institutional COE category. The award was in recognition of the institution's outstanding contribution to promoting empowerment of women and other traditionally underrepresented groups. VFM plans on strengthening its engagement to promote inclusion in all aspects of life and encourage social responsibility amongst the players in town in the adoption and development of social amenities.



SDG 11:

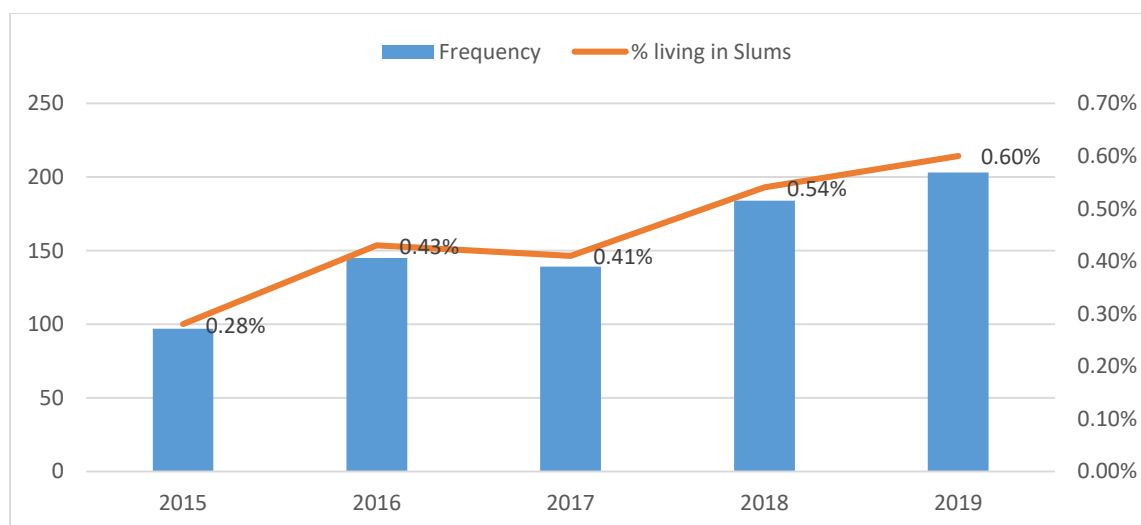
Make cities and Human settlements inclusive, Safe resilient, and Sustainable

Housing (11.1)

Victoria Falls Town has a total of 6756 housing units with access to clean water, and basic sanitary services. The Municipality expanded land schemes programs through distribution of land to low income earners on payment plans. Between 2016 and 2018, 1586 residential stands in the high density suburbs were serviced for water and sewer systems. To ensure that all new construction have adequate housing structure, housing plans should be submitted for approval to the Municipality in terms of Model Building By-Law 1977. Any new house construction should be in terms of Council approved building plans and should comply with the Housing Standards Control Act (Chapter 29:08). To obtain an occupation certificate for any residential structure in Victoria Falls, basic requirements include a potable water supply and approved sanitary facilities.

The Municipality supports “housing for all” by providing sufficient and high quality housing infrastructure within its borders. However, due to rapid growth in population, inadequate housing remains a major challenge in Victoria Falls. The booming tourism and hospitality industry attracts a lot of people on the quest for better lives therefore the rate of rural to urban migration has increased rapidly over the past decade. Moreover, Victoria Falls is a border town which is surrounded by National parks, Forestry and Heritage Sites thus land scarcity is the biggest constraint to adequate housing. This has resulted in more pressures for space, water and sanitation. Figure 9 indicates the number of people living in slums from 2015 to 2019. Slums in this context are defined as households with lack of access to improved water source, lack of access to improved sanitation facilities, lack of sufficient living area, lack of housing durability, and lack of security of tenure.

Figure 9: Town population living in slums



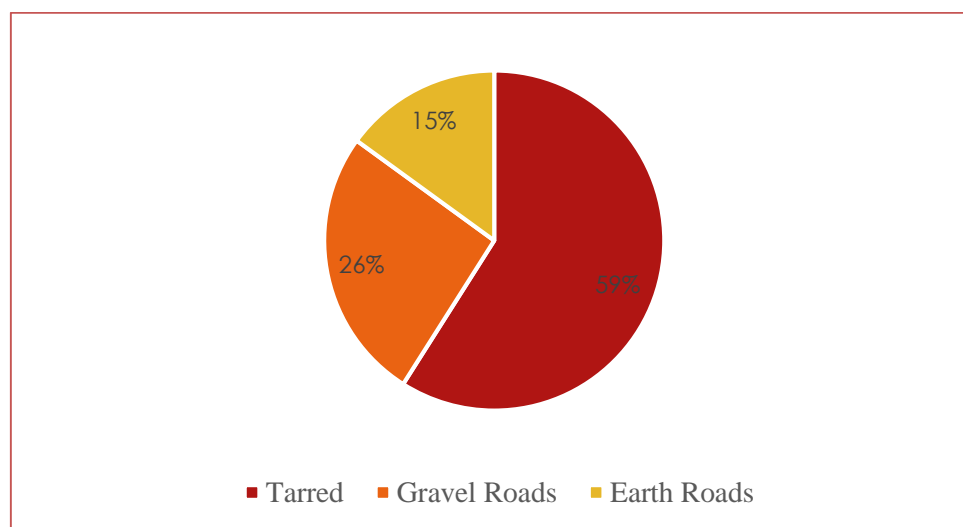
Source: VFM Housing and Social Services Department

Figure 9 indicates a general increase in the population living in slums. In 2015, the proportion of slum dwellers was 0.28%, which increased steadily over the years to 0.6% in 2019. This is explained by the increase in population growth mainly because of rural to urban migration. A shortage of land has resulted in pressure on the available resources. As a result, VFM urban planning has identified the urgent need to introduce densification as a strategy towards adequate housing and sustainable development.

Transportation (11.2)

Victoria Falls Town supports a diverse transportation network with a road network of 94.7 km tarred and 61.43 km of earth and gravel. The town has one of the best road networks in the country and upholds a good reputation of maintaining roads infrastructure. VFM works closely with the Ministry of Roads and Zimbabwe National Roads Administration (ZINARA) in road management and protection. The board conducts regular road repairs and refurbishment such that the roads are accessible during all seasons. The local authority established goals and missions to maintain the roads and streets in a state of good repair. In addition, the Town developed a transport policy to improve road trafficability and safety. The number of road accidents in the Town is significantly low and the local Councillors advocate for road safety through engagement with community, private businesses, and other stakeholders. In 2017, VFM constructed modern footpaths for the safety of pedestrians. By 2030 VFM aims to improve road trafficability and accessibility through coverage of gravel and earth roads .Figure 10 illustrates the road network coverage and accessibility of Victoria Falls town in 2019.

Figure 10: Road Network Coverage and Accessibility (2019)



Source: VFM Engineering Department

Figure 10 indicates that 59 % of the road network is surfaced by tar whilst 26% is gravel and 15% earth. 91% of the total road network length is accessible throughout the year, whilst 9 % is not accessible during the rainy season that is from the month of November to early March.

VFM has upgraded road markings and signals within the town to meet the SADC standards. This initiative made the streets and intersections safer for motorists, pedestrians and cyclists. In 2018, VFM undertook a street naming exercise and named all the streets in the town to ensure easy accessibility. The street naming initiative which was complemented by solar lighting was also aimed at improving safety of women and children in Victoria Falls. Since

1999 there has not been any recorded road accident related deaths and the VFM traffic Police apply strict regulations to maintain this status. Moreover, VFM improved the public transport system by fencing bus ranks in the high density suburbs. In 2019, Victoria Falls Municipality partnered with Satewate and constructed 5 smart bus-stops out of 15 planned to reach full capacity around the Town. To achieve SDG 11, the Town plans on allocating 25% of available land area to streets as recommended by the UN. Currently, less than 20 percent of land is allocated to streets. The essence of this is that public utilities such as water, sewerage, and electricity systems are usually designed along existing road networks.

Participatory Urban Planning (11.3)

Victoria Falls Municipality is committed to working directly with the community and all its stakeholders. The overall aim is to ensure that community concerns and aspirations are consistently understood and considered within the planning and development of the Town. The Municipality oversees all the development projects in the Town under the Urban Councils Act (Chapter 29:15). Victoria Falls Town acknowledges that adequate and participatory urban planning creates spaces for the authorities to provide essential services such as basic water and sanitation. In line with this, VFM plans to develop new ways of solid waste management, and strengthen waste collection. As the town continues to grow, there is urgent need to accommodate everyone and provide quality services in terms of water, energy, sanitation services and healthy environments. The Victoria Falls Municipality urban planning is currently looking at possibilities to integrate the informal economic sector into Urban Planning. The informal economy players accounts for over 80% of the total labour force in Victoria Falls and therefore their inclusion in planning is a progressive step towards achieving sustainable development.

Tangible and Intangible Cultural Heritage (11.4)

In 1989, UNESCO recognized the worldwide significance of the Victoria Falls and inscribed it as a World Heritage Site. Locally known as Mosi-a-Tunya (The Smoke That Thunders), the site is not only a UNESCO heritage site, but also one of the 7 natural wonders of the World. Victoria Falls Municipality works with ZIMPARKS, EMA, ZINARA, youth ambassadors and other stakeholders to protect and efficiently manage Victoria Falls. The Victoria Falls together with the surrounding area which is dominated by mopane woodland and savannah have been declared as national parks to prevent over-commercialization and over-development therefore remaining in its natural state.

Apart from the Mosi-a -Tunya, Victoria Falls is also well known for its diverse cultural identity. UNESCO addresses the importance of safeguarding cultural heritage both tangible and intangible in the Victoria Falls urban community through community engagement and community-based inventorying of cultural elements. This initiative aims to contribute to filling data gaps in existing information and document how urban inhabitants transmit their cultural values and beliefs over their daily lives. Most importantly, the initiative aims to ensure safeguarding of tangible and intangible heritage in Victoria Falls. The Town explores the dynamics of the coexistence of different cultural background, beliefs and practices and lay the foundation for an inventorying and a mapping of Victoria Falls living heritage. The Municipality builds on a deep community engagement process to advocate for safeguarding cultural heritage and knowledge on relationship between cultural heritage (art) and social well-

being. In December each year, Victoria Falls Town host a festival to promote sharing of knowledge on cultural elements and diversity. This platform encourages social inclusion where households provide crafts and entertainment (dance and drama groups) to the mainstream tourism industry.

Waste Management (11.6)

Victoria Falls Municipality has a comprehensive programme on sustainable solid waste management, with an emphasis on the three Rs which are Reduce, Reuse and Recycling. Solid waste is regularly collected in the Town with adequate final discharge. Victoria Falls Municipality collects refuse every day from Monday to Friday in high density Suburbs and industrial sites and two days a week in low density suburbs, CBD and Hotels. All the waste collected is transported to the town's dumpsite where sorting is done by groups and individuals. At the dumpsite, trash is sorted out for composting and recycling purposes. This exercise is carried out on a daily basis.



SDG 12:

Ensure Sustainable consumption and production Patterns

Introduction

Sustainable consumption has been identified by Victoria Falls as a key tool for the achievement of sustainable development. Several policies have been implemented to mitigate a number of environmental pressures. VFM identified that a crucial enabler of the transition towards sustainable consumption is a well-defined policy framework at the local level. Likewise, policy measures have been implemented to encourage the reduction of the environmental impacts of production and consumption, leading to cleaner products. Among these, Victoria Falls has highlighted environmental standards, mandatory labels, environmental taxes, subsidies and other measures in its strategic development framework.

Management and Efficient Use of Natural Resources (12.2)

Victoria Falls Municipality has set Environmental Visionary Goals for 2050 to enhance efficiency, equity and justice in the management and use of natural resources for sustainable development. The organisation aims to minimize the impacts of the overall urban development on the environment. All activities and developments are closely monitored and action is taken when necessary to up-root any anomalies, that threaten or might threaten the 2050 environmental visionary goals. VFM implements by-laws on plant installation and no plant or machinery is installed or utilized if it gives rise to excessive pollution. Appropriate measures such as penalties are embraced to ensure that any emissions or pollution are minimized and maintained at acceptable levels. Victoria Falls is a green resort Town which is a tourist destination therefore economic gains are obtained from spill-over effects of preserving the environment in its natural state.

VFM has adopted an Integrated Natural Resource Management (INRM) approach. Management of resources is done in a systematic way which includes natural resource use for socio-economic and political use. INRM has led to sustainable land use, participatory urban planning, and integrated management. Management of natural resources is a shared responsibility between VFM, Ministry of Tourism and Hospitality Industry, Environmental Management Authority (EMA) and ZINPARKS. EMA is a statutory body responsible for ensuring the sustainable management of natural resources, protection of the environment, prevention of pollution and environmental degradation. The board was established under the Environmental Management Act (Chapter 20:27) and works closely with local authorities to ensure the efficient use of natural resources. The Ministry of Tourism and Hospitality industry administer and control the Tourism Act and its statutory instruments to ensure compliance with tourism policies and legislation.

Victoria Falls Town also applies community-based natural resource management (CBNRM). Because of the growing tourism sector, the locals are better placed to conserve natural resources due to the economic benefits brought by preserving the town in a sustainable natural state. The municipality and its implementing partners identified that people will conserve a resource if

benefits exceed the costs of conservation, and residents actively participate in conserving resources because it has a direct impact on their quality of life. Because the residents' quality of life is enhanced through conserving of natural resources, their efforts and full commitment to ensure the future well-being of the resources in and around Victoria falls is enhanced. In a broad-spectrum, the residents and private businesses have developed a sense of ownership and pride of their natural resources.

Victoria Falls Municipality works with a number of external partners to manage and promote efficient use of natural resources. Through joint integrated management plan (JIMP), the town controls infrastructure development and ensures that there are no developments of permanent structures along or near the Zambezi River. VFM is fully committed to the implementation of Kavango-Zambezi (KAZA) trans-frontier policies and programs. KAZA TFCA initiative is owned and led by the governments of the five partner countries which are Zimbabwe, Angola, Botswana, Zambia and Namibia, with a clear focus on conservation as the primary form of land use and tourism being a by-product thereof. The goal of the KAZA TFCA is to sustainably manage the Kavango-Zambezi ecosystem, its heritage and cultural resources based on best conservation and tourism models for the socio-economic wellbeing of the communities and other stakeholders in and around the eco-region through harmonization of policies, strategies and practices.

Environment and Waste Management (12.5)

The town's Department of Housing and Social Services (HSS) is responsible for sanitation and waste management in Victoria Falls. The Municipality collects garbage from residential and industrial areas at least 4 days a week with the frequency higher in high density suburbs. The town has a recycling programme at the dumpsite in which a team of unskilled and semi-skilled workers sort out trash for recycling and composting purposes. By January 2020, solid waste was being managed at 73% efficiency level. VFM has mobilized the community by raising awareness on recycling and sorting out of trash at the household level. Households are encouraged to purchase labelled bins for sorted trash to assist the Municipality in waste management.

Every first Friday of the month, the town engages the community in a clean-up campaign in accordance with the National Clean-up policy to clear all waste and litter in the Central Business District (CBD) and residential areas. Likewise, VFM has partnered with private partners to educate residents on recycling. In 2019, the partnership successfully installed solar powered smart bins around the CBD to reduce waste and clear litter.

Sustainable Tourism (12b)

The Victoria Falls is protected under the Zimbabwe Parks and Wildlife Act of 2008. This principal legislation provides for legal protection of the resources within the property. The property has a well-defined and buffered boundary which requires clean demarcation through JIMP. JIMP was prepared in a participatory manner, approved by the State Parties and being implemented in a participatory manner. The Plan addresses questions of transboundary coordination, management of urban and tourism facilities and funding schemes. The area is divided into three administrative zones which are High, Medium and Low Ecologically Sensitive Zones, each with specific prescriptions that best protect the specific resources and values found in each zone. The agreed institutional framework for the management of the

property is at three levels which are Joint Ministerial, Joint Technical and Joint Site Management Committees.

Way Forward

Despite the increasing environmental awareness of over consumption and use of natural resources, several factors limit the transition to sustainable consumption in Victoria Falls. Even though there is increasing environmental awareness and concern about environmental and social impacts of over consumption, some behaviour biases limit the shift to sustainable consumption. Moreover, the impression that individual actions are not relevant to the overall impacts of over-use has slowed down efficient management and use of these resources. The Municipality in partnership with key stakeholders identified a gap between awareness and actual behaviour and that sustainable consumption is far from being mainstreamed. Therefore, there is need to increase knowledge in people and sensitize locals on effects of over-consumption particularly with hunting, fishing and poaching. The residents need to know to what extent they should consume or not consume to contribute to the efficient use of resources.



SDG 13:

Take urgent action to combat climate change and its impacts

Climate change is one of the greatest challenges facing the community of Victoria Falls today. The impacts of climate change in Victoria Falls are substantial because the locals depend on natural resources for their livelihoods. The greatest concern is the potential of climate change to reverse significant development gains made over the years. Since 1987, the Town has experienced its six warmest years on record, with daily minimum and maximum temperatures having risen by approximately 2°C over the past century. This has seen the locals experience extremes of weather over the past two decades. Zimbabwe has experienced recurring droughts, over the years leading to a drop in food production. The droughts have threatened the lives of people particularly children from malnutrition. In Victoria Falls, it was identified that women and girls are disproportionately affected by the negative impacts of climate change and unless urgent local, national and global interventions are adopted, hunger, poverty, gender inequalities, and development gaps will increase. Consequently, this deepens existing social inequalities and threatens women and girl's health, safety, and economic well-being.

The water levels in Zimbabwe's water sources such as dams and lakes have dropped to below 30%, and this has had a significant impact on power generation and electricity supply in the entire country. The Zimbabwe Electricity Supply Authority (ZESA), introduced load shedding after reducing its electricity generation due to low water levels. Local businesses and industries in Victoria Falls Town have realised huge reduction in productivity and income due to the power cuts. Victoria Falls is fully committed to make efforts to accelerate and intensify its actions on climate change. The Municipality has adopted national frameworks on climate change and risk reduction. Overall, Zimbabwe has shown great commitment to addressing climate change issues by being among the first countries to ratify the United Nations Framework Convention on Climate Change as well as the Sendai Framework for disaster Risk Reduction.

Victoria Falls' Climate Change Response Strategy (CCRS) mainstreams climate change through a sectorial approach to ensure that each sector implements adaptation and mitigation actions. Each sector is therefore able to direct its actions and programs to the appropriate mechanisms. Victoria Falls Municipality is on the frontline to strengthen its capacities to deal with climate related hazards and protecting the communities, particularly the most vulnerable groups. The Municipality has adopted policies aimed to reduce the effects of climate change such as greening of buffer zones, protection of green corridors and regulations on pollution and carbon emissions. VFM prohibits unnecessary tree cutting and penalties are given to individuals or businesses which violate the by-laws on pollution, carbon emission and tree cutting. Local Councillors have used the bottom-up approach in combatting climate change through raising awareness and increasing knowledge within their communities.

Green Jobs

The Town identified creation of green jobs as a great response to climate change. Huge opportunities exist to create green jobs in Victoria Falls through energy and consumption policies that reduce environmental degradation. Green jobs can provide decent work and incomes that will contribute to sustainable economic growth and help lift people out of poverty. In addition, green jobs in industry and services can promote sustainable economic growth with long-term economic impact. VFM aims to mobilize line ministries, private businesses, employers, youths and CSOs to engage in dialogue on coherent policies and effective programmes. The Municipality has committed to strengthen analytical research into ways of intensifying activities to combat climate change in order to formulate and implement efficient strategies and programmes.

Youth Engagement

United Children of Africa (UNICA) established the youth ambassador's network across Victoria Falls together with the Next Generation Board on climate change and the Global Green Grants Fund (GGF). Victoria Falls World Heritage site youth ambassadors advocate for regional and national support structures to reduce negative environmental impacts around the UNESCO listed World Heritage site. The youth ambassadors aim to educate the local community and national forums on environmental knowledge and the impacts of climate change. Much of the local economy of Victoria Falls relies on the core zone of the World Heritage Site. The youth ambassadors consequently seek to promote sustainable tourism. The networks encourages the tourism and hospitality industry to incorporate principles of sustainable consumption and production into their frameworks and operations strategy.

UNICEF established a climate change advocate in Victoria Falls to support and promote activities relating to climate change in Victoria Falls. The Youth ambassador participates on different global platforms such as the 2020 Africa Regional Forum on Sustainable Development on sustainable Development (ARFSD. Amongst other duties, the UNICEF ambassador advocates for protection of the environment as one of the most important requirements for social justice, economic development and ensuring the rights of children are met. Victoria Falls aims to engage more young people in creating policies and programs on climate change as a strategic way to achieve Goal 13.

Way Forward

Going forward, Victoria Falls aims to invest in capacity building, climate change education, communication and awareness. VFM highlighted that resources available to support local climate action are not sufficient. The action plans highlighted, require serious resource mobilization and strong institutional frameworks. The Municipality plans on engaging development and donor partners on resource mobilization to combat climate change. The level of action taken will be modulated by the staff and financial resources available, as well as by the degree to which community stakeholders actively participate in the local climate policy development process. In addition, supportive actions by state and national level governments will be critical for the effective implementation of SDG 13.



SDG 14:

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

The Zambezi River is the fourth longest river in Africa and the largest flowing into the Indian Ocean from Africa. The Governments of the Republic of Botswana, the People's Republic of Mozambique, the United Republic of Tanzania, the Republic of Zambia, and the Republic of Zimbabwe, are parties to the agreement on the action plan for the environmentally sound management of the Zambezi River system. The board deals with the water resources and environmental management problems of the river system in a co-ordinated manner. Sewage affluent is a major cause of water pollution around urban areas as inadequate water treatment facilities in all the major cities of the region force them to realise untreated sewage into the river. This has resulted in eutrophication of the river water. Victoria Falls Municipality is signatory to the Kavango-Zambezi Transfrontier (KAZA) which covers parts of Botswana, Zambia, Angola, Namibia, and Zimbabwe. The KAZA deals, soil erosion, water conservation and flood plain management. It also assists in the preservation of wetlands which clean water.

Pollution 14.1

Victoria Falls Town aim to sustainably manage and protect Zambezi River from pollution and impacts of human interference. Any urban activity within the river basin is closely monitored by the VFM. In January 2020, at least 76% of sewage from the Town was being treated before being discharged directly into the river. Urban sanitation and solid waste management are essential to reducing pollution. Likewise, VFM is responsible for the Town's solid waste management through segregation and separation of waste and waste water treatment. Victoria Falls Municipality directly controls the disposal of liquid chemicals into the Zambezi. To significantly reduce pollution, VFM applies the polluter pays principle in which parties responsible for industrial waste and other discharges above acceptable levels pay a penalty fee directly to the Council. In addition, the Municipality increased the number of receptacles in the town to mitigate risk of pollution mainly plastic.

Protection of the Zambezi Basin 14.5

Victoria Falls Municipality has developed planning and building regulations to prevent construction and development of infrastructure near the Zambezi River. The Municipality prohibits any urban development project within 100 metres of the River stream. Any person who places, removes or alters any metal, stone, dam and any other infrastructure without lawful authority is liable to a fine and shall restore everything to its proper condition at his/her own expense. In terms of the urban development building plans should be submitted for any proposed building construction to the Council. Residents are encouraged to put sand traps around their property and cutting down of trees is prohibited unless authorised by the Municipality.

Critical Challenges

Structural challenges arising from boundaries between organizations with different objectives is a major challenge being faced by Victoria Falls Municipality. The interest of responsible bodies often differ and multiple and competing demands for the water leads to conflicts. In addition, the increasing population density and climate change are expected to lead to more challenges. Victoria Falls is facing capacity issues over waste collection and sewer treatment. There is an urgent need to upgrade sewer treatment plants and sewer ponds to minimize the amount of untreated waste being discharged directly into the Zambezi River. Overall, successful river conservation and restoration will require all stakeholders' willingness to engage in planning, policy and management and better preparation for climate change and population growth to work effectively in these efforts critical for sustaining healthy Zambezi river ecosystems.



SDG 15:

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Victoria Falls Town is located close to the boundary of one of the biggest National Parks in Africa which is home to the “Big 5 (Elephant, Lion, Buffalo, leopard, rhinoceros). National parks, habitats and wildlife (flora and Fauna) are essential resources to the town and income generated through the tourism industry is vast. Protecting and restoring biodiversity is an integral part of the planning and development strategy of Victoria Falls Town. However, biodiversity conservation demands cooperation between organisations and stakeholders. The Municipality is responsible position for coordinating partnerships with government, the private sector and communities that are necessary for natural habitats and wildlife management. VFM works closely with ZIMPARKS, ZINWA, EMA, Ministry of Tourism and Hospitality industry, and other private stakeholders to protect and restore ecosystems and sustainably manage the green land. These institutions play a significant role in stabilizing large-scale cooperation in common pool resource management. The biggest contributor to controlling sustainable use of terrestrial ecosystems is ZIMPARKS. The board is committed to focus on enhancing community engagement on caring for and protecting the Town’s trees and green spaces.

Victoria Falls Municipality’s role as a service provider especially of water, sanitation, and solid waste management puts it in a unique position to protect natural resources and habitats. In 2018, the Municipality in partnership with Green line installed an electric fence around the Victoria Falls dumpsite to protect wildlife such as elephants and baboons from ingestion solid waste materials particularly plastic. Earlier, there were many cases of animals deaths cause by choking. Since the installation of the electric fence at the dumpsite, animals have been successfully kept away and protected. ZIMPARKS take urgent action to end poaching and trafficking of protected species address both demand and supply of illegal wildlife products through its policies and laws. The board conducts regular trainings and capacity building to raise awareness on socio-economic effects of pollution, and poaching

Victoria Falls Municipality directs and controls activities and development to ensure compliance with the environmental goals. The staff closely monitors all activities and developments and takes action when necessary to uproot any anomalies that threaten or might threaten natural habitats and ecosystems. All residential and business buildings are required to blend in with the nature in accordance to the Housing and Building Act and Housing Standards Control Act. Appropriate measures such as penalties are undertaken to ensure that any emissions or pollution are minimized and maintained at acceptable levels. VFM has taken notable strides in making the town cleaner and safer. The Municipality adopted anti-litter and pollution by-laws.

To promote the implementation of sustainable management of all types of forests, the Environmental Management Agency (EMA) works closely with the Municipality for effective management of natural resources. EMA’s mandate is to promote sustainable utilisation of

natural resources and protection of the environment, prevention of pollution and environmental degradation. The organisation aims to protect biodiversity through its management system. EMA also aims to restore degraded land and soil, protect and prevent the extinction of threatened species. Moreover EMA conducts regular trainings on biodiversity within Victoria Falls. This is because biodiversity outcomes are more successful in communities that received wildlife management and training. The board recognizes that parks authorities and local communities living adjacent to or within the Zambezi basin play a pivotal role in the conservation of the biodiversity of these areas, thus capacity building and local community development underpins the sustainability of wildlife.

Critical Challenges

Natural habitats in Victoria Falls are under pressure due to climate change and population growth and the number of plant and animal species is slowly declining. ZIMPARKS have detected significant changes in terrestrial system and attributed them to climate change and human interference. Projections of future climate change and analyses of vulnerability indicate that unless action is taken, further warming may overwhelm the adaptive capacity of flora and fauna in Victoria Falls.

Owing to the recent electricity outages of up to 10 hours a day, use of firewood as alternative energy source has increased in Victoria Falls. Deforestation is becoming a growing concern for Victoria Falls Town and if the situation would continue without any remedy, desertification would spread fast consequently increasing impacts of climate change and environmental damage. The Town recognizes the need to strengthen engagement with the nation's forestry commission to raise awareness on the dangers of deforestation, encouraging more tree planting and conservation of indigenous woodlands. The Municipality therefore announced extra measures wood poachers while advocating for the use of solar power as an alternative energy source in households.



SDG 16:

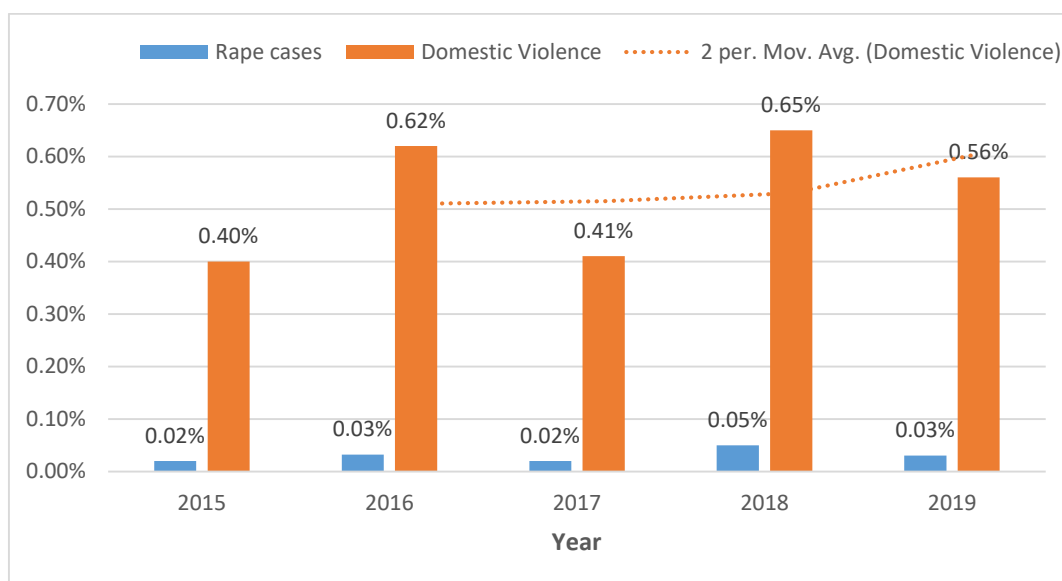
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Significantly Reduce all forms of Violence 16.1

To promote a peaceful and inclusive society for sustainable development, the Victoria Falls Municipality works with several partners to protect all human rights with special attention given to women and children. A vast majority of residents feel safe in their own community, and spending on public safety has risen in recent years through Municipality police and Tourism police. VFM works with the Zimbabwe Republic Police to strengthen and reinforce protection of locals against any forms of violence or harassment. The Municipality’s vision is to become more effective in providing access to justice for all and becoming more responsive to its community’s needs. The ultimate goal is to make Victoria Falls Town a friendly destination which provides a safe haven for locals, tourists and Investors.

The Municipality has an array of By-laws to preserve peace and order within the Town. These pave the way for the provision of access to justice for all ensuring that everyone is living in peace and harmony regardless of gender, race or religion. Women’s and children’s rights protection is a top priority for the Victoria Falls Town and this has been mainstreamed through adoption of more efficient and transparent regulations. Figure 11 indicates population subjected to physical, psychological or sexual violence from 2015-2019.

Figure 11: Proportion of population subjected to physical, psychological or sexual violence



Source: Victoria Falls Town Zimbabwe Republic Police

Figure 11 indicates proportion of population subjected to rape and domestic violence cases from 2015 to 2019. The proportion of domestic violence victims increased sharply from 0.4% in 2015 to 0.62% in 2016. Likewise, the proportion of rape cases increased from 0.02% in 2015 to 0.03% in 2016. In 2017, there was a general decline in the proportion of both domestic violence and rape cases to 0.41% and 0.02% respectively. This can be explained by increase in knowledge in the community on gender equality and education on peaceful and justice. The Town has worked with ZRP to ensure professional law enforcement. However in 2018 the proportion of rape and domestic violence victims increased again to 0.05% and 0.65% respectively. The patriarchal nature of the community, proves that consistent trainings and education on gender equality and women empowerment are required. The Municipality engaged and mobilized development agencies and women groups to take action and advocate for women empowerment through promoting peaceful societies. In 2019 the proportion of rape and domestic violence dropped to 0.03% and 0.56% respectively, indicating the effectiveness of a collaborative approach to just and equitable societies.

Effective, accountable and transparent institutions (16.6)

Building peaceful, strong, effective and accountable institutions is critical to the development of the Town. The Municipality holds consultative meetings with staff members regularly for participatory budgeting and planning. The Local Authority has also put frameworks to promote dialogue within the organisation. Local Councillors conduct workshops with residents to open dialogue to discuss how citizens can have equal and inclusive access to public goods and services as well as meaningfully engage in public resource allocation and policy decisions. The overall aim is to create a corruption free environment which will eradicate poverty and change the economic wellbeing of the society. Efforts to reform public procurement systems are being conducted as part of a major anti-corruption drive. VFM has committed to work with the national anti-corruption commission under the Anti-Corruption Commission Act (Chapter 9:22) to provide for matters connected with or incidental to combat corruption

Way Forward

Population growth caused by migration has resulted in an increase in individuals and investors who do not understand Victoria Falls' modus operandi. In order to tackle these challenges and build more peaceful, inclusive societies, there needs to be a comprehensive and realistic local policy on protecting individual rights. The town is mobilizing financial resources to invest in capacity building to ensure professional law enforcement. Overall, Victoria Falls is a peaceful and safe resort town. The local authority is committed to protect human rights in accordance with the UN Universal Declaration of Human Rights and national statutes. Protecting the rights of women and minorities is one of the core themes of the strategic development plan.



SDG 17:

Strengthening the Means of Implementation and Revitalize the Global Partnerships for sustainable Development

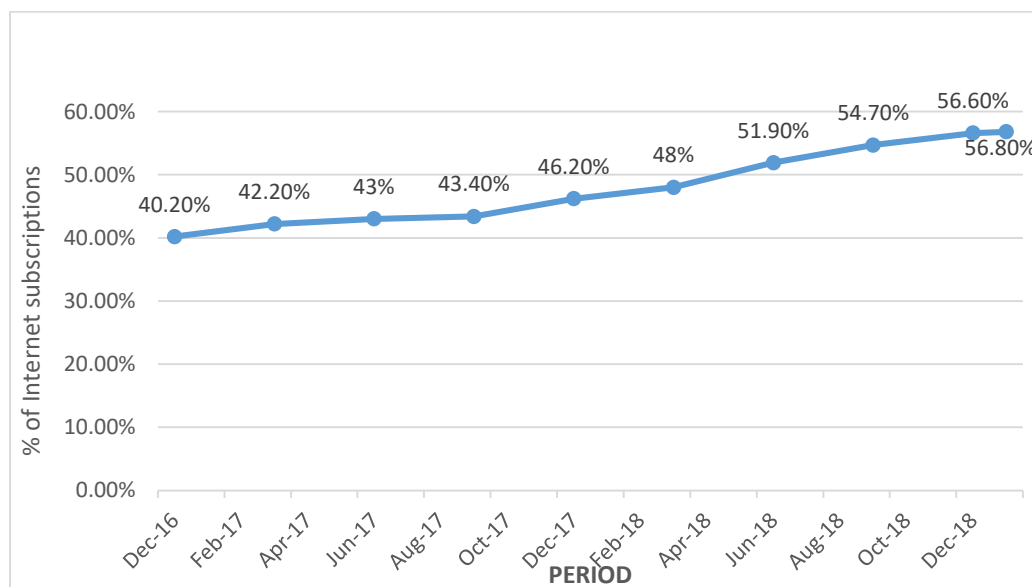
Domestic Resource Mobilization (17.1)

All sectors in Victoria Falls Town have welcomed the SDGs, although there is still scope for raising awareness. Among CSOs, youths, and development agencies, there is enthusiasm about the SDGs and a desire to help achieve them. Sustainability is a top priority for many sectors, and all parties consulted view the SDGs as a unique opportunity to accelerate progress towards their own goals. Different partners contribute in different ways to the SDGs, mostly through their own organisational goals and at times in collaboration with others. For CSOs, development agencies and youth organisations, support to the SDGs is explicitly mentioned in their efforts, but for most private businesses it is more implicit. VFM recognised that making the SDGs a reality must be a concerted effort. Partnerships are the way forward. In the coming period, Victoria Falls Municipality plans on building existing partnerships and forge new ones where needed. The process of jointly participating in the first VLR encouraged stakeholders to identify their added value for the sustainable development of the town. VFM is mobilizing residents and business owners to promptly pay rates and taxes to finance sustainable development.

Technology and Innovation (17.8.1)

In 2018, Victoria Falls Town was declared a cyber-town with more than 51.9% of the population connected to internet. The number of internet subscribers is steadily increasing annually. Figure 12 indicates the proportion of total population with internet connection.

Figure 12: Proportion of individuals using the Internet



Source: POTRAZ, Zol, Liquid Telkom, TelOne

Active internet subscriptions increased by 16.6% to reach 56.8% from 40.2% recorded in the last quarter of 2016. The internet penetration rate increased in the Town and this is highly attributed by an increase in active fibre and mobile data subscriptions. The growth in internet subscriptions will continue to be largely stimulated by innovation related to non-traditional business models. In the near future, growth in the use of Internet of Things (IOTs) applications will take centre stage, driven by consumer appetite for digital solutions that are convenient and affordable. Such solutions will revolve around mobile payments such as payment of utility bills, parking fees and increased use of plastic money as well as mobile banking.

Moving forward, Victoria Falls Municipality aims to introduce e-licensing of businesses and e-learning to help boost demand and usage of data and internet services. The Town's vision is to create strong connections between local authority and the residents it serves. Other initiatives to promote community engagement will be mobile apps, bill boards, training portals for small businesses and women entrepreneurs. These tools will increase the level of connectedness, resident education and participation. In addition, communication with the Municipality in reporting breakages or any public works issues for faster resolution is expected to improve.

Global Partnership (17.16)

VFM has moved towards enhancing international cooperation as a way to secure sufficient means of implementation to provide the town with a competitive world class standard. The Municipality has signed Memorandums of Understanding (MOUs) with organizations for partnership in various socio-economic programs. By signing MoUs, the institution undertakes measures to organize international certification. The local authority also mobilizes agencies to strengthen their structures on implementation of goals for an inclusive sustainable future. Moreover, VFM participates in short-medium term partnerships for the establishment of investment ventures through global partnerships. To stimulate Economic activity through partnerships, Victoria Falls grants both local and international investors preferential conditions and public facilities for business under the Special Economic Zones Act (Chapter 14:34). In addition, the businesses established by global investors are exempted from customs duty.

The 2030 Agenda and Agenda 2063 cannot be realised with the public institutions operating in silos. A strategic move would be to cooperate all private organisations and have a collaborative approach. The interviews revealed that the private stakeholders needed to feel included and have a sense of ownership. It is necessary to include all the relevant stakeholders in the process and share responsibilities. Cooperation between the civil society and Government is the cornerstone of the Open Government Partnerships.

Means of Implementation

Financing

To support the implementation of policies and commitments on sound service delivery, Victoria Falls Municipality mobilizes its revenue from a stream of revenue bases. About 25% of the budget is financed through capital projects. Financing from domestic sources is mainly from rates and levies, Intergovernmental Transfer Funds (IGTF), and, PISP. In addition, some funds come from the Central Government as devolution funds specifically devoted to a particular development project such as road construction or water pipe rehabilitation. The staff, residents and other key stakeholders meet annually to discuss the budget on the annual activities towards the strategic plan goals. A treasurer committee discusses on how best to align the Strategic Plan with the annual budget. In turn the Council will approve the annual operating plan and budget in time for Ministerial ratification.

The local authority has not been able to fully support the implementation of policies and programs due to budget constraints. The desired state by the Municipality is for the revenue expenditure to match capital expenditure, however there is a significant mismatch. Despite the efforts made to mobilize investments within the SDG framework, many private businesses and investors still do not explicitly tie their funding to the SDGs. To address existing scarcity in public finance for sustainable development, VFM identified the need to broaden its revenue bases by creating a framework for sustainable local development. The town's infrastructure is at the centre of development but there is need for capital rehabilitation. A total of \$50 million is required annually to effectively implement programs and policies for sustainable development and improve service delivery.

There is a significant gap in capacity to raise revenue for capital investments in infrastructure and innovation. Moving forward, robust public and private investments will be necessary to improve resilient infrastructures and access to basic services. This includes access for Victoria Falls Municipality to new financing mechanisms, in partnership with private sector and local communities. Through the mobilization of domestic resources and improved access to financing, Victoria Falls will be able to address inequalities, support LED and cope with the impact of climate change. Compliance by all residents to pay rates and bills for services will support funding therefore Council debtors are urged to pay their dues. Moreover, investors, local and international, are encouraged to pay taxes promptly. Public financing will continue to play a critical role in financing basic services and infrastructures. This implies as well a fairer distribution of national resources between municipalities and Councils. Finally, donor support is instrumental in encouraging partners to engage with the 2030 Agenda and Agenda 2063.

Capacity-building

Capacity building is a cross-cutting issue in all the sustainable development policy frameworks in Victoria Falls. It is inextricably linked to funding, policy interface, and monitoring and assessment of progress on implementation. Likewise, an effective institutional framework for the localization of the SDGs depends on human capacities. Due to budget constraints, Victoria Falls has not carried out any specific training initiatives for local staff for the implementation of SDGs. There is an urgent need to educate staff, partners and key stakeholders in the new integrated framework and thematic scope covered by the SDGs. This degree of commitment is essential to internalize new inclusive and participatory method.

Through the support of other partners, Victoria Falls plans to engage in a number of activities in science, technology and innovation to support effective implementation. Activities include training on policy planning, methodologies, research and capacity-building, supported by national and regional cooperation.

Institutional Frameworks and Policy Reforms

Effective policies and collaborative efforts are essential to empower local authorities in the implementation process. VFM policies are integral parts of the national implementation frameworks for the 2030 Agenda and Agenda 2063. Currently, local authorities are functioning more as horizontal inter-agency rather than vertical communication and integration of different levels of government. The creation of the National Steering Committee for the 2030 Agenda for Sustainable Development was a promising move towards dialogue and alignment across municipal levels, while also including civil society, the private sector and development agencies. The reform of local policies and budgetary processes in 2018 moved a step further towards effective implementation.

VFM has demonstrated ambition for decentralization through creation of local sub committees for mainstreaming and implementing of the SDGs. Two sub committees were formed to help align the Strategic plan to the policies and budget. An Investment Promotion Committee and a Business Development Board were formed to share the economic development responsibilities including the participation of the formal and informal business sector. Coming up with these sub committees involved a series of consultations and workshops with a number of agencies including city authorities, administration, residents and private businesses private businesses. The committees meet regularly to monitor how the respective operations are going and if there is any need for adjustments in terms of budget or capacity.

Partnerships and cooperation

Assessing the real impact of reforms remains a difficult task, due to contradictory regulation, and insufficient support for implementation. Contradictory policies and a lack of policy coherence can undermine confidence and deter the active. While institutional reforms are mentioned in the Strategic Development Plan, the review indicated limited multi-stakeholder involvement. A specific kind of joint multilevel collaboration via MOUs agreements defining common priorities and co-financing investments has been a useful means of improved cooperation. Mobilization, real empowerment of local staff, and more resources and capacities for implementation are all needed to move forward. Coordination at the local and national level is also fundamental to the successful implementation of Agenda 2030 and Agenda 2063. With this in sight, Victoria Falls Municipality is in the process of establishing and strengthening institutional mechanisms, partnerships and resource base to scale up the implementation pace.

Conclusion and Next Steps

Through the Strategic Development plan, Victoria Falls Municipality has committed to the principles of Sustainable Development. By integrating the SDG framework to local actions, VFM was able to identify possibilities and opportunities for engagement with various stakeholders. The first step was to identify how local development goals, programs and policies can align with the SDGs. As a result, the local Authority amended their 2018-2022 SDP to best align their work with the SDG framework in which specific goals are highlighted in the Town's action plan. Secondly, the Municipality identified key SDG stakeholders to more systematically engage on the most effective ways to address implementation procedure and integration of programs and actions. CSOs, private businesses, development agencies are important partners for implementing SDGs and reflected on their work.

An integrated multi-level and multi-stakeholder approach is necessary to promote transformative agendas at the local level. Strengthened partnership engagement was identified as a critical strategy to the successful implementation of the Sustainable Development Goals. Multi-stakeholder partnerships, to complement the Global partnership, are seen as important for strengthening the means of implementation. The aim of these partnerships will be to mobilize resources, share knowledge, expertise and technology to support the implementation of the SDG. In addition, effective local governance can ensure the inclusion of a diversity of local stakeholders, thereby creating broad-based ownership, commitment and accountability.

VFM identified the importance of having a local database that is regulated and updated by the local authority. A local data office will be responsible for compiling and consolidating numerical information relating to demographic, economic, financial, environmental, and, social matters in Victoria Falls Town according to the national statistical standards and procedures. The inadequacy in local statistics on key indicators made it difficult to track and monitor progress in implementation. It is necessary to mobilize and build capacity of the local data agent so as to have readily available data on SDG indicators. Zimbabwe has come up with the SDGs monitoring and evaluation framework 2019-2023. This framework will be used to track the progress of implementation and achievement of SDGs in the country. The monitoring framework provides baseline data for each indicator for which data are available. Likewise, Victoria Falls Municipality aims to adopt and localize the national framework for monitoring and evaluation of progress.

Prioritisation of goals was also identified as a key factor for the successful implementation of the SDGs. The Victoria Falls Municipality and its key partners have committed to the implementation of all the 17 Global goals. However, due to the limited resources arbitrary implementation of goals and actions would result in inefficient of actions. Since the SDGs are indivisible, VFM identified the need to prioritize specific goals in areas that are mostly affected and need urgent responsiveness. Decision to prioritize SDGs was also based on the resources available and aligning the budget accordingly. It was identified that impact can be most meaningful and transformative for the Town and sustainability commitments programs and initiatives if resources are strategically focused on where the need is greatest

Awareness-raising campaigns should be carried out at both national and local levels. Councillors, in particular, have a democratic mandate to lead local development. Activities that can be undertaken to raise awareness among the population should make the SDGs engaging. In Victoria Falls Town, such activities could include concerts, marathons, bike rides, and the annual Carnival and collaboration with well-known figures. Moreover, awareness-raising activities will aim to increase the engagement of residents in order to promote their sense of ownership of the Agenda and their participation in the achievement of the SDGs. Awareness-raising will not only be about letting citizens know about the existence of the SDGs, it will also target empowering them to participate in the achievement of the SDGs in their daily lives.

In order to enhance the implementation pace of the 2030 Agenda and Agenda 2063, Victoria Falls Municipality has developed an action plan based on the results of the review and engagement with SDG stakeholders. With limited financial resources and capacity, resource mobilization for capital rehabilitation is critical at this point. The Municipality aims to intensively engage partners, attract more direct flows investment and engage donor partners in order to rehabilitate capital infrastructure such as roads, schools, clinics, water works and sewerage systems. These facilities need to be rehabilitated for effective and prompt delivery of services given the growing nature of the Town.

VFM aims to strengthen the partnerships that have been established between key players and SDG stakeholders. To promote engagement, a Stakeholder Forum for a sustainable future will be held twice a year. The Stakeholders' Forum will allow implementing partners to come together and share experiences, lessons learned and information gathered in the implementing process. This forum will present opportunities for integrating activities, programs and policies relating to development. Moreover, this process will help break down agency "silos" while supporting peer-to-peer review among partners and other municipalities and local Governments in Zimbabwe. Challenges faced during implementation are universal and need to be addressed together by all cities and towns. Once the stakeholder forum collaboratively identifies priority issues and ideas for initiatives, this will present an opportunity to assess feasibility, scalability, funding and external dependencies. Such democratic accountability is a powerful tool to drive the achievement of the SDGs at the Municipal level.

Steps to Accelerate the Implementation of SDGs

Moving towards 2030, critical interventions include addressing corruption, improving employment opportunities and strengthening multi-stakeholder partnerships. Victoria Falls Municipality targets to strengthen the vertical coordination for implementing the SDGs, including in the work on indicators and reporting, with stronger direct involvement by other Towns and municipalities in national processes.

Annexes

Annex 1: Statistical Indicators (References)

SDG 1

Indicator: Food Poverty Line 1.2

Description: A poverty line reflects the cost of a given level of living standard which must be attained if a person is deemed not to be poor. The Food Poverty Line represents the minimum consumption expenditure necessary to ensure that each household member can (if all expenditures are devoted to food) consume a minimum food basket representing 2 100 calories. When consumption expenditures are measured on a per capita basis, households or people below the FPL are said to be very poor or extremely poor

Source: ZIMSTATS

Indicator: Extreme poverty prevalence for households

Description: The prevalence (also known as the headcount index) represents the share of population (either people or households) whose consumption expenditures fall below the poverty line as a proportion of the total population. It is calculated as the number of people (or households) below the poverty line divided by the total population (individual or households) in the Town

Source: ZIMSTATS

Indicator: SDG 1.4.1 Proportion of Town living in households with access to basic services

Description: Basic Services refer to public service provision systems that meet human basic needs including drinking water, sanitation and hygiene, energy, mobility, waste collection, health care, education and information technologies. Access to basic services implies that sufficient and affordable service is reliably available with adequate quality

Source: Questionnaire Survey, VFM Department of Housing and Social Services

SDG 2

Indicator: SDG 2.2.2 Prevalence of malnutrition among children of under 5 years old (Wasting and overweight)

Description: Prevalence of malnutrition (wasting) refers (weight for height <-2 standard deviation from the median of the WHO (Child Growth Standards) among children under 5 years of age. Prevalence of malnutrition (overweight) refers (weight for height $>+2$ standard deviations from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age.

Source: District Health Information System

SDG 3

Indicator: Proportion of births attended by skilled health personnel in the Town

Description: Percentage of births attended by skilled health personnel (generally doctors, nurses or midwives) is the percentage of deliveries attended by health personnel trained in providing lifesaving obstetric care, including giving the necessary supervision, care and advice to women during pregnancy, labour and the post-partum period, conducting deliveries on their own, and caring for new borns. Traditional birth attendants, even if they receive a short training course, are not included. The number of women aged 15-49 with a live birth attended by skilled health personnel (doctors, nurses or midwives) during delivery is expressed as a percentage of women aged 15-49 with a live birth in the same period

Source: District Health Information System

Indicator: Number of new HIV infections per 1,000 uninfected populations in the Town

Description: The number of new HIV infections per 1,000 uninfected populations, is defined as the number of new HIV infections per 1000 person-years among the uninfected population. The incidence rate provides a measure of progress toward preventing onward transmission of HIV. Longitudinal data on individuals are the best source of data but are rarely available for large populations.

Source: District Health Information System

Indicator: Coverage of essential health services (reproductive, maternal, new-born and child health)

Description: Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, new-born

and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population).

Source: District Health Information System

SDG 4

Indicator: Proportion of Town unit schools with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and with basic sanitation facilities; and (g) basic disabilities; (e) basic drinking water; (f) single sex materials for students hand washing facilities (as per the WASH indicator definitions)

Description: The percentage of schools by level of education (primary education) with access to the given facility or service. The indicator measures access in schools to key basic services and facilities necessary to ensure a safe and effective learning environment for all students. A high value indicates that schools have good access to the relevant services and facilities. Ideally each school should have access to all these services and facilities.

Source: Ministry of Primary and Secondary Education

SDG 5

Indicator: Proportion of seats held by women in local governments

Description: This indicator measures the proportion of positions held by women in local government. It is expressed as the percentage of elected positions held by women in legislative/ deliberative bodies of local government.

Source: Victoria Falls Municipality Database

Indicator: Proportion of women in decision making boards

Description: This indicator measures the proportion of positions held by women in decision making boards government. It is expressed as the percentage of elected positions held by women in legislative/ deliberative bodies of local government

Source: Victoria Falls Municipality Database

SDG 6

Indicator: Proportion of population using safely managed drinking water services

Description: Proportion of population using safely managed drinking water services is currently being measured by the proportion of population using an improved basic drinking water source which is located on premises, available when needed and free of faecal (and priority chemical) contamination. Improved' drinking water sources include: piped water into dwelling, yard or plot; public taps or standpipes; boreholes or tube wells; protected dug wells; protected springs; packaged water; delivered water and rainwater.

Source: VFM Engineering Department

Indicator: Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water

Description: The Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water is currently being measured by the proportion of the population using a basic sanitation facility which is not shared with other households and where excreta is safely disposed in situ or treated off-site. ‘Improved’ sanitation facilities include: flush or pour flush toilets to sewer systems, septic tanks or pit latrines, ventilated improved pit latrines, pit latrines with a slab, and composting toilets. Population with a basic handwashing facility: a device to contain, transport or regulate the flow of water to facilitate handwashing with soap and water in the household.

Source: Victoria Falls Municipality Database

SDG 7

Indicator: Proportion of population with access to electricity

Description: Proportion of population with access to electricity is the percentage of population with access to electricity.

Source: Victoria Falls Municipality Database

SDG 9

Indicator: Proportion of population covered by a mobile network, by technology

Description: Proportion of population covered by a mobile network, broken down by technology, refers to the percentage of inhabitants living within range of a mobile-cellular signal, irrespective of whether or not they are mobile phone subscribers or users. This is calculated by dividing the number of inhabitants within range of a mobile-cellular signal by the total population and multiplying by 100.

Source: POTRAZ

SDG 11

Indicator: Proportion of urban population living in slums, informal settlements or inadequate housing

Description: The agreed definition classified a ‘slum household’ is one in which the inhabitants suffer one or more of the following ‘household deprivations: Lack of access to improved water source, Lack of access to improved sanitation facilities, Lack of sufficient living area, Lack of housing durability, and Lack of security of tenure. By extension, the term ‘slum dweller’ refers to a person living in a household that lacks any of the above attributes.

Source: Victoria Falls Municipality Housing department

Indicator: Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities

Description: Proportion of municipal solid waste regularly collected and with adequate treatment and disposal out of total municipal solid waste generated. The goal of this indicator aims to generate the proportion of municipal solid waste regularly collected and that is adequately treated and disposed out of all the total municipal waste generated by the Town.

Source: Victoria Falls Municipality Database

SDG 16

Indicator: Proportion of population subjected to physical, psychological or sexual Violence

Description: The total number of persons who have been victim of physical, psychological or sexual violence, as a share of the total population

Source: Victoria Falls Police

SDG 17

Indicator: Proportion of individuals using the Internet

Description: The indicator proportion of individuals using the Internet is defined as the proportion of individuals who used the Internet from any location in the last three months.

Source: Consolidated data from local internet service providers

Annex 1: Demographic Profile of Victoria Falls Town

<u>Name</u>	<u>Status</u>	<u>Population Census 2002-08-18</u>	<u>Population Census 2012-08-17</u>
<u>Victoria Falls</u>	Urban District	31,519	33,748

Source: ZimStats 2017

Percentage Distribution of Population by sex

Gender		%
Males	16,254	48.2
Females	17,494	51.8
Total	33,748	100

Source: ZimStats 2012

Crude Birth and Crude Death Rate and Rate of Natural Increase (2017)

	Crude Birth Rate per (1000)	Crude Death Rate per (1000)	Rate of Natural Increase (%)
Victoria Falls	24.8	10.8	1.4

Source: ICDS 2017

Distribution of Population by Age

Age Distribution (C 2012)	
0-9 years	7,804
10-19 years	6,481
20-29 years	7,595
30-39 years	6,195
40-49 years	2,902
50-59 years	1,071
60-69 years	425
70+ years	237

Source: ZimStats 2012

Alignment between Existing Strategic Planning Documents and the SDGs and Agenda 2063

SDG	Policy area/Sector
1: No Poverty	2016 National Poverty Reduction Strategy, Social Protection Framework, Public work schemes
2: Zero Hunger	Mayor's Kitchen, Land policy Act
3: Good Health and Wellbeing	Health Service Delivery, Water and Sanitation Policy, Housing Standards Control Act (Chapter 29:08), Environmental Management Act (Chapter 20:26) and Public Health Act (Chapter 15:09), Zimbabwe Water Act (1998)
4: Quality Education	Early Childhood Development Policy, Education Amendment Bill
5: Gender Equality	Domestic Violence Act (Chapter 5:16), SADC Gender Protocol, Land Policy Act, Marriage Act (Chapter 5:11), Termination of Pregnancy Act (Chapter 15:20), Married Persons' Property Act (Chapter 5:12)
6: Clean Water and Sanitation	Zimbabwe Water Act (1998), Water and Sanitation Act
7: Affordable and Clean Energy	–
8: Decent Work and Economic Growth	Small to Medium Enterprise Act , Special Economic Zones Act (Chapter 14:34)
9: Industry Innovation and Infrastructure	–
10: Reduced Inequalities	Land policy Act, Housing Scheme, Debt collection policy, Housing Standards Control Act [Chapter 29:08]
11: Sustainable Cities and Communities	Affordable and Quality Housing, National Employment Council (NEC) and the Labour Act [Chapter 28:01], Housing Standards Control Act (Chapter 29:08), Model Building By-Law 1977, Urban Councils Act (Chapter 29:15)
12: Responsible Consumption and production	Environmental Management Act (Chapter 20:27), Zimbabwe Parks and Wildlife Act of 2008,

13: Climate Action	Buffer Zones Act
SDG	Policy area/Sector
14: Life Below Water	Urban development Act
15: Life on Land	–
16: Peace, Justice and Strong Institutions	Anti-Corruption Commission Act (Chapter 9:22)
17: Partnerships for the Goals	–

Note – Indicates no clear existing policies, laws, regulations and frameworks

Indicator SDG 1.4.1: Proportion of city/local unit population living in households with access to basic services

Solid Waste and Sanitation

Area	No. of Properties	Population	Proportion of Population using Safely managed Sanitary Services (%)	Proportion of population properly managed handwashing facility with Soap and water (%)
Mkhosana	2585	13258	70	15
Chinotimba	2377	15450	95	20
CBD and Industry	152	2940	96	90
Low Density	415	1115	100	90
Medium Density	307	1015	90	80
Busy Island	28	-	-	-
NRZ	34	-	-	-
River	0	-	-	-
Masuwe	4	-	-	-
VFT	15	-	-	-
Total	5915	33784	90.2	28.24

Solid Urban Waste Regularly Collected

Total Waste Generated	Amount of Waste	Proportion of Waste regularly Collected
58248 tonnes (4854 tonnes *12)	47736 tonnes(3978 tonnes *12 months)	81.95%

Indicator SDG 2.2: Malnutrition

Unit name	2015 T5 - 10 Growth Monitoring Weighed	2015 T5 - 10 Growth Monitoring Moderate underweight	2015 T5 - 10 Growth Monitoring Severe underweight
Chinotimba Clinic	8570	418	6
Elephant Hills Clinic	0	0	0
Victoria Falls Medical Centre	1177	301	10
Victoria Falls District Hospital	5062	214	46
The Health Bridge	-	-	-
	14809	933	62

Unit Name	2016 T5 - 10 Growth Monitoring Weighed	2016 T5 - 10 Growth Monitoring Moderate underweight	2016 T5 - 10 Growth Monitoring Severe underweight
Chinotimba Clinic	7159	307	13
Elephant Hills Clinic	0	0	0
Victoria Falls Medical Centre	375	38	46
Victoria Falls District Hospital	6755	348	300
The Health Bridge			
	14289	693	359

Unit Name	2017 T5 - 10 Growth Monitoring Weighed	2017 T5 - 10 Growth Monitoring Moderate underweight	2017 T5 - 10 Growth Monitoring Severe underweight
Chinotimba Clinic	6345	212	15
Elephant Hills Clinic	0	0	0
Victoria Falls Medical Centre	398	49	1
Victoria Falls District Hospital	6830	126	11
The Health Bridge			
	13573	387	27

Unit Name	2018 T5 - 10 Growth Monitoring Weighed	2018 T5 - 10 Growth Monitoring Moderate underweight	2018 T5 - 10 Growth Monitoring Severe underweight
Chinotimba Clinic	8432	322	1
Elephant Hills Clinic	0	0	0
Victoria Falls Medical Centre	114	28	10
Victoria Falls District Hospital	10744	21	21
The Health Bridge	0	0	0
	19290	371	32

Unit Name	2019 T5 - 10 Growth Monitoring Weighed	2019 T5 - 10 Growth Monitoring Moderate underweight	2019 T5 - 10 Growth Monitoring Severe underweight
Chinotimba Clinic	8034	413	0
Elephant Hills Clinic	-	-	-
Victoria Falls Medical Centre	278	43	-
Victoria Falls District Hospital	10224	19	14
The Health Bridge	0	0	0
	18536	475	14

Indicator SDG 3.2.1 Under-five mortality rate in the Town**Maternal and New-born Deaths**

Unit Name	2015 T5 - Delivery Total Early Neonatal Deaths	2016 T5 - Delivery Total Early Neonatal Deaths	2017 T5 - Delivery Total Early Neonatal Deaths	2018 T5 - Delivery Total Early Neonatal Deaths	2019 T5 - Delivery Total Early Neonatal Deaths
Falls Medical Centre	0	0	0	0	1
Elephant Hills Clinic	0	0	0	0	
Victoria Falls District Hospital	19	15	11	15	10
The Health Bridge				0	0
Chinotimba Clinic	0	0	0	0	0
	19	15	11	15	11

Pentavalent Treatment

Unit Name	2015 T5 - Pentavalent 3	2016 T5 - Pentavalent 3	2017 T5 - Pentavalent 3	2018 T5 - Pentavalent 3	2019 T5 - Pentavalent 3
Chinotimba Clinic	253	189	167	239	278
Elephant Hills Clinic	0	0	0	0	
Falls Medical Centre	52	40	90	8	65
Victoria Falls District Hospital	679	833	786	759	801
The Health Bridge				0	0
	984	1062	1043	1006	1144

Indicator SDG 3.3.1 Number of new HIV infections

Unit Name	2015	2016	2017	2018	2019
Chinotimba Clinic	258	165	162	111	180
Elephant Hills Clinic	-	-	-	-	
Falls Medical Centre	-	-	-	-	
Victoria Falls District Hospital	494	380	312	347	264
The Health Bridge	-	-	-	10	4
	752	545	474	468	448

Admissions to CMAM Programme in 2015 by Sex

Unit Name	Male	Female
Chinotimba Clinic	1	7
Elephant Hills Clinic	0	0
Victoria Falls Medical Centre	0	0
Victoria Falls District Hospital	6	4
The Health Bridge	-	-
Total Admissions	7	11

Admissions to CMAM Programme in 2016 by Sex

Unit Name	Male	Female
Chinotimba Clinic	0	7
Elephant Hills Clinic	0	0
Victoria Falls Medical Centre	0	0
Victoria Falls District Hospital	1	1
The Health Bridge	-	-
Total Admissions	1	8

Admissions to CMAM Programme in 2017 by Sex

Unit Name	Male	Female
Chinotimba Clinic	2	5
Elephant Hills Clinic	0	0
Victoria Falls Medical Centre	0	0
Victoria Falls District Hospital	21	22
The Health Bridge		-
Total Admissions	23	27

Admissions to CMAM Programme in 2018 by Sex

Unit Name	Male	Female
Chinotimba Clinic	0	3
Elephant Hills Clinic	0	0

Victoria Falls Medical Centre	0	0
Victoria Falls District Hospital	32	28
The Health Bridge	0	-
Total Admissions	32	31

Admissions to CMAM Programme in 2019 by Sex

Unit Name	Male	Female
Chinotimba Clinic	3	5
Elephant Hills Clinic	-	0
Victoria Falls Medical Centre	-	0
Victoria Falls District Hospital	19	28
The Health Bridge	0	-
Total Admissions	22	33

Indicator SDG 3.4.1 Mortality rate attributed to cardiovascular disease, diabetes and Hypertension

Unit Name	2015 T5 - Diabetes - New Dis condition	2015 T5 - Hypertension - New dis Condition	2016 T5 Diabetes - New Dis condition	2016 T5 - Hypertension - New dis Condition	2017 T5 - Diabetes - New Dis condition	2017 T5 Hypertension- New dis Condition
Chinotimba Clinic	0	9	0	3	0	1
Elephant Hills Clinic	0	0	0	0	0	0
Falls Medical Centre	8	2	0	6	36	27
Victoria Falls District Hospital	37	82	18	40	12	40
The Health Bridge	-	-	-	-	-	-
	45	93	18	49	48	68

Unit Name	2018 T5 - Diabetes - New Dis condition	2018 T5 - Hypertension - New dis Condition	2019 T5 - Diabetes - New Dis condition	2019 T5 - Hypertension - New dis Condition
Chinotimba Clinic	6	19	1	0
Elephant Hills Clinic	0	0	0	0
Falls Medical Centre	10	12	8	28
Victoria Falls District Hospital	9	49	13	43
The Health Bridge	12	15	9	4
	37	95	31	75

Annex 2: List of Consulted Actors

NAME	SECTOR
1. CENTRAL BANK OF AFRICA	Banking and Finance
2. COMMERCIAL BANK OF ZIMBABWE	Banking and Finance
3. ECONET	Telecommunications
4. GENDER LINKS FOR EQUALITY AND JUSTICE	Civil Society Organisation
5. MINISTRY OF HEALTH AND CHILDCARE SERVICES	Government
6. MINISTRY OF LABOUR, PUBLIC SERVICE AND SOCIAL WELFARE	Government
7. MINISTRY OF LOCAL GOVERNMENTS	Government
8. MINISTRY OF PRIMARY AND SECONDARY EDUCATION	Government
9. MINISTRY OF TOURISM AND HOSPITALITY SECTOR	Government
10. NETONE	Telecommunications
11. POSTAL AND TELECOMMUNICATIONS REGULATORY AUTHORITY OF ZIMBABWE	Telecommunications
12. RESIDENTS	All
13. SHEARWATERS	Tourism and Hospitality
14. TELECEL	Telecommunications
15. TELONE	Telecommunications
16. UNESCO	UN
17. UNICEF Youth Ambassador for climate change	Climate change Ambassador
18. UNITED CHILDREN FOR AFRICA	Development
19. VICTORIA FALLS RESIDENTS ASSOCIATION	All
20. WILD HORIZON	Tourism and Hospitality
21. ZAMBEZI WOMEN FOR ARTS AND CRAFTS	Civil Society Organisation
22. ZIMBABWE ELECTRICITY SUPPLY AUTHORITY	Energy and Power
23. ZIMBABWE GENDER COMMISSION	Development

24. ZIMBABWE PARKS AND MANAGEMENT	NATIONAL WILDLIFE	Natural Resource Management
25. ZIMBABWE WATER AUTHORITY	NATIONAL	Water
26. ZIMBABWE POLICE	REPUBLIC	Peace and Justice/ Government
27. ZIMBABWE AUTHORITY	REVENUE	Revenue
28. ZIMBABWE AGENCY	STATISTICAL	Statistical Agency
29. ZIMBABWE SUSTAINABLE DEVELOPMENT	YOUTH FOR	Youth Ambassadors

Annex 3: Best Practices

Practice	Key Indicators of Success
SDG1	
“Zhima” Market for women: Women empowerment project that created operating spaces for women vendors who sell art and Crafts in Victoria Falls	<ul style="list-style-type: none"> 720 women benefited through increase in disposable income and strengthened entrepreneurial skills
Public Work Schemes/ Employment Programme	<ul style="list-style-type: none"> More than 1000 poor people were employed by the Municipality in waste collection, litter picking and environment, relying and composting and enhancement of Municipal services. Created 1000 jobs for semi-skilled and unskilled labour force
Public Private Partnerships	<ul style="list-style-type: none"> 200 new jobs created Created new investments with a focus on labour-intensive projects Private sector provided financial support for the development of infrastructure which in turn promoted the growth of small businesses
Leaving no one behind/ Work for all	<ul style="list-style-type: none"> Employment for all opportunities
SDG2	
Food Relief Programme: Mayors’ Kitchen	<ul style="list-style-type: none"> The Mayor’s Kitchen provided food hampers to 200 food insecure families with a focus on the elderly, single mothers, people living with disabilities and orphaned and vulnerable children (OVC)
Land Policy Reform/ Women’s right to land	<ul style="list-style-type: none"> The land policy aims to ensure that women have access to land and tenure regardless of their marital status
SDG3	
Enhanced Outreach Strategy	<ul style="list-style-type: none"> In 2019, 90.1% of the total deliveries were attended by a qualified health personnel in an approved health facility. Around 113% children

	received a children received pentavalent 3 vaccination against child killer diseases
Integration of health, nutrition and hygiene education into development framework-Strategic Development Plan	<ul style="list-style-type: none"> Community-focused preventive health and nutrition education provided 1500 pregnant women and lactating mothers free education
Strengthening Community Prevention and Care of HIV/AIDS/ Partnership with Global fund	<ul style="list-style-type: none"> Decline in the number of new HIV infections from 5.3% in 2015 to 3.1% in 2019 Victoria Falls Town has managed to detect most people living with HIV in its catchment area and put them on chronic HIV care
SDG4	
Municipality scheme for orphaned and vulnerable children (OVC)	<ul style="list-style-type: none"> Provide basic primary education to 50 OVC in 2019
Skills and Technical Education Programme (STEP)	<ul style="list-style-type: none"> The Municipality has moved a step towards advocating for skills and technical education through partnering with Lupane state University for a Hospitality and Industry faculty establishment in Victoria Falls. The campus is expected to start operations by 2025
SDG5	
Collaboration with Gender-links	<ul style="list-style-type: none"> An increase in representation of women in the local Government from 18.2% to 27.8% Women councillors were trained in tools and skills to perform effectively as politicians.
Land Policy Reform	<ul style="list-style-type: none"> Removed barriers to women application for land resulting in equal opportunities for land for both men and women
SDG6	
Adoption of WASH	<ul style="list-style-type: none"> Strengthened Municipality engagement with stakeholders through provision of education,

	awareness, and mobilization of funds to supply clean drinking water and sanitation
SDG 8	
Creation of Subcommittees/ extended governance structure in form of Investment Promotion Committee and a Business Development Board	<ul style="list-style-type: none"> • Strengthened participation of the formal and informal business sector • Created new business opportunities and jobs for the community through Foreign Direct Investments
SDG 13	
Youth Engagement/ Climate Change Youth Ambassadors	<ul style="list-style-type: none"> • United Children of Africa (UNICA) established the youth ambassador's network across Victoria Falls together with the Next Generation Board on climate change and the Global Green Grants Fund (GGF) • UNICEF climate change Youth ambassador supports and advocates for activities relating to climate change
SDG 15	
Integrated Management and Development Towards long term sustainable ecosystem management/ KAZA	<ul style="list-style-type: none"> • Long' term monitoring strategies set up with the help of community involvement • Quantified development of land-cover ecosystem trends including land-water interactions in the KAZA region in order to facilitate international transboundary decision-making pertaining to long-term sustainable management and poverty alleviation. • Strengthened the capacity of stakeholders to effect sustainable implementation and management of land resources related issues
SDG17	
Local and international Partnerships for development through MOUs	<ul style="list-style-type: none"> • Growing Sustainable Business initiatives has created new jobs and improved quality of life of the locals



in the most affected parts of
community