

**VALEDICTORY MESSAGE BY HIS WORSHIP, M K MOYO  
THE MAYOR TO BE HELD ON MONDAY, 14<sup>TH</sup> MAY 2018 AT  
10:00 HOURS AT THE LARGE CITY HALL.**

- 1. MINISTER OF STATE FOR BULAWAYO  
METROPOLITAN PROVINCE, HON A MASUKU**
- 2. HONOURABLE MEMBERS OF PARLIAMENT AND  
SENATORS HERE PRESENT**
- 3. DEPUTY MAYOR AND COUNCILLORS OF THE CITY  
OF BULAWAYO**
- 4. TOWN CLERK OF THE CITY OF BULAWAYO, MR C  
DUBE AND HEADS OF COUNCIL DEPARTMENTS**
- 5. PROVINCIAL ADMINISTRATOR, MISS K NCUBE**
- 6. FORMER MAYORS OF THE CITY OF BULAWAYO  
AND FORMER TOWN CLERKS**
- 7. ALDERMAN**
- 8. INVITED GUESTS**
- 9. LADIES AND GENTLEMEN**

IT HAS INDEED BEEN AN HONOUR TO SERVE AS THE MAYOR OF THE CITY OF BULAWAYO FOR THE PAST FIVE YEARS. I STAND BEFORE YOU TODAY, TO PRESENT MY COUNCIL'S PERFORMANCE IN THE CITY SINCE OUR ELECTION INTO OFFICE IN 2013.

I APPLAUD THE EFFORTS THAT HAVE BEEN MADE IN THE CITY IN THE PAST FIVE YEARS TOWARDS ATTAINING ITS VISION OF BEING A LEADER IN LOCAL GOVERNANCE EXCELLENCE WITH A VIBRANT ECONOMY. WHILE WE ARE PROUD THAT CERTAIN ACHIEVEMENTS HAVE BEEN MADE, I WOULD LIKE TO HIGHLIGHT THAT THIS HAS NOT BEEN AN EASY TERM OF OFFICE. WE HAVE FACED A NUMBER OF CHALLENGES AND SET BACKS WHICH HAVE HINDERED OUR EFFORTS IN ATTAINING OUR VISION. DESPITE ALL THESE SET BACKS, I PLEDGE TO ALL CITIZENS OUR COMMITMENT AND DEDICATION TO WORK FOR A BETTER BULAWAYO.

WE CONTINUE TO RECOGNISE THE ROLE OF THE STAKEHOLDERS IN OUR AIM TO ATTAIN OUR VISION AND WE MAINTAIN AN OPEN DOOR POLICY IN THE DEVELOPMENT OF THIS CITY. AS A LOCAL AUTHORITY, WE APPRECIATE THE VARIOUS STRATEGIC POLICIES THAT WERE ADOPTED OVER THE YEARS TO ENSURE EASE OF DOING BUSINESS IN BULAWAYO AND ALSO BOOST INVESTOR CONFIDENCE. WE ARE HERE TO SERVE, LISTEN CAREFULLY TO WHAT YOU SAY AND MAKE CONCERTED EFFORTS TO ENSURING THAT BULAWAYO IS A SAFE, LIVEABLE CITY.

THIS VALEDICTORY MESSAGE WILL PRESENT WHAT HAS BEEN ACHIEVED IN THE CITY OF BULAWAYO OVER THE PAST 5 YEARS, CHALLENGES FACED AND OUR EFFORTS TO ENSURE THAT WE STRIVE TO ATTAIN ALL OUR STRATEGIC GOALS. THE ACHIEVEMENTS THAT ARE HIGHLIGHTED ARE COMMENDABLE, BUT I WOULD LIKE TO STRESS THAT THE CITY CAN DO BETTER. SOME OF THE CHALLENGES WE HAVE FACED HAVE BEEN DUE TO STRINGENT NATIONAL POLICIES AND IT IS MY HOPE THAT GOING FORWARD THE NATIONAL GOVERNMENT WILL BE ABLE TO CREATE AN ENABLING ENVIRONMENT FOR BUSINESS. I AM HOPEFUL THAT AS HIS EXCELLENCY, E D MNANGAGWA THE PRESIDENT OF ZIMBABWE HAS SET A NATIONAL SLOGAN THAT *ZIMBABWE IS OPEN FOR BUSINESS*, THE RESULTANT GOVERNMENT POLICIES MUST REASSURE THE RESIDENTS, STAKEHOLDERS AND POSSIBLE INVESTORS THAT WE ARE INDEED OPEN FOR BUSINESS.

