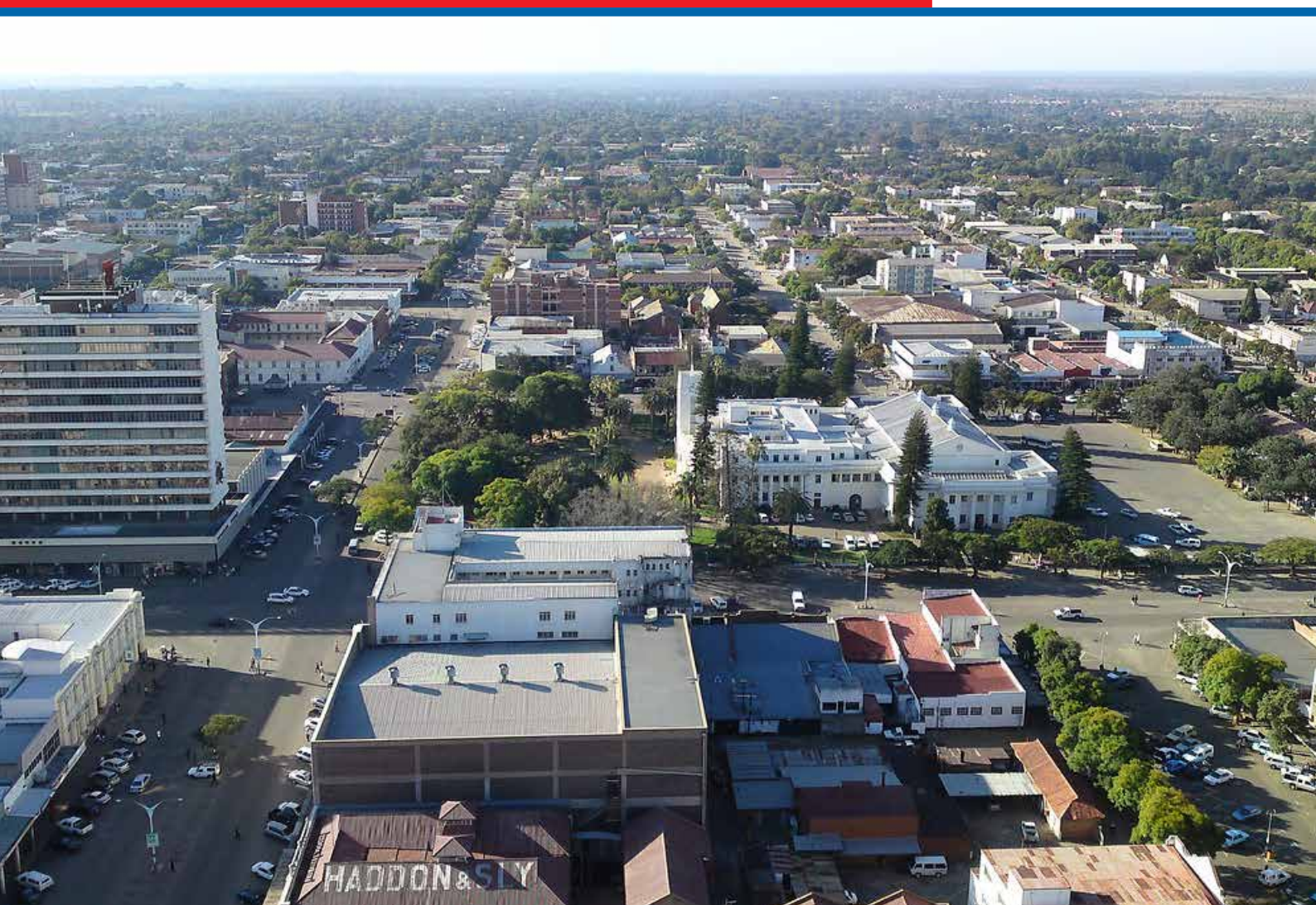




City of Bulawayo

Mayor's Valedictory Report 2018-2023



“

City of Kings, a leading,
smart transformative
City by the year 2024.

”





INTRODUCTION

I hereby present my Valedictory Report. The Council which I have been leading was elected into office in August 2018 and has been serving the City of Kings for the past five years (2018 – 2023).

It has been an honour to serve the City and its residents and we are appreciative of the support that has been granted to us by the residents, business organisations, development partners and stakeholders during our term of office. This continued to give us the strength to strive towards achieving the mandate you placed on us.

I have had the privilege to lead a 29 member Council and I would like to appreciate each and every one of them for putting the City of Kings first in their everyday tasks.

To be able to achieve our tasks, there was need for the Aldermen and Councillors to sit in Council Committees where we crafted policies for the development of Bulawayo. I am pleased that all Council and Committee meetings were successfully held. Even during the COVID 19 pandemic, the City was able to hold its scheduled meetings. We also held all Council Committee meetings such as the General Purposes, Finance and Development, Town Lands and Planning, Health, Housing and Education, Environmental Management and Engineering Services, the Future Water Supplies and Water Action and the Audit Committees among others where the Councillors crafted

policies for the development and betterment of Bulawayo. A total of 58 Council meetings were held on the first Wednesday of every month and these comprised of 4 virtual meetings and 54 physical meetings.

As I give this Valedictory report, we also remember and honour Aldermen, Councillors and Staff who passed on during this period. We recognise Councillor Ronniah Mudara (Ward 8) who passed away on the 13th July 2020 during her term of office.

Council also lost the following Six (6) Aldermen of the City:-

- Alderman E. M. Dube (2nd September, 2019)
- Alderman I. Mabaleka (9th February, 2020)
- Alderman A. Mpofu (1st October, 2021)
- Alderman E. Mpofu (12th November, 2019)
- Alderman L. Siziba (17th March 2022)
- Alderman E. Ncube (15th March, 2023)

The City of Bulawayo also had 91 deaths of staff in service during the period under review who include the late Director of Engineering Services, Engineer Simela Dube who passed away on Thursday, 30 December 2021.

May their souls rest in peace.

This report summarises the work done over the past five (5) years and shares our experiences, achievements, challenges and milestones. It further outlines our performance as based on the City's six programmes outlined in the Strategic Plan (2021 – 2024) which are as follows;

Six Programmes (Strategic Pillars)

1. Governance and Administration;
2. Water, Sanitation and Hygiene (WASH);
3. Social Services;
4. Roads;
5. Public Safety and Security Services and
6. Natural Resources Conservation and Management.



The Vision of the City of Bulawayo is City of Kings, a leading, smart transformative City by the year 2024.

The City's vision was crafted in recognition of the need to transform the local authority into a smart city, utilising Information Communication Technologies (ICT), and improving the operational efficiency of the organisation. The City's vision embodies the smart city concept,

with focus on the provision of quality services to the clients and stakeholders of Bulawayo. The City of Bulawayo further recognises the importance of the Smart City Concept in achieving the country's vision of an Empowered and Prosperous Upper Middle Income Society by 2030.

The projects outlined in the City of Bulawayo's Smart City Concept and prospectus are meant to assist in achieving a new transformative and inclusive development agenda for the City and nation as whole.

To achieve a Smart City Concept, the City has operated based on five clusters which drive service delivery and City Growth. These are:

1. Smart Economy
2. Smart People
3. Smart Mobility
4. Smart Environment
5. Smart Living

The operations of Council were based on the strategic document which sought to build on the unfinished mandates that remained relevant in the last strategic document and also rode on the unfolding national and regional pointers. The City's strategy for the period 2020 - 2024 was aimed at **RENEWAL, STABILISATION AND GROWTH** and the focus for the City has been towards pursuing vigorous revitalisation of economic productivity, through inter alia comprehensive Local Economic Development Planning and a renewed and scaled up partnership with the private sector.

COUNCILLOR SOLOMON MGUNI
MAYOR



Contents	Introduction	3
	Economic Development	6
	Skills & Employment	8
	Policing	13
	Fire & Emergency Services	15
	Water & Sanitation	18
	Roads	33
	Health Delivery	35
	Housing Delivery	43
	Social Support Infrastructure	47
	Planning & Regeneration	55
	Challenges & Constraints	61
	Future Projections & Conclusion	63



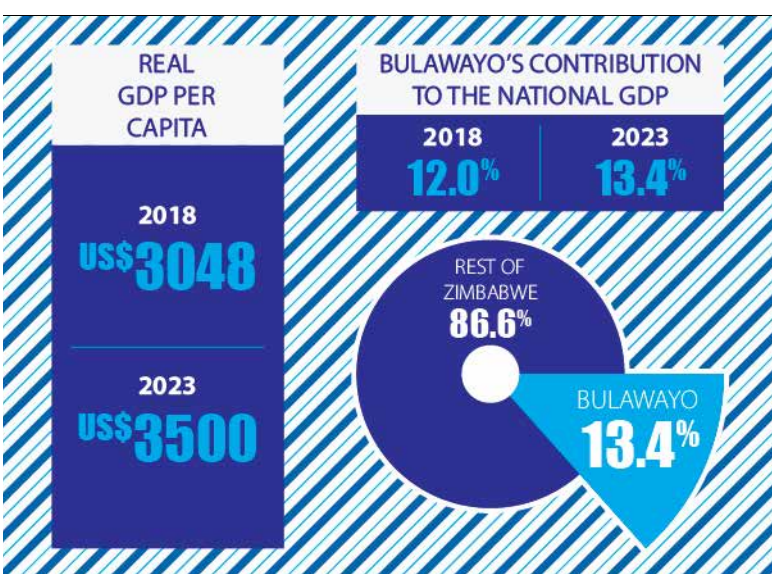


01 Economic Development

“ In terms of level of investment inflow, the City has scored big on major projects and has also attracted various expressions of interests across all sectors of the economy in line with the Smart City Concept and prospectus, with a large number of expressions of interest in solar and solid waste management projects. ”

During the period under review, the economy of Bulawayo was measured using various economic indicators such as Gross Domestic Product (GDP), GDP per capita, unemployment, the levels of investment inflow into the City, ease of doing business, and levels of poverty.

The City has witnessed significant growth at an average rate of 5%. Bulawayo's contribution to the country's GDP has thus increased from 12% in 2018 to above 13.4% in 2023. This positive growth trajectory is attributed to key sectors such as food processing, tourism, clothing and textile amongst others. Furthermore, the city's GDP per capita index has increased from US\$3048 in 2018 to over US\$3500 in 2023.



The employment to population ratio for the city has increased at an average rate of 0,5% since 2018, owing to new projects such as the introduction of parking management system and the emergence of Small to Medium Business Enterprises (SMBEs). The introduction of the Parking Management System saw the creation of 359 jobs. Solid waste management also contributed to the local economic development of the city as a total of more than 4 000 residents got employment in the Community sweeping groups programmes throughout the 5 years and a total of more than 250 residents' secured livelihood through the Community Refuse Collection Programme.

In terms of level of investment inflow, the City has scored big on major projects and has also attracted various expressions of interests across all sectors of the economy in line with the Smart City Concept and prospectus, with a large number of expressions of interest in solar and solid waste management projects. From expressions of interest in solar, about 4 projects are at various stages and 7 from other sectors, which include the provision of infrastructure requirements in land development. Government and private sector projects have also emerged, thereby transforming the industrial and commercial landscape.

The City witnessed the emergence of various industries which included food processing companies such as Oceans Food processing company (Donnington industrial area) and Member Foods Limited in Kelvin North coming up as well as Africa Steel (Pvt) Limited (Thorngrove and Belmont) setting up. In the tourism and hospitality sector, the City witnessed an emergence of hospitality facilities such as, Sterling Hotel, Mavuna Guest lodge and Derby Hotel among others being set up in the City of Kings. Furthermore, the Bulawayo province implemented 230 development projects across different sectors, of which 163 have been completed with the remainder at different stages of development.

Key Government and private sector projects have also been initiated and are at various stages of completion such as the US\$70 million NUST student's residence, NUST innovation hub, Cowdray Park Clinic, rehabilitation of Health Facilities such as Thorngrove Hospital, Joshua Mqabuko Ekusileni Medical Centre, Mpilo Doctor's Flats, Mater Dei Hospital, Cure Hospital and Bartley Memorial Block at United Bulawayo Hospital.



02 Skills & Employment

“ The City of Bulawayo’s staff complement is currently at 2 926. Despite filling seven hundred and sixty-eight (768) vacant positions through new appointments, promotions internally and lateral transfers and advancements during the period under review, the City of Bulawayo has a variance of 1 635 positions. ”

The City of Bulawayo's staff complement is currently at 2 926. Despite filling seven hundred and sixty-eight (768) vacant positions through new appointments, promotions internally and lateral transfers and advancements during the period under review, the City of Bulawayo has a variance of 1 635 positions. Recruitment and employee retention has been affected by the brain drain, natural attrition and limited financial resources.

The City was also seized with the management of the COVID 19 pandemic from 2019 to date to minimise the effects and impacts of the pandemic on employees and their families. This saw Council coming up with a policy on COVID 19 Management for the employees' in-line with the Government Statutory Instrument on the management of the pandemic, upholding the World Health Organisation (WHO) COVID 19 protocols on vaccinations, sanitising and wearing of masks. It is unfortunate that the City lost three (3) members of staff due to Covid-19 during the period under review.

A number of staff development programmes were done to enhance staff performance. Trainings were held in Customer Care for all front line staff; Project Management, Gender Equity and Social Inclusion, Change Management for Middle Managers, Social Media Management for Policy Makers, Integrated Results Based Management System training for the Executive Group and Middle Management and ISO 45001 Training for Policy Markers, Middle Managers and Project Managers among others.

The number of programmes and their effectiveness were however affected by the COVID -19 pandemic although the situation has improved lately allowing for implementation of more training programmes.

The City continued to shine in Gender and Social Inclusion mainstreaming in the Local Government sector. The City of Bulawayo was awarded the status to be a Hub Center of Excellence for Gender Mainstreaming in Local Government by Gender Links in 2018 and has been training other Local Authorities in this

regard. The City also won numerous awards which included;

- Institutional Gender Responsive Budgeting in Local Government (Winner Metropolitan Overall Best Performance);
- Gender in Local Government Urban Hub – (Runner Up Overall Best Performance);
- Gender in Local Government Score Card – (Silver Certificate).

The City also sought to promote the implementation of Gender, Occupational and Health Policies and procedures, wherein Council at its meeting of the 5th January 2022 adopted the ISO 45001 Occupational Safety and Health Management System.



The City also commemorated key events in its Calendar which included the World Day for Safety and Health at work, Safety Week campaign, International Day of the Girl Child, 16 Days of Activism against Gender Based Violence (GBV) and the International Women's Day (IWD).

Key to the City's growth are student development programmes, the Undergraduate Attachment Programme and the Post-graduate Internship Programme. Council at its meeting of the 5th June 2019 resolved to increase the numbers in the Undergraduate Attachment Programme students to assist as many students as possible to complete their undergraduate studies and gain experience in local government management. It further resolved to include a Graduate trainee programme for at least 83 Graduate trainees in various disciplines to assist children of the Bulawayo Community gain the relevant working experience.



03 Financial Performance

“ The City of Bulawayo produced annual budgets on time and these were all approved except for the supplementary budget of 2019. ”

The City's financial performance during the period under review was steered by the Transitional Stabilisation Programme (TSP) (2018 – 2023) which guided the reform process during the period 2018 to 2020. This was followed by National Development Strategy 1 (NDS1) (2021 to 2025) which seeks to achieve a vision of an Empowered and Prosperous Upper Middle Income Society by 2030.

The Government during this period (2018 to 2023) also rolled out the Inter-Governmental Funds Transfer (IGFT) or Devolution Fund which started disbursing funds from 2019.

A total of ZWL\$5,975,420,843 was allocated to the City with ZWL\$362,038,502 being disbursed to date. A number of projects were undertaken by Council using these funds and these included the rehabilitation of Thorngrove Hospital, supporting Council efforts during the COVID-19 pandemic period, construction of a road at Cowdray Park Hlalani Kuhle, Construction of Vulindlela Primary school in the Cowdray Park suburb and rehabilitating collapsed sewers in Matshobana.

During the same period, the City of Bulawayo produced annual budgets on time and these were all approved except for the supplementary budget of 2019. The backlog for the audited accounts was reduced from 5 years to 2 years with the aim of further reducing this to one year before the end of 2023. The 2019 and 2020 audits have been completed and the City is working on the 2021 Audits. Once these have been completed, the City will be embarking on the 2022 Audits with both scheduled to be completed and done by the end of 2023.

Council started indexing bills to the USD in June 2022 due to exchange rate movements that were threatening sustainability of service provision using the constant ZWL tariffs. Between June 2022 and June 2023, the exchange rate moved by 1,434% from USD1:ZWL331.6493 to USD1:ZWL5086.3307. Consumers were and are still encouraged to pay their bills on time to enable Council to pay for service provision inputs. Council appreciates

the responsible citizens who loyally pay their bills in time. Outstanding debtors' balances as at 31 May 2023 were as follows:

Breakdown of Debtors by Category.

Description	Amount ZWL	%
Government	8,678,025,133.80	9%
Industrial & Commercial	31,369,939,915.51	32%
Domestic	57,618,920,356.47	59%
Aggregate Debtors	97,666,885,405.78	100%

Efforts to collect outstanding debts include:

- Billing and collection outreaches at ward level;
- Decentralisation of debt collection to district revenue offices to enhance Know Your Customer [KYC];
- Relationship management and engagements with debtors to pay bills or make suitable payment arrangements;
- Disaggregation of consumers to account groups such as – Top 100 Corporates, Schools and Educational Institutions etc;
- Short Message Service (SMS), telephonic, written notifications and reminders;
- Improving customer convenience through availing web based account enquiries and online payment platforms;
- Service restrictions;
- Final demands and legal handovers;
- Invoking the Title Registration and Derelict Lands Act;
- Introduction of new payment modes/ solutions and improvements to incorporate account validation giving customers the convenience of paying their accounts from the comfort of their homes.

Key Milestones

Name of Project	Supply, installation and Commissioning of an off-grid solar power plant at the City of Bulawayo Revenue Hall (BWSSIP/G08).
Source of Funding	Africa Development Bank - Bulawayo Water and Sewerage Improvement Services Project (BWSSSIP)
Project Amount	USD 156,034.00
Total Scope of Works	Supply and installation of 132 solar panels, 43 batteries, 4 charge controllers, 2 inverters and related cabling and protection devices.





04 Policing

“ The City of Bulawayo like any other City globally is mandated to provide roads and parking bays to the motoring public. ”

The City continued to commit resources to policing illegal vending which is unfortunately on the increase with some vendors turning violent. An attempt to evict illegal vendors along Fifth Avenue in February 2023 turned violent resulting in injuries to both vendors and members of staff. Some members of staff were arrested and are on remand. Repeated attempts to get state security arms to assist in the eviction of the illegal vendors have borne no fruit. Of concern is the fact that some vendors put up for the night on the streets and in the absence of ablution facilities which pose a potential health hazard to the City.

Truckers selling farm produce invaded George Silundika Street, between Fourth and Fifth Avenues. These were evicted with the assistance of the Zimbabwe Republic Police.

The coming back on stream of commuter omnibuses saw an increase in undesignated pick-up points. Traffic enforcement remains a big challenge as the resources on the ground are inadequate to respond to policing demands.

The City of Bulawayo like any other City globally is mandated to provide roads and parking bays to the motoring public. From time immemorial, the City ran a parking management system that had consumers (motorists) paying for

parking time on parking meters using coins. The economic erosion saw the introduction of parking discs which again were not effective in revenue collection. This saw motorists parking long hours within the Central Business District instead of interchanging parking bays for the good of convenience. There was congestion in terms of parked motor vehicles. It became difficult to detect abandoned motor vehicles and people could leave their vehicles in town for days, weeks and months.

The City, in line with its vision of being a smart city had to go for an expression of interest which resulted in the awarding of a tender incorporating a technology partner. The winning bidder was Tandy Three Investments (TTI) which rolled out the smart parking system on the 18th February 2022 and is expected to conclude operations in 6 years' time and hand over to the City after the project period. Parking revenue collection has drastically improved and violation of traffic by-laws is declining by day. The partnership has created employment to the local youth and improved security to the parked motor vehicles.

The partnership with Tandy Three Investments has helped to decongest the Central Business District.





05 Fire & Emergency Services

The Fire Brigade responded to two thousand five hundred and thirteen (2 513) fire calls from 2018 - 2023, while the Ambulance Service conveyed a total of eighty-seven thousand nine hundred and ninety-one (87 991) patients to various medical institutions within the city in the same period.

The Fire Brigade responded to two thousand five hundred and thirteen (2 513) fire calls from 2018 - 2023. The lowest number of calls recorded was three hundred and six (306) calls in 2020 and the highest was six hundred and seventy-five (675) in 2021.

The increase in fire calls is as a result of a high number of veld fires that the Brigade responded to. The City has of late experienced higher temperatures and dry conditions and these are conducive for veld fires. To mitigate this, the Brigade embarked on massive fire awareness campaigns to educate residents on fire prevention and management of same. The major causes of fires are faulty electrical appliances/connections, discarded lit materials and gas leaks.



The Brigade also responded to one thousand and sixty (1060) special service calls. These were non-fire calls such as road traffic accidents and bees, amongst others. The Ambulance Service conveyed a total of eighty-seven thousand nine hundred and ninety-one (87 991) patients to various medical institutions within the city. The peak year was 2021 which was as a result of the COVID 19 pandemic as well as a diarrhoea outbreak.

The City of Bulawayo is appreciative of partnerships and relationships with various organisations. The City over the years continued to enjoy a beneficial relationship with Operation Florian, a British Non-Governmental Organisation (NGO) that specializes in

capacitating needy emergency services. During the period under review, Council took delivery of five fire tenders and two containers filled with fire-fighting and rescue equipment from Operation Florian and another two tenders are expected later in the year. Fire personnel have also received priceless training imparted by volunteers mobilized by the strategic partner.



The Brigade also received a donation from Monarch Steel which comprised of refurbished kitchens, new stoves, kitchen chairs and tables. This was in appreciation of a sterling job done by the Brigade in saving the company's premises from a fire that threatened to destroy the property.

The Ambulance Services has also been involved in the voucher managed results based financing programme. Through this programme, the Ministry of Finance with support from the World Bank intends to strengthen the availability and utilization of health services. The indigent amongst Bulawayo residents get swift ambulance services at no cost to them and to date five thousand, five hundred and fifty-five (5 555) people in this category have benefited from the programme. Income from this programme is ring-fenced and seventy-five percent of it goes to the procurement of ambulance infrastructure and equipment with the balance channeled to staff incentives. The

programme has facilitated the equipping of ambulances and this translates to the delivery of a better service. The programme has seen an ambulance that was decommissioned sometime back being refurbished and will soon be added to the fleet. The City's ambulance fleet is currently six (6).

In the Fire and Emergency services one of the major challenges faced was the skills flight. Between 2021 and beginning of 2023, eighteen fire-fighters with a combined service of over two hundred and seventy years resigned with most of them destined primarily for the Middle East. Another nine (six retirements and three deaths), with most of them at senior level left the service. This robs the City of experienced and competent personnel in this function.

To mitigate this, the Brigade is engaged in

continuous in-house training and fire personnel are encouraged to undertake professional studies in the field. Trainee fire-fighters were also recruited to fill the void left by the terminations. With time and training, they will gain the competencies and experience that the service requires of them. Despite these setbacks, the Brigade continues to offer a service that saves lives and properties. Its training service is procured by various organisations, especially mines from places that are very distant from Bulawayo. This is testimony of the effectiveness of the training imparted by the personnel.

In the call of duty, it is unfortunate that the City lost one of its fire fighters during this period while attending to a grass fire call at the National University of Science and Technology on the 8th September 2022.





06 Water & Sanitation

“ The City has been able to achieve key milestones in infrastructure rehabilitation through the Bulawayo Water and Sewerage Services Improvement Project (BWSSIP) as well as in other Government, Private sector and Municipality sponsored projects. ”

The City of Bulawayo has been implementing the Bulawayo Water and Sewerage Services Improvement Project launched on the 26th September 2016 and completed on the 30th June 2023.

The objective of the Bulawayo Water and Sewerage Services Improvement Project (BWSSIP) was to improve municipal water supply and sanitation services contributing to the improvement of the health and social wellbeing of the population of the City of Bulawayo (CoB). The project sought to improve

the municipal water supply and sewerage services through the rehabilitation and enhancement of the water supply system, strengthening institutional aspects, enhancing service delivery efficiency and improvement of the environmental sanitation.

The City has been able to achieve key milestones in infrastructure rehabilitation through the project as well as in other Government, Private sector and Municipality sponsored projects. These key milestones are outlined as follows;

i. Water Systems Efficiency

Name of Project	Supply and Install Electro-Mechanical Equipment at Pump Stations (BWSSIP/G01/).
Source of Funding	Africa Development Bank - Bulawayo Water and Sewerage Improvement Services Project (BWSSIP)
Project Amount	USD 7,466 Million
Total Scope of Works	Supply, install, test and commission Six - Multi-Stage pumps, 3 Stages. Equipment includes pump, pump motor, coupling, drainage piping, base Plate, connections with the piping system, thermal protection, Bearing temperature protections, humidity protections, vibration insulation (design, supply and install), tools and spare parts for 2 Years.



Name of Project	Supply and Installation of By-Pass breakers / Isolators at Pump Stations (BWSSIP/G01/3).
Source of Funding	Africa Development Bank - Bulawayo Water and Sewerage Improvement Services Project (BWSSIP).
Project Amount	USD 1,796 Million
Total Scope of Works	Supply, install, test and commission of new SF6 circuit breakers including the concrete plinths, of disconnectors (isolators) including the concrete plinths, Existing circuit breaker relocation and Accessories.



Name of Project

Mains Upgrading, Mains Renewal and Bulk and Domestic Meter Replacement (BWSSIP/W01).

Source of Funding

Africa Development Bank - Bulawayo Water and Sewerage Improvement Services Project (BWSSIP).

Project Amount

USD 6,276million

Total Scope of Works

Upgrade 4.5km water mains in the Magwegwe and Criterion reservoir zones to alleviate constraints to the supply of water. Replace 45 km of water mains to reduce water losses. Replace 10 bulk water meters and 17,700 non-functional domestic water meters. Rehabilitate 27 water meter chambers.



Name of Project	Refurbishment of Water Treatment Works (Criterion). (BWSSIP/W04).
Source of Funding	Africa Development Bank - Bulawayo Water and Sewerage Improvement Services Project (BWSSSIP).
Project Amount	US\$1,151,135.00
Total Scope of Works	<p>The works included the installation, Rehabilitation and modification of the following.</p> <p>INTAKE WORKS Installation of new DN1000 and DN900 valves.</p> <p>CHEMICAL DOSING Rehabilitation of the chemical dosing systems by:</p> <ul style="list-style-type: none"> • Replacing of the polyelectrolyte pumps. • Replacement and improvement of the lime and carbon dosing systems. • Modification and fixation of the Aluminium Sulphate systems. • Installation of new instrumentation devices and equipment <p>CLARIFIERS & Filters</p> <ul style="list-style-type: none"> • Rehabilitation of the pulsating system. • Improvement of the clarifier tanks. • Replacement of the malfunctioning actuator valves for plant 2. • New installation of the filter control system. • Other recommendations and required works to improve the treatment procedures. • The delivered works shall ensure a fully functional components and plans. • Supply and installation of Booster and recycling pump sets.





ii. Environmental Improvement

Name of Project	Construction of Outfall Sewers – Cowdray Park (BWSSIP W03).
Source of Funding	Africa Development Bank - Bulawayo Water and Sewerage Improvement Services Project (BWSSSIP).
Project Amount	\$3,194,623.62
Total Scope of Works	Construction of 12km collector sewer outfall network to service 12 119 stands (1) Line 1 - 2.4km 250mm diameter. (2) Line 2 - 1.3km 250mm diameter. (3) Line 3 - 3.1 km 400mm diameter. (4) Line 4 - 4.3km 400mm diameter. (4A) Line 4A - 0.98km 225mm diameter. (4B) Line 4B - 0.29km 300mm diameter.



Name of Project	Hotspots and rehabilitation of sewers in the SAST Catchment (BWSSIP/W05)
Source of Funding	Africa Development Bank - Bulawayo Water and Sewerage Improvement Services Project (BWSSSIP)
Project Amount	USD 2,392 Million
Total Scope of Works	<p>Rehabilitate the sewer network in the SAST Catchment to reduce environmental pollution and to ensure that all wastewater reaches the SAST Waste Water Treatment Works.</p> <p>The scope of the works included cleaning and rehabilitating 71 manholes, jetting of 13km of sewers and dredging of 4km of sewers. Reconstruct 4 outfalls totalling 6,8km. Repair 370 hotspots.</p>



Name of Project	Rehabilitation of SAST WWTW Plant (BWSSIP/W06)
Source of Funding	Africa Development Bank - Bulawayo Water and Sewerage Improvement Services Project (BWSSSIP)
Project Amount	USD 2,585 Million
Total Scope of Works	Headworks, WAS Station and Overflow Channel Equalization Tank (pre-anoxic Tank), Primary sedimentation tanks and Bioreactor Thickeners, Digesters, Dewatering and others

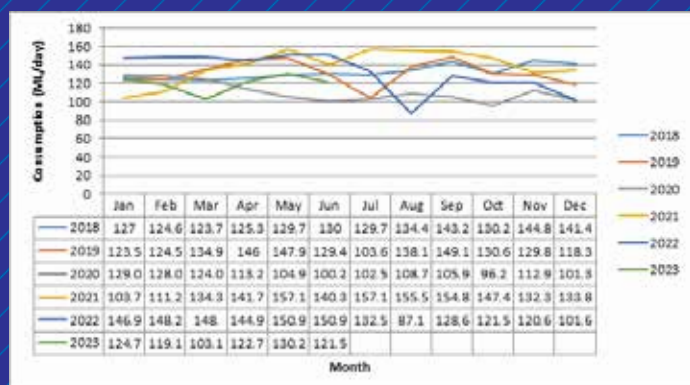


The effects of climate change are being felt in the City and country as we continue to face droughts and poor rainfall. The City experienced some of its worst droughts during the period under review and this is evidenced by the continued decline of the dam levels over the years.

The year 2023 proved to be a trial in terms of water supply as we have experienced two major challenges in water delivery. These are low water availability in the dams and reduced pumping due to both reduction in power supply and load shedding by the Zimbabwe Electricity Transmission Distribution Company (ZETDC) especially in March 2023. The 2022/2023 year has also proved to be the worst in terms of water supply from 2018 to date with the catchment having an average storage of 58.70% at the end of the rain season.

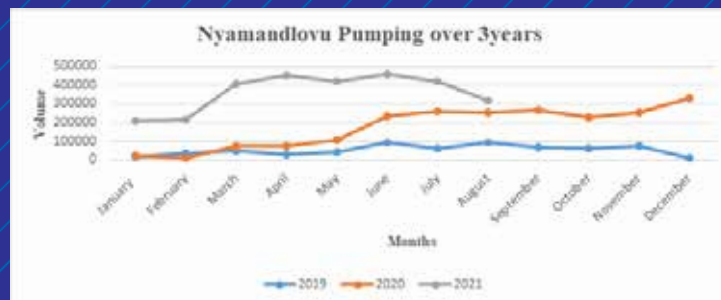
In July 2018, the City's dams were at an average of 74.77% and as we conclude our term of office the dam levels as at July 2023 are 52.03% which is a decline of 20.87%. Despite these challenges, the City continued to strive towards the improvement of water supply infrastructure replacing old and obsolete infrastructure.

With the growth of the City, the daily water consumption remains high at 129.8ML/Day against an average daily abstraction rate of 106 ML/Day. We emphasize the need to conserve our water supplies.



Graph 1.1 Comparison of monthly consumption in ML/day 2018-2023.

The period under review saw to the completion of the Epping Forest Project where the City contributed approximately USD 4 225 000.00. The project was finalised by the Zimbabwe National Water Authority (ZINWA) and the Government of Zimbabwe and was commissioned in 2020 to supply 10ML/Day to the city.



Graph 1.2: Nyamandlovu – Epping Forest pumping.

Water and Sewer Distribution and Wastewater Treatment.

In a bid to improve service delivery and attend to aged and obsolete infrastructure the City conducts maintenance works to pipe bursts and leakages, conducts meter testing and also carries out new water connections. For management purposes, the City is divided into four zones, namely Town, Mabutweni, Nkulumane and Cowdray Park. A number of projects were done, using donor funds and a number of key milestones were achieved under the Bulawayo Water and Sewerage Services Improvement (BWSSIP) project and other projects.

Under the Bulawayo Water and Sewerage Services Improvement Project, the City of Bulawayo conducted Mains Upgrading, Mains Renewal and Bulk and Domestic Metering in Old Pumula, Pumula East and Luveve, Magwegwe and other areas in the Criterion and Magwegwe Reservoir Zones. The City further installed 14 Stand pipes and 9000

metered house connection in the Cowdray Park Hlalani Kuhle area and constructed Cowdray Park Outfall Sewers. We further attended to sewer hotspots and conducted rehabilitation of outfall sewers in the Southern Areas Sewer Treatment Catchment (SAST).

Under the WaterWorX project, meter replacement and service lines renewals were done in the Entumbane Suburb to reduce Non-Revenue Water and Cowdray park water connections and sewer connections were also done. Five thousand eight hundred and sixty eight (5 868) connections were done in 2021 for phase 1 and phase 2 is ongoing with 1004/2599 done to date. Sewer connections Phase 3 project has been completed with 1 816 sewer connections.

Using Municipal funds, the City rehabilitated problematic outfall sewers such as the Colbro Outfall sewers, Morningside Outfalls sewer and Clearing of Sewer Blockages from identified and prioritised sewer lines in the City of Bulawayo was done on an “as and when required” basis.

Water Quality

The City of Bulawayo continued to routinely monitor its Water and waste water Quality as part of its Public Health Surveillance responsibility as a local authority. The City tested water quality for chemical quality potability at the Dams, Treatment plants, reservoirs and at the various consumer points. A total of 6 635 samples were collected under this activity although it was affected by the COVID -19 lockdown and water shedding during this period. Other samples were also collected from the treatment plants, reservoirs and consumer points to monitor disinfection compliance (29 280), and also to monitor bacteriological quality potability (11 568). Quality of the waste water effluent was also tested at industrial points of discharge to monitor pollution of the sewerage system by Industry (989), sampling of municipal sewerage treatment works to monitor the performance of the sewerage treatment plants (3 456), and

industrial boreholes, cross-city streams and rivers were also tested to monitor surface and underground water pollution (1 145).

Electromechanical

One of the key milestones of the period under review was the installation of Flowserve pumps under the Bulawayo Water and Sewerage Services Improvement Project (BWSSIP) which replaced the obsolete KSB pumps at Fernhill and Ncema Pump Stations.

The KSB Pumps which were installed more than 40 years ago were now plagued with constant breakdowns and were of high maintenance for the City. The pumping capacity was low, using high energy with little output and were a challenge to repair in case of breakdowns as the manufacturers no longer had parts in stock. The pumps were installed at a cost of USD\$7.5 million and comprise of 3 pumps at each station, 2 of which work in tandem as duty pumps with one as a standby pump.

The works involved the replacement of the KSB pump sets together with the associated suction and discharge pipework, soft starters complete with power factor correction units and a SCADA (Supervisory Control and Data Acquisition) system which controls and monitors the new equipment locally and remotely from Criterion Water Treatment Works. The use of smart and satellite technology is in line with the City’s vision of being a leading smart and transformative city by 2024.

The SCADA system at Criterion, Ncema and Fernhill Pump Stations consists of a Telemetry and it is important in:

- The remote monitoring of pumps in Ncema and Fernhill;
- Remote control of Pumps and
- Monitoring and recording of pumping statistics.

Further works were done through the

installation of high voltage circuit breakers at the Ncema and Fernhill pump stations to protect the Flowserve pumps and other equipment which was installed at both pump stations. The City also conducted rehabilitation works for the Criterion Water Works which entailed installation of new DN1000 and DN900 valves, rehabilitation of the chemical dosing systems, and rehabilitation of clarifiers and filters at the treatment plant among others.

At the Southern Areas Sewer Treatment Works (SAST), the City sought to rehabilitate the SAST Wastewater treatment plant in a bid to increase treatment capacity from 6ML/day to

21ML/day and raise effluent quality and reduce operational costs.

Other electromechanical projects done by the City of Bulawayo involved, Supply of 6.6kV vacuum contactors at Fernhill pump station, Supply and installation of Solar Streetlights between 8th Avenue. Along Basch Street and Supply and Delivery of Traffic Lights for rehabilitation of traffic lights city wide.

Installation of Solar Street lights was done along Basch Street while vandalism and thefts of solar batteries for Traffic lights became and still remains a hindrance

Geographic Information Systems (GIS).

Name of Project	Integration of the Call Centre, GIS and BIQ.
Source of Funding	Africa Development Bank - Bulawayo Water and Sewerage Improvement Services Project (BWSSSIP)
Project Amount	\$
Total Scope of Works	Acquired a new AS/400 server, Council's ICT was also involved in the Customer Relations Management System (CRM) for use by the Customer Contact Centre which saw Council introduce e-registration for customers to check their account balances online.





Remotely Piloted Aircraft (RPAs, Drones) within the City of Bulawayo.

As technology continues to advance at a rapid pace, drones have transformed workflows within the working space around the globe. The City of Bulawayo has adopted the use of innovative and efficient means of providing quality services to its stakeholders through incorporation of drones to its core activities. Driven by its vision 'City of Kings, A Leading Smart Transformative City By The Year 2024' the organization through its GIS section has managed to drive the initiative and has gone a step higher to have legally licenced drone operators (4) to carry out drone missions. As a city, we have used drones for different purposes and services such as aerial mapping

and videography, mapping and surveying, asset inspections, and monitoring missions.

Monitoring of vending activities

The City of Bulawayo saw the need to incorporate vending bays within the shopping centres to alleviate congestion and create a clean, safe and conducive environment.

Benefits of using drone technology within the city include but not limited to, reduced field costs and time taken, increased safety in carrying inspections and other activities, efficient monitoring and assessment, offers 3D modelling for inspections of assets such as water towers, can reach places beyond the human access.



As depicted in the pictures above, the project aimed to monitor the public transport system in Bulawayo after the closure of Egodini Terminus to assess areas that are affected by congestion during peak hours. Through the use of the drone it was evident for the need of more public transport vehicles as depicted by the long queues in the imagery.



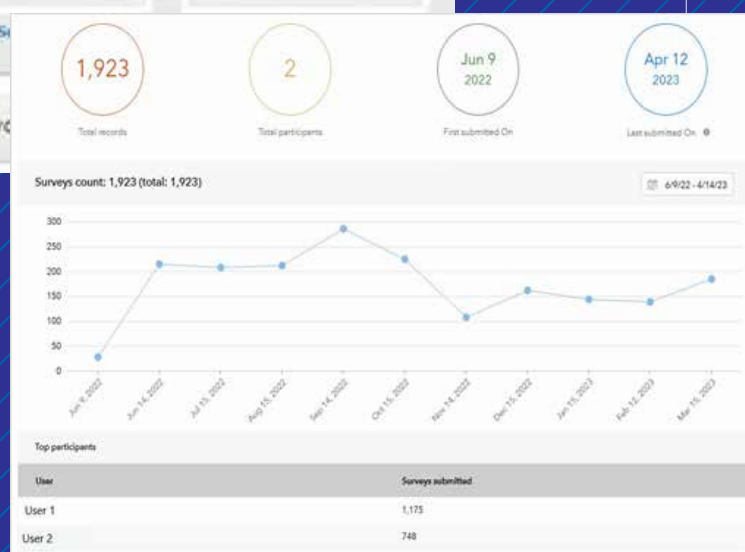
Above is a picture showing the GIS Portal on display with feature maps.

CRM integration to GIS & BIQ

Under the BWSSIP project funded by the AfDB, the city implemented integration for the three systems namely the Customer Relationship Management System (CRM), Geographic Information Systems (GIS) and BIQ for seamless service delivery. This project saw an upgrade of the GIS system and functionality from a desktop based GIS to an Enterprise GIS system. This initiative made GIS data easily accessible to both internal and external users on desktop, mobile and web platforms, with two-way data sharing. A GIS portal was developed for the organization to publish web maps, and applications such as dashboards that allow asset monitoring and real time updates as they come.

GIS Mapping of the City

Through continued trainings and proposals, GIS has been institutionalized across the organization for ease of use and data collection. GIS has continued mapping



The pictorial report above shows report statistics generated automatically through the Survey 123 application used by our building inspectors.

the City in an effort to have all our datasets digitized. A recognisable percentage (85%) of this has been done. A more recent programme is the building inspectorate project that has seen inspectors in Cowdray Park and Pumula adopt the newly developed inspection form in digital format. Since June 2022, the building inspectors have inspected property level developments using the Survey123 form which allows them to track progress on each and every development they inspect. The application has made their work relatively easier as it gives them the ability to share their data with supervisors online and remotely, it has in-built reporting capabilities, it is directly integrated to the GIS platform and little training is required.



07 Roads

“ The City has a total network of 2 400km with 70 percent of its total network in poor condition and requiring urgent rehabilitation works ”

Item	Description	Target	Achievements	Remarks
1	Road Reconstruction	9.8km	2.2km	Siyephambili Drive
2	Resealing	25.3km	13.4km	Siyephambili Dr, Njube road, George Avenue, and 23rd Avenue, Nketa Dr, Madibheni road.
3	Overlays	9km	24.6km	Fort St, R G Mugabe Way, Matopos, J Moyo St, S Parirenyatwa, 8th Ave, Tongogara, George Silundika, Coghlan Avenue, Khami road, Doncaster, Fife St, Masotsha Ave, 12th Ave extension, Woodville Park road, Luveve road, Percy Ibboston road
4	Regravelling	30km	24km	Various wards.
5	Drain cleaning Median cleaning	150km 20.3km	207.0km 58km	City wide in partnership with the community.
6	Road Marking	80km	106km	Outsourced to private contractors.
7	Parking bays (CBD)		3422 bays	





The City has a total network of 2 400km with 70 percent of its total network in poor condition and requiring urgent rehabilitation works (i.e. reconstruction, overlays and reconstruction).

The current state of the road network is due to lack of proper maintenance regime which

is attributed to lack of funding. Approximately US\$700 million is required to bring the network to good condition. Current funding levels are way below this figure.

The challenges and constraints adversely affected both the planned and routine maintenance programmes.



08 Health Delivery

A number of health facility renovations were done, supported by the Government of Zimbabwe and partners. Support was also rendered for acquisition of medicines and medical sundries from the Result Based Financing (RBF) programme.

i. Personal Health.

Name of Project	Thorngrove Hospital Refurbishment
Project Amount	ZWL120 Million
Total Scope of Works	<ul style="list-style-type: none">• Construction of Isolation Centre complete and equipping with hospital beds• Renovation of Children's ward, and provision of ablution facilities complete• Construction of medical gas shade, including equipment complete• Construction of Bulk medical gas slab complete• Construction of conservative tank complete• Construction of Ambulance wash bay complete• Construction of wheel bath complete• Installation of two 5 000litres water reservoir tanks with booster pumps.• Installation of medical ventilation system• Installation of medical gas system• Refurbishment Kitchen & Laundry Block not yet complete• Re-tarring of all internal roads• Repainting of Cholera ward• Installation of autoclave.



Name of Project

Rehabilitation City of Bulawayo Clinics (Magwegwe, Njube, Luveve, Pumula Old, Pumula South, Maqhawe, Nkulumane, Tshabalala, Cowdray Park, Mzilikazi, Entumbane, Nketa, Pelandaba, Emakhandeni, EF Watson, Dr Shennan, Princess Margaret Rose (PMR) and Northend)

Project Amount

USD \$936 000

Total Scope of Works

WASHFIT comprising replacement of sanitary facilities, hygienic facilities, 2 x 20 000 litres water reservoir tanks, Disabled toilets, Construction of waste bin shades, drilling and equipping of 4 boreholes, provision of solar geysers for hot water, solar panels and batteries provision in some clinics

**Name of Project**

Pelandaba Clinic Pharmacies (Pelandaba Clinic, E.F Watson Clinic, Njube Clinic, Luveve Clinic, Makhandeni Clinic, Maqhawe Clinic, Nketa Clinic)

Project Amount

US\$315,000

Total Scope of Works

Construction of new pharmacies - Ongoing



Name of Project	Emganwini Satellite Clinic
Project Amount	ZWL34 Million
Total Scope of Works	Construction of Satellite Clinic



This Council presided over one of the most trying global health challenges that is the COVID 19 pandemic which was experienced from 2021. As at 30 June 2023 the City has recorded 23 218 cases with 934 deaths and 22 284 recoveries.

We also mourn the loss of life of all the residents who passed away during this period.

The City is appreciative of all the stakeholders

who donated and contributed to the fight against the COVID 19 pandemic and continued to partner with the City in the delivery of effective and efficient health services.

A number of health facility renovations were done, supported by the Government of Zimbabwe and partners. Support was also rendered for acquisition of medicines and medical sundries from the Result Based Financing (RBF) programme.

Health facility	Activities	Funding Partner
Thorngrove Hospital	The isolation ward was renovated to comply with COVID 19 Infection Prevention and Control specifications and turned into a COVID centre. Renovation of Patients' kitchen and Laundry was also done.	Government of Zimbabwe
	Street lighting, Renovation of Children's ward ablution facilities and road repairs was done.	Private players
	Industrial Washing machine and Roller iron was donated.	CIMAS Medical Aid
Nkulumane Clinic	A perimeter wall to protect the clinic.	Results Based Funding (RBF) funds
Maqhawe Clinic	Consultation rooms were increased as 2 rooms were added for Ante natal and counselling rooms.	Results Based Funding (RBF) funds
	Clinics had boreholes drilled to avert the water crisis	United Nations Children's Fund (UNICEF)
	6 Clinics had medicines store rooms built and renovated to improve medicines storage. [Works have been completed at Princess Margaret Rose; Dr. Shennan; Tshabalala; Magwegwe; Pumula; Pumula South while works are ongoing at Luveve; Emakhandeni; Nketa; Maqhawe; EF Watson; Njube; Pelandaba, with all of them at roof level].	Ministry of Health and Child Care (MOHCC)
Cowdray Park	A mobile clinic bus was donated for use during integrated outreach services which include, family and child health and HIV.	AIDS Healthcare Foundation (AHF)

In line with the City's vision of being a leading smart and transformative City by 2024, Bulawayo was a fore runner in the Ministry of Health and Child Care Electronic Health Records (EHR) programme which was introduced country wide. All Bulawayo health services facilities embraced the use of Electronic Health Records and this has led to reduction of paper registers, real time data being generated and shared timeously to report generation to enable decision making.

One of the major challenges in the health

ii. Waste Management.

delivery is the shortage of staff with the City experiencing a lot of skills flight. To assist in the provision of health services, 80 more Community Health workers were trained to strengthen health systems by improving community participation in health activities. One hundred and sixty (160) Community Health Workers (CHWs) were put on the Council payroll and their uniforms were donated by UNICEF. The CHW's play a key role in the various communities and also assist in cascading health information to the various stakeholders and constituents.

Rehabilitation of Public Toilets

Name of Project	Machipsini Public Toilet
Project Amount	US\$10,000
Total Scope of Works	Refurbishment and extension of public toilet completed

Name of Project	Nguboyenja Public Toilet
Project Amount	US\$16,000
Total Scope of Works	Rehabilitation public toilet

Name of Project	Madamara Public Toilet
Project Amount	US\$16,000
Total Scope of Works	Construction of new public toilet completed

Construction of Public Toilets

Name of Project	Dugmore Public Toilet
Project Amount	US\$16,000
Total Scope of Works	Construction of new public toilet ongoing.

Name of Project	Njube Library Public Toilet
Project Amount	US\$16,000
Total Scope of Works	Construction of new public toilet completed.

Name of Project	Emganwini Public Toilet
Project Amount	US\$16,000
Total Scope of Works	Construction of new public toilet completed.

Name of Project	Konron Public Toilet
Project Amount	US\$16,000
Total Scope of Works	Construction of new public toilet completed.

All residents in the City of Bulawayo enjoy weekly refuse removal service provided through the Community Refuse Removal Project in Wards 7 to 29 and Council compactors in ward 2 - 6. In the last five years the city has endeavoured to provide satisfactory waste collection.

The city's fleet dwindled to 14 compactors in

the last two years of the five year term due to aged vehicles that had to be decommissioned. This reduction affected the city's capacity to collect refuse regularly in the Central Business District and on major roads. This situation was compounded by the increase in illegal vending in the Central Business District resulting in the proliferation of waste accumulation hotspots.

There is need for the city to invest in more refuse compactors coupled with enhanced enforcement of vending bylaws so that the city can maintain its status as one of the cleanest cities in the region.

At the Richmond Landfill Site, a number of incidences of waste burning were recorded which led to discomfort for residents living within the vicinity of the Richmond Sanitary Landfill. Most of these fires were caused or contributed to by the illegal waste salvagers at the landfill. The city together with the central government and other stakeholders are working on a solution to arrest the problems at the landfill.

iii. Cemeteries.

The city has eight (8) cemeteries and two of these, Umvutcha and Luveve Extension are open for regular burials. The other 6 were decommissioned. Burials however also take place in the decommissioned cemeteries for second interments and burials in reserved graves.

Grave production at the cemeteries was enhanced by use of a mechanical grave digger while back filling of graves is still being done manually by Council staff.

Umvutcha Cemetery.

This was initially run as a private cemetery until February 2021 when Council took over. The grave capacity at the cemetery is projected at 45 000 graves and basing on the current annual burials, the projected life span for the cemetery is 10 years. There are still some developments that are outstanding at the cemetery such as the parking space and staff quarters.

Luveve Cemetery.

The cemetery mainly services the residents in the high density suburbs and this is the cemetery where burials of under twelves

are done. The challenge with the cemetery is that of waterlogging during the rainy season. Burials are at times suspended when there are heavy rains and it becomes difficult to conduct burials. The residents are therefore requested to bear with the local authority during such times.

Burials at decommissioned cemeteries.

When a cemetery is decommissioned, all regular burials cease to take place. The only burials that can be conducted there are second interments and those taking place in reserved graves. Grave reservation in the city is only applicable to spouses of deceased persons, where the surviving spouse can reserve a grave next to the deceased spouse or request for a double interment on booking a grave for the deceased spouse.

Erection of Monuments.

Residents are advised that at Athlone West and Umvutcha Cemeteries and other cemeteries to be established thereafter the only monuments permitted are headstones. This is to ensure ease of management at cemeteries including mechanical clearing of overgrowth.

Cremation.

Once cemeteries are established the land cannot be used for any other purposes for a very long time and therefore there is need to seriously consider cremation and other alternative methods of disposal of the dead. Land is a finite resource and burial space competes with other land uses. The City has therefore resolved to cremate all children below one year and stillbirths to save space. This mitigatory step, though negligible will curtail the uptake of land for burial. There remains a need for more campaigns to entice the indigenous population to embrace cremation.



09 Housing Delivery

“ During the period under review, the City utilised various housing delivery strategies such as the presell scheme and public private partnerships. ”

Name of Project	Refurbishment Jabulani Flats
Project Amount	US\$ 96,000
Total Scope of Works	Refurbishment of residential units involving external wall painting, replacement of gutters, external doors replacement, provision of solar geysers, provision of water taps, boundary fence and landscaping.

Name of Project	Water Criterion Water Works
Project Amount	US\$188,000
Total Scope of Works	Refurbishment of staff houses

Name of Project	Refurbishment of Mechanical Workshop
Project Amount	US\$226,000
Total Scope of Works	<ul style="list-style-type: none"> • Replacement of entire roof • Plastering • Flooring • Installation of new Electrical system • Painting and glazing • Replacement of doors and internal partitioning

The City of Bulawayo in line with the NDS 1 has a target of providing at least 3 000 stands a year. Housing delivery remained one of the City's priorities as the demand for housing continued to mismatch housing delivery. The housing waiting list continues to grow and is now over 130 000.

During the period under review, the City utilised various housing delivery strategies such as the presell scheme and public private partnerships. As a housing delivery strategy, the City engaged private developers to service residential stands

with water, sewer reticulation, roads and public lighting. This was in terms of Council policy on engagement of private developers in residential development which was adopted by Council of the 4th June 2014. Through this, 6 700 stands were availed to 9 private developers for servicing. A total of 603 residential stands have been serviced and completed under this strategy and commissioned in Emganwini and the beneficiaries are currently building houses thereon.

There are 5 427 high density residential stands

and 670 medium residential stands that are currently being serviced under the service level agreements. The developers entered into service agreements with Council where they are expected to service the stands which will then be sold to beneficiaries on the Council waiting list after completion of servicing.

A total of 1 549 stands were allocated to individuals under the Presell Scheme and the breakdown for the allocation was as follows:

Stands allocated to individuals under Presale Scheme	
Emhlangeni Phase 2	502
Pumula South	308
Magwegwe Extension	295
Highmount	212
Selborne Park	77
Woodville	141
Paddonhurst	14
Total	1549

Using the Public Private Partnership programme, the City worked with various private contractors. A total of 6700 stands were allocated to the Private Developers for servicing

as follows. Some of these were completed and allocated:

Due to the continued housing demand, the City of Bulawayo is yet to develop and allocate a total of 5 137 stands in various areas which include Killarney (787) ; Bellevue (850) and the Remainder of Emganwini (3 500).

To ensure that the City's buildings maintained their standards and were done in terms of the Model Building By laws, the City received submissions of a total of 12 181 plans which had building values of ZWL \$1 698 556 570 and 6 387 plans which had building values of USD\$132 073 645. Eight thousand, three hundred and eighteen (8 318) plans with building values of ZWL\$ 938 481 553 and 4 879 plans with building values of USD\$ 108 485 007 were approved. The City's Building inspectors conducted 109 633 building inspections and these included 69 533 routine and 40 100 mandatory inspections which attracted USD194 017 and ZWL\$ 3 087 240 in inspection fees. During the period, a total of 2 733 properties were issued with occupational certificates.

Completed and allocated to individuals under Private Developers Scheme

Developer	Area	No of Stands
T.C.I International	Emganwini	267
Natwecraft	Emganwini	114
TCI International	Emganwini	118
Rent a Roof	Cowdray Park	104
Sub Total		603

Ongoing Projects.

Developer	Area	No of Stands
Enock Construction	Mahatshula East	670
Cabin Lock	Emganwini	340
Natwecraft	Luveve North	453
Heaven View	Emganwini	460
Murena Masimba	Cowdray Park	2020
Heaven view	Emganwini	731
Rent A Roof	Cowdray Park	1 000
Aggregate Properties	Cowdray Park	151
Velantuna Pvt Ltd	Emganwini	272
Sub Total		6 097
Total Stands		6 700





10 Social Support Infrastructure

In pursuit of one of the City's key mandates of provision of education, twenty three (23) ECD Blocks which are at different stages of completion were constructed, along with the construction of Vulindlela Primary School, through devolution funding, to ensure nearby access to education in Cowdray Park.

i. Provision of Education Services.

Name of Project	Vulindlela Primary School Construction
Source of Funding	Devolution Funds
Project Amount	US\$ 3.5 Million
Total Scope of Works	<ul style="list-style-type: none"> • Caretaker's House, Ablution block (Boys and Girls), 4x classroom Blocks(3complete & 1 left with plastering and Floor finishes), • Extension of Caretaker's House to accommodate temporary administration offices in progress. • 2 x Double storey blocks proposed, 1 x Administration Block proposed, 1 x ECD block proposed and Sports fields proposed, Wendy hut and play centre proposed
Name of Project	Construction of E.C.D Blocks (Tategulu, Josiah Chinamano, Queen Elizabeth, Mahlathini, Mabhukudwana, Mtshane, Mafela, Mgombane, Ngwalo Ngwalo, J. W. Mthimkhulu, Dumezeni, UMgiqika,Mgoqo, Senzangakhona, Mganwini, Mahatshula, Malindela, Mthombowesizwe, Ingubo, Zulukandaba, Sigombe, Nketa, Mtshingwe, Mkhithika Thebe, Mganwini)
Source of Funding	
Project Amount	US\$2.75 Million
Total Scope of Works	Construction to slab level, roof level, roofing, flooring, plumbing, electrical, painting, doors and locks, glazing, tiling.

One of the City's key mandates is provision of education. Twenty three (23) ECD Blocks which are at different stages of completion were constructed. The City also saw to the construction of Vulindlela Primary School through devolution funding in a bid to decongest and ensure nearby access to

education in the Cowdray Park area. A total of 3 classroom blocks have since been completed and are functional. Some of the key milestones in the provision of education services included;

- Construction of 6 computer labs at Mawaba, Mkhithika Thebe, Mgoqo, Mgombane, Nketa and Mthombowesizwe primary

- schools.
- The construction of boundary walls at the following 7 schools: Mthombowesizwe, Zulukandaba, Ntshamathe, Ngwalongwalo, Mgiqika, Mawaba and Malindela primary schools.
- Construction of Hand washing structures at Mkhithika Thebe, Nketa, Mgoqo, Ntshamathe, Mahlathini and Tategulu Primary schools and these were completed through the support of Ministry of Primary and Secondary Education and UNICEF.
- A total of nine (9) reading Hubs and forty-five (45) mini school libraries were established under the Inspiring Readers School Library Project.
- A total of 75 world reader e-readers were donated by Book Aid International.
- PoTRAZ donated 30 laptops to Nketa Library for use by patrons.
- Entumbane makeshift Library was commissioned during the period under review.

ii. Social Infrastructure.

Name of Project	Refurbishment of the Barbourfields Stadium
Project Amount	ZWL 13.4 Million
Total Scope of Works	<ul style="list-style-type: none"> • New Aluminium Goal Posts and Nets. • Procurement of Turf Maintenance Equipment (Ride-On-Mower). • Pitch Re-planting and maintenance. • Renovation of Existing Change Rooms, including providing furniture, fittings, TV's, Fridges, lockers, First Aid Kits, Tactical Boards, WiFi, showers and toilets. • Design of Future Change Rooms. • Renovations to the First Aid Room, Press Conference Room, Media Room, Meeting Room, Team Benches Area, Doping Control Room. • Stadium Signage. • Stadium Safety Plan. • Purchase of Furniture and Fittings for Respective Rooms. • Provision of Mixed Zone Area. • Installation and provision of WiFi. • Construction and Surfacing of Parking Areas. • Stadium Lighting Design. • Provision and Repair to Fire Fighting Installation. • General Maintenance, painting and Repairs to Stadium Facilities.

Name of Project	Stanley Community Hall
Project Amount	US\$294 602.12
Total Scope of Works	Refurbishment of the hall involving replacement of roof covering, boundary fence and electrical system, plumbing works, timber stage, painting, landscaping, and provision of disabled toilets.

Name of Project	Mabutweni Community Hall
Project Amount	US\$386, 169.78
Total Scope of Works	Refurbishment of the hall involving repainting of roof covering, boundary fence and repair of electrical system, plumbing works, timber stage, painting, epoxy floor finish, landscaping, and provision of disabled toilets.

Name of Project	MacDonald Community Hall
Project Amount	US\$10,000
Total Scope of Works	Water proofing repairs to roof slab

Name of Project	Inkunzi Beer Garden
Project Amount	US\$25,000
Total Scope of Works	<ul style="list-style-type: none"> • Refurbishment of ablution facility • Conversion of sitting shades to factory shells

Name of Project	Luveve and Mpopoma Swimming Pools
Project Amount	US\$107,000
Total Scope of Works	<ul style="list-style-type: none"> • Refurbishment of pools, change rooms and ablutions • Landscaping

Name of Project	Bulawayo Swimming Bath
Project Amount	US\$13,000
Total Scope of Works	Construction of Scum Channels

Name of Project	Magwegwe Library
Project Amount	US\$47,000
Total Scope of Works	Roofing and ceiling repairs

Name of Project	Nkulumane Safe Market
Project Amount	US\$641,000
Total Scope of Works	Construction of Vegetable Market

Name of Project	Pumula Factory Shells
Project Amount	US\$149,000
Total Scope of Works	Construction of Factory Shells

Name of Project	Pumula Factory Shells
Project Amount	US\$149,000
Total Scope of Works	Construction of Factory Shells

Name of Project	Amakhosi Ground Shade
Project Amount	ZWL360 Million
Total Scope of Works	Construction of ground shades.

Name of Project	Refurbishment Amakhosi Home Industries
Project Amount	US\$95,000
Total Scope of Works	<ul style="list-style-type: none"> • Painting • Tiling • Plumbing • Repairing of roof leaks • Paving • Construction of carport • Land scapping • Fencing • Electrical system

Social infrastructure such as Halls and Parks provide cohesion to the community. Most of the City's social infrastructure has aged and there was a deliberate effort to refurbish the infrastructure during the period under review. The City attended to the following support social infrastructure namely, Thorngrove Hospital through government support funding, City Hall paintings, Barbourfields Stadium, Stanley Hall, Mabutweni Hall, Macdonald Hall waterproofing, City of Bulawayo Clinics (Magwegwe, Njube, Luveve, Pumula Old, Pumula South, Maqhawe, Nkulumane, Tshabalala, Cowdray Park, Mzilikazi, Entumbane, Nketa, Pelandaba, Emakhandeni, EF Watson, Dr Shennan, Princess Margaret Rose (PMR) and Northend), Mpopoma Swimming pool, Luveve pool, Jabulani Flats, Magwegwe library, Inkunzi Beer Garden - conversion to factory shells and Criterion Water Works staff houses. Three public toilets, Mzilikazi, Machipsini and Dugmore were refurbished with the help of partners to improve access to usable amenities for the residents.

In addition to the rehabilitation of the above social infrastructure, the City through the Housing and Community Services Department also oversaw the construction of the following infrastructure during the period under review (*Table on Page 53*).

iii. Social Protection Policy (Social Safety Nets).

A total of 6 735 (3 850 males & 2 850 females) youths were enrolled under the vocational training programme in the past five years. The students were enrolled in disciplines such as building, painting activities, art, carpentry and joinery, agriculture, dressmaking, cutting and designing, hotel and catering, motor mechanics, painting, plumbing and drain laying and metal fabrication. Two thousand four hundred and forty (2 440) underprivileged secondary students were

PROJECT	FUNDING
Konron Public Toilet	Ward Retention
Emganwini Public Toilet	Ward Retention
Njube Library Toilets	Ward Retention
Pumula Youth Factory shells	Donor Funding World Vision
Nkulumane Vegetable Market	Donor funding UNDP
Entumbane Makeshift Library	Ward Retention
Emganwini Satellite Clinic	City of Bulawayo & Community

assisted with bursaries. Out of the 2 440 students, 1 230 were males while 1 210 were females. The City further capacitated one thousand five hundred and twenty-five (1 525) women with handcraft skills at Bulawayo Home Industries.

In the Results Based Finance programme, thirty-two thousand (32 000) expectant and vulnerable women were assessed and enrolled into the programme and accessed free maternal services courtesy of the Catholic Organization for Relief and Development Aid (CORDAID) and World Bank. A total of 6 500 (3 950 M & 2550 F) elderly people were further assessed and awarded rate rebates and twenty-six thousand (11500 males & 14500 Females) residents benefited under the Mayor's Christmas Cheer Fund over the years.

iv. Environmental Management & Protection.

Environmental protection and management remained one of the key targets for the City. To ensure adequate staff for the service, 28 Rangers underwent training at Zimbabwe Institute of Wildlife Management at Masvingo and were issued with certificates after successfully completing the course. They conducted 24 educational campaigns and 79 meetings were conducted at ward level and on the radio stations in the City. The City conducted 992 arrests and 2 985 items confiscated.





1 1 Planning & Regeneration

“ The City of Bulawayo’s planning and growth strategies were guided by the Master Plan, Local development Plans and Local Subject Plans. ”

The City of Bulawayo's planning and growth strategies were guided by the Master Plan, Local development Plans and Local Subject Plans.

i. Masterplan Review.

The Master Plan review for the period 2019 - 2034 was prepared and adopted by Council of the 6th October 2021. The Master Plan review has gone through public exhibition and the finalized documents and mapping were submitted to the Ministry of Local Government, for approval in October 2022. The preparation was affected by the COVID- 19 lock downs and other competing projects. While the reviewed Master Plan is awaiting approval, the City's current operative Master plan was approved in 2004.

ii. Local Development Plans.

A number of Local Development Plans were reviewed and prepared during the period under review. The plans are key as a development guide and protecting the City. These were key in contributing to the City's expansion in a bid to ensure that the local area is vibrant, accessible, safe, affordable, and durable and maintains its aesthetics and remains traditional (that is the original layout can be determined in years to come).

a. Local Development Plan No.16 (LDP 16) - Southern Central Areas.

Some of the suburbs covered by the LDP included Famona, Bradfield, Malindela and Montrose. The LDP was advertised in the Government gazette on 1st April 2022 and became operative on the 13th May 2022. This LDP is now helping in guiding development with the areas that it covers.

b. Local Development Plan No.8 (LDP 8).

This LDP covers all the industrial areas within the City of Bulawayo. Household surveys, traffic surveys and a focus group

meetings with industrialists were successfully held. The Report of Study has been completed and preparation of the written statement is currently underway. This is aimed at spearheading the revival of industrial activities in the city and restoring the title of Industrial Hub.

c. Review of Local Subject Plan No. 19 – Suburbs.

This Local Subject Plan covers the rezoning and commercialization of the Suburbs residential area which falls under Local Plan 5. It envisions the creation of development corridors transcending through Suburbs into the Central Business District, these being 12th Avenue Extension up to Ascot and Leopold Takawira up to Harry Allen Golf Club. These are the links to our biggest trading partner of South Africa. The Report of study has been completed and preparation of written statement is underway.

d. Local Subject Plan (LSP) – Ascot.

In an endeavor to cover the whole city some local plans are being outsourced due to restricted internal resources and manpower. An advert calling for Expressions of Interest for the preparation of a Local Subject Plan for Ascot was flighted and has since closed. Adjudication is completed and tender has been awarded. The LSP will help guide development of the area, and will link with the review of the Suburbs Local Plan 19.

iii. Public Transport Management.

a. Public Transport Policy.

Council adopted the City of Bulawayo Public Transport Policy on the 3rd October 2012 for the management, running, monitoring and evaluation of the Bulawayo Public Transport System.

In terms of this policy, three (3) companies which are Bulawayo United Passenger and

Traders Association (BUPTA), Bulawayo City Transit (BCT) and Tshova Mubaiwa were formed and allocated routes to ply within the city. Arrangements for the signing of the Service Level Agreements with the three companies were at an advanced stage when the COVID 19 pandemic started. With COVID 19, the implementation of the Public Transport Policy was put on hold as there were travel restrictions and Central Government proclaimed that Zimbabwe United Passengers Company (ZUPCO) be the sole public transport provider. The public transport operations have since been liberalized and Council is now continuing with the implementation of the Public Transport Policy.



b. Egodini Redevelopment.

The finalisation of the Egodini Bus Termini and Mall were some of the key targets set by the Council at the beginning of the term of office.

The Bus Termini is however currently being constructed by the Contractor –Terracotta Private Limited. The first phase of the project was expected to be complete by end of December 2021 but due to challenges including the COVID -19 lockdown period the project has not met expected timelines. This project seeks to incorporate a regional transport hub and state of the-art shopping complex.

Egodini construction is divided into 2 phases and the Contractor is currently working on Phase 1A which includes the construction of 1 200 informal traders' stalls, a 100-bay taxi rank,

security wall and security tower, motor retail, taxi association offices, public ablution facilities and a service lane. The second phase includes the construction of a bus terminus building, fast-food shops and the grocery anchor.

What has been completed at Egodini so far is the vending area and slab cast for the taxi rank. With the development being undertaken at Egodini, public transport operators have been temporarily housed at various termini around the city.

iv. Layouts Planned and Approved.

A total of 12 655 residential stands were produced in the period 2018 - 2023 through approved layout plans. This includes stands on Council land and those on private land where property owners prepared subdivisions which were submitted to Council for approval. Private subdivisions contributed a total of 5 179 stands. Stands produced on Council land include areas in the Remainder of Umganini, Emganwini, Highmount, and Norwood Tracks Phases 1 to 3, Richmond Integrated and Luveve North. The City also has other layouts that are at various stages of preparation and approval which include Killarney East, Highmount Phase 4, and B2 of Bellevue.

v. Planning Policies.

a. Weddings and Functions Venue.

Over the years, these were established through special consent by Council within residential properties, meaning that one only needed to apply for a development permit to establish such. These then posed some challenges such as noise nuisance, fouling and littering of surroundings. As a remedy to the situation, Council then crafted and adopted a policy on the establishment of Weddings and Functions Venue which then outlawed the establishment of the same in residential areas and relegated them to developments meant for

assembling crowds such as stadia, institutions (schools & colleges), hotels and recreational facilities (parks and swimming pools), social clubs.

b. Lettable Unit Shops.

Lettable unit shops are part of the building on the premises designed or intended for letting or exclusive occupation, which does not prejudice the use of the remainder of the building on the premises for separate self-contained occupation. These are established through special consent and all along they were restricted to areas bound by 6th Avenue, Robert Mugabe Way, 4th Avenue and Joshua Mqabuko Nyongolo Nkomo Street within the Central Business District (CBD).

Council crafted and adopted a policy on Lettable Unit Shops (05/04/2023) which then extends the establishment of the same in the Central Business District as well as in the suburban commercial centres in line with the respective statutory provisions.

c. Local Environmental Action Plan (LEAP).

The City continues to take action against pollution, carbon emission and environmental degradation. The Local

Environmental Action Plan (LEAP) document outlines the strategies and measures for the protection, restoration, rehabilitation and general management of the environment. Bulawayo had its first LEAP document in 2014. It lapsed in 2018, calling for the review of the same.

The review process was then affected by COVID 19 and Council only managed to hold its first stakeholder consultation for the review of LEAP in November 2022. This resulted in the formulation of a technical team which consists of external stakeholders and various Council departments.

The LEAP document is currently at draft stage, with the main document complete and the team now working on the action plans for specific thematic areas (environmental issues).

vi. Valuation.

a. Street Numbering of Properties.

In line with the contemporary planning and the quest to achieve a smart city status, the City embarked on a programme to update the street numbering of various properties within the City's Townships. This has been achieved in the townships listed below, and it is envisaged that this will help the various stakeholders such

TOWNSHIPS	TARGET [No of properties]	Performance during period under review
Emhlangeni Phase 1	946	Completed 946 Emhlangeni Phase One and Phase 2
Selborne Park	77	Completed the 77 Selborne Park (near Fazak)
Parklands Extension	425	Completed the 425 properties
Mahatshula Township	2688	375 properties completed (Mahatshula South)
Marvel Township	1066	798 Properties completed (WIP for the remainder)

as the owners of the properties, emergency services, Council's bill delivery system, postal services and the police in locating properties with ease.

The programme is still on going and other notable townships in the pipeline include Mahatshula North, Donnington West, Buena Vista and the new Highmount stands.

b. Revaluation of the City.

The City is embarking on another revaluation exercise, after the successful 2012 revaluation. The current exercise comes at the backdrop of the need to update the current valuation roll which the City is using for billing, with over 145 000 residential and non-residential properties.

The City adopted to procure an external contractor for the revaluation of the non-residential rateable properties in the Central Business District (CBD). The other portion of industrial, commercial and residential properties will be done in-house.

The progress to date include the referencing of the whole CBD by the in-house valuation team in the Town Planning Department and work is in progress for the inspections and referencing of suburban commercial properties. With respect to the procurement of the external contractor, the evaluation process is ongoing and it is hoped that a suitable contractor would be procured before end of 2023 to enable the exercise to commence fully for the entire city. The exercise is expected to be completed by year end and hopefully add more properties in the valuation roll, a roll which is the backbone of the city's revenue income.

vii. Management of Council Non-Residential Assets.

a. Asset Portfolio.

There are currently 4 925 Non-residential properties on the register comprising of the following: - churches, car parks,

urban agriculture plots, pre-schools, industrial and commercial stands etc. Table below shows portfolio under management.

ITEM	PORTFOLIO	QUANTITY
1	Industrial Stands	1202
2	Commercial Stands	840
3	Churches	820
4	Urban Agriculture	423
5	Leased Shops	276
6	Overnight Carparks	194
7	Caravan Sites	146
8	Mobile Base Stations	100
9	Various	924
Total		4925

b. Tenders for Non-Residential Stands/Properties.

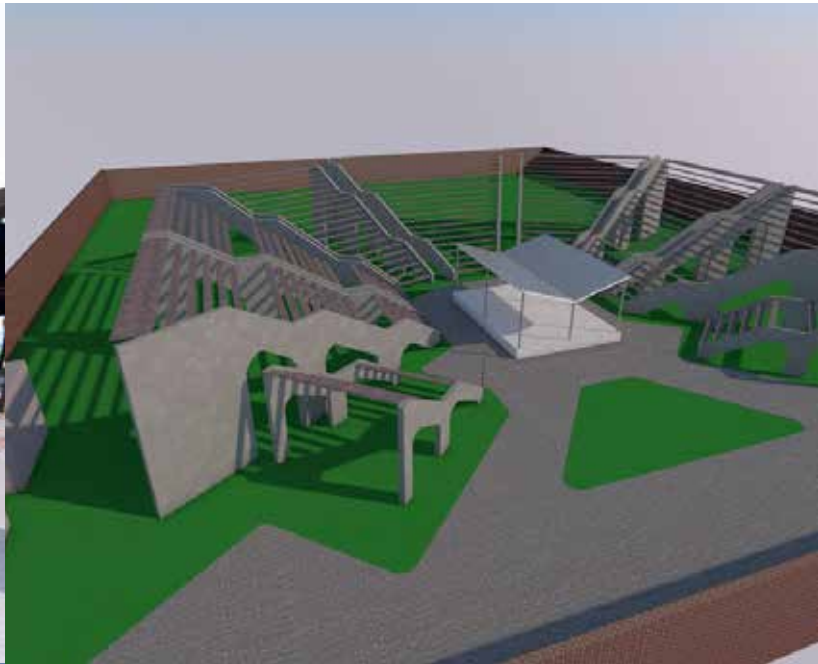
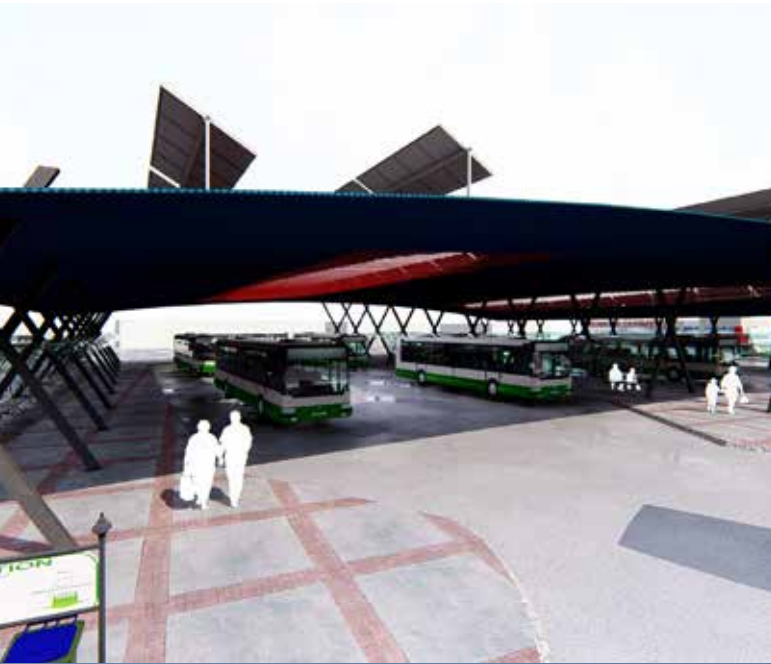
Council in October 2021 flighted a tender of 123 stands and properties for lease and purchase. The properties included Commercial/Service Industry bays/Town Houses, Council leased shops, market sites and others. 2 024 applicants responded to the advertisement while 1611 of those submitted the completed tender application forms. A total of 123 offer letters were made and of these 96 have since signed the agreements.

c. Decentralization of fresh farm produce markets.

The City, in its quest to decongest the Central Business District and decentralization of the Fresh Farm

Produce Markets as well a response to the COVID19 pandemic, has identified and activated markets in the suburban areas. Eight fresh farm produce wholesale markets have been established at Nkulumane 5 (Sekusile Market), Emganwini Mupedzanamo, Emganwini 1 Shopping Centre (New Stand), New Magwegwe Market, Mabutweni Market, Magwegwe North

Market, Cowdray Park Market and Nkulumane Safe Market (Nkulumane Complex). The Nkulumane Safe Market which is 65% complete is a partnership between Government and UNDP with other players such as Dan Church Aid (DCA) and Bulawayo Vendors and Traders Association (BVTA).





12 Challenges & Constraints

“ Our major constraint was inadequate funding which affected all Municipal services and affected most of the planned projects. Lack of capital funding continued to be a major setback as this inhibited Council from keeping its social infrastructure at a pristine and useable state. ”

In the implementation of various services, the City of Bulawayo also faced a number of constraints and challenges that affected our performance. Our major constraint was inadequate funding which affected all Municipal services and affected most of the planned projects. Lack of capital funding continued to be a major setback as this inhibited Council from keeping its social infrastructure at a pristine and useable state.



Some of the City's suppliers have also over the years been demanding payment in foreign currency and this affected the finalisation of many projects which also included road projects. This has particularly been felt in specialised services and sole providers of services such as asphalt concrete (premix) which has a sole supplier in the Southern region of the country. This resulted in price escalation due to high demand for premix and delays in completing road works. The requirements of some suppliers such as upfront payments were in contrary of the provisions of the Procurement Act and affected the completion of projects. Our road rehabilitation projects were also affected by erratic disbursements by Zimbabwe National Road Administration (ZINARA).

The City was also affected by aging plant and equipment. While we managed to purchase a number of these yellow equipment this year, there is still need for more plant and equipment to ensure efficiency in service delivery.

The changes in the economic policies also had an effect in the provision of services. In some instances, the local authority would have budgeted in ZWL and there are economic policies that change the provision of some services. This was particularly felt in the supply of fuel for service delivery vehicles in water, roads, sewer and refuse collection. The lack of ZWL priced fuel for example meant that the City was charged astronomical prices by suppliers or had to reduce the scope of service delivery in order to manage the costs.

The development in the City was also hindered by delays in approval of layout plans and change of reservation applications by the Ministry. This delayed implementation of development projects.

The loss of staff over the years due to natural attrition and recruitment freeze with most moving on to greener pastures has compromised the quality and speed of service delivery rendered to the clients and stakeholders. The Council needs to be an attractive employer to retain and also gain staff for the betterment of service delivery.

The challenges highlighted above reflect the need for residents and stakeholders to also play their part and pay for Municipal services. This will allow the City to be able to provide the necessary services for the City to achieve its mission of providing quality services to the satisfaction of clients and stakeholders.





13 Future Projections & Conclusion

“ As a Smart City we have to continually shift towards using smart technologies that help create a better quality of life for the citizens. ”

The United Nations advises that 68% of the world's population will be living in urban areas by 2050 and this entails growing environmental, societal and economical challenges. The City of Bulawayo has an important role in growing the local economy and providing the necessary services for its growth and development. The City has to provide a business-friendly environment which is conducive to fostering of entrepreneurship endeavours and private sector development at the local level.

Over the past few years, we have realised that the City's economy has moved from formal to informal with the growth and increase of Small to Medium Business Enterprises. One of the areas of focus has been to formalise the informal sector by providing platforms for improving entrepreneurship learning and education. The development of Bulawayo in the near future will also rest on upgrading economic infrastructure and increasing effectiveness and size of government-to-business incentive programmes.

Also important is the need to address the three key obstacles to local economic development which include:

- 1) an operating environment that is ill equipped to support and enable innovation and entrepreneurship, both new and traditional;
- 2) an absence of technical and entrepreneurial skills among the unemployed youth, hampering economic growth and entrepreneurship; and
- 3) lagging support by government for local economic development, as well as administrative and financial inefficiencies.

To mitigate these challenges, the City's vision emphasises on innovation and smart solutions, which include the introduction of STEM (Science, Technology, Engineering and Mathematics) learning in secondary and primary schools which also has to be motivated to cultivate interest in technological disciplines in children.

The focus going forward will be the creation of a Smart City with technologies that enable

improvement of our quality of life. As a Smart City we have to continually shift towards using smart technologies that help create a better quality of life for the citizens. These smart technologies help the City with smart planning, leveraging on technologies that promote sustainability, public safety, energy efficiency, that reduce congestion, ensure smart transportation, smart parking and intelligent water and sanitation services and a clean city.

As Bulawayo moves forward, we realise the need to tap into the world of the fourth industrial revolution and Artificial intelligence to create systems that will help the City grow, reduce pollution and lead to healthier populations.

The smart city concept initiated by my Council realises that the future Bulawayo should become more resilient, make bolder climate commitments in a bid to curb climate change and ensure efficiency in the management and policy solutions. Smart cities bring together infrastructure and technology to improve the quality of life of citizens and enhance their interactions with the urban environment. The future of Bulawayo lies in the Smart City Concept.

Siyephambili !!!!



City of Bulawayo

Mayor's Valedictory Report 2018-2023

Any feedback, comments or suggestions on the report or overview are welcome and can be e-mailed to publicrelations@citybyo.co.zw or tcdept@citybyo.co.zw.