I WOULD ALSO LIKE TO HIGHLIGHT THAT OUR VISION OF LEADERSHIP IN LOCAL GOVERNANCE EXCELLENCE WITH A VIBRANT ECONOMY IS ATTAINABLE. THIS YEAR, BULAWAYO CITY COUNCIL ALSO REVIEWS ITS CURRENT STRATEGY WITH THE AIM OF CRAFTING A NEW ONE TO MAP A WAY FORWARD FOR THE FUTURE. I HOPE THAT WE WILL BE ABLE TO LEARN FROM THE PAST MISTAKES AND ADOPT THE DEVELOPMENT POLICIES AND SYSTEMS THAT WILL ENSURE WE ATTAIN OUR STRATEGIC GOALS GOING FORWARD. THE CITY CANNOT DO THIS ALONE BUT WE NEED THE ASSISTANCE AND PARTNERSHIP OF THE RESIDENTS, PRIVATE SECTOR AND NATIONAL GOVERNMENT TO CONTRIBUTE TOWARDS POVERTY ALLEVIATION AND EFFICIENT SERVICE DELIVERY. WE COMMIT TO GETTING BASIC SERVICE DELIVERY TO THE RESIDENTS INDICATED BY GOOD INCLUSIVE GOVERNANCE, CLEAN STREETS, CLEAN WATER, SMOOTH ROADS, LIT STREETS, EFFICIENT PUBLIC TRANSPORT SYSTEMS, AFFORDABLE HOUSING AND A SAFE ENVIRONMENT. THIS IMAGE OF BULAWAYO IS POSSIBLE.

IN THE YEARS UNDER REVIEW, THE GOVERNANCE STRUCTURE OF THE CITY OF BULAWAYO CAME UNDER A GREAT STRAIN AND A LOT OF TESTS. THIS COUNCIL WAS AFFECTED BY A NUMBER OF INVESTIGATIONS AND SUSPENSIONS. AS I SPEAK, THE COUNCIL STRUCTURE CURRENTLY HAS 27 COUNCILLORS OUT OF 29 WITH TWO COUNCILLORS NOT FINISHING THIS TERM WITH US. IT WAS A TRYING TIME AND I AM HOPEFUL THAT AS A CITY WE LEARNT FROM OUR ERRORS AND ARE IMPLEMENTING PROCESSES AND PROCEDURES THAT ARE ENSURING WE PROVIDE A BETTER BULAWAYO.

I WOULD ALSO LIKE TO NOTE THAT DURING THIS PERIOD THE CITY OF BULAWAYO LOST A NUMBER OF KEY MEMBERS IN ITS ADMINISTRATION. IT WAS WITH SADNESS THAT WE LOST OUR TOWN CLERK, MR MIDDLETON NYONI AND THE DIRECTOR OF HOUSING AND COMMUNITY SERVICES, MR ISAAH MAGAGULA. DURING THIS PERIOD WE ALSO WELCOMED NEW MANAGEMENT IN THE FORM OF THE TOWN CLERK, MR CHRISTOPHER DUBE, DR EDWIN SIBANDA BECAME THE DIRECTOR OF HEALTH SERVICES REPLACING DR ZANELE HWALIMA WHO RETIRED AND MR DICTOR

KHUMALO TOOK UP THE POST OF DIRECTOR OF HOUSING AND COMMUNITY SERVICES.

## **FINANCE**

THE FINANCIAL IMPLICATIONS OF THE PAST FIVE YEARS, HAVE BEEN A CHALLENGE TO THE OPERATIONS OF THE LOCAL AUTHORITY. WE CONTINUED TO FACE A NUMBER OF FACTORS THAT NEGATIVELY AFFECTED THE GROWTH TARGET OF ZIMBABWE.

SOME OF THE ADVERSE POLICIES WHICH HEAVILY IMPACTED OUR OPERATIONS WAS THE GOVERNMENT DIRECTIVE THROUGH THE MINISTRY OF LOCAL GOVERNMENT, PUBLIC WORKS AND NATIONAL HOUSING FOR ALL LOCAL AUTHORITIES TO WRITE-OFF DEBTS ACCRUED TO RESIDENTS IN JULY 2013. TO THIS END, AN AMOUNT OF FORTY NINE MILLION DOLLARS (\$49 245 071) WAS WRITTEN OFF, NEGATIVELY AFFECTING COUNCIL'S ABILITY TO PROVIDE SERVICES, WHILST RESIDENTS WELCOMED THE MOVE. THIS HAD THE NEGATIVE EFFECT ON COUNCIL'S ABILITY TO COLLECT FUTURE REVENUES AND PROVIDE EFFICIENT SERVICES.

THE BULK OF COUNCIL'S REVENUE IS DERIVED FROM WATER, OWNERS' RATES, SOLID WASTE MANAGEMENT FEES AND SEWERAGE FEES. THE BILLED INCOME AVERAGED BETWEEN \$6, 9 MILLION TO \$7, 5 MILLION A MONTH, WHILE OTHER MISCELLANEOUS INCOME ACCOUNTED FOR ABOUT 0, 80 MILLION A MONTH.

CASH COLLECTIONS FOR THE PERIOD UNDER REVIEW HAVE BEEN AN AVERAGE OF \$5 MILLION PER MONTH. THE CASH RECEIPTS HAVE BEEN INSUFFICIENT TO FINANCE THE BUDGET EACH YEAR AS COUNCIL NEEDS AN AVERAGE OF \$7.5 MILLION A MONTH TO PROVIDE SERVICES EFFECTIVELY. THE FOLLOWING FACTORS HAVE CONTRIBUTED TO THE BELOW TARGET COLLECTIONS;

- MICRO ECONOMIC FACTORS
- UNEMPLOYMENT
- LIQUIDITY CRUNCH
- SOCIAL FACTORS
- POLITICAL PRONOUNCEMENTS

AS A CONSEQUENCE OF RATE PAYERS/CONSUMERS NOT PAYING THEIR ACCOUNTS AS THEY FALL DUE, THE DEBTORS FIGURE AS

AT FEBRUARY 2018, STANDS AT \$176 086 641. SEVERAL STRATEGIES HAVE BEEN ADOPTED TO COLLECT COUNCIL DUES, NAMELY;

- ENTERING INTO PAYMENT PLANS
- OFFERING INCENTIVES TO INDUCE PAYMENT
- FOLLOW UP OF DEFAULTERS BY PHONE, DEMAND LETTERS
- CUTTING-OFF OF WATER SUPPLIES

THE ABOVE CHALLENGES HAVE MADE IT DIFFICULT FOR COUNCIL TO SERVICE ITS CREDITORS, WHICH AS AT FEBRUARY 2018 STANDS AT \$173 628 984. SOME SUPPLIERS OF CRITICAL INPUTS LIKE WATER CHEMICALS AND VEHICLE SPARE PARTS HAVE PUT COUNCIL ON CASH BASIS.

COUNCIL HAS PRODUCED AUDITED ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2014. THE 2015 ACCOUNTS ARE BEING AUDITED AND THE FINAL DRAFT OF ACCOUNTS IS BEING PREPARED. THE AUDIT OF THE 2016-2017 FINANCIAL STATEMENTS IS YET TO START. IT IS ENVISAGED THAT IN THE NEAR FUTURE, AUDIT OF THE MUNICIPAL ACCOUNTS WILL BE CONDUCTED WITHIN THE TIMEFRAME STIPULATED.

## **VALUATION**

THE CITY'S NON DOMESTIC RATEABLE VALUE CURRENTLY STANDS AT \$1.225 BILLION WITH A TOTAL OF 136 165 PROPERTIES (HIGH DENSITY - 110 214 AND LOW DENSITY – 25 951). IN THE LAST QUARTER OF 2014, A LIST OF ABSENT LANDLORDS WHO HAD NOT PAID RATES TO COUNCIL FOR AT LEAST FIVE YEARS WAS COMPILED. A TOTAL OF ONE THOUSAND AND SEVENTY-NINE (1079) LOW DENSITY PROPERTIES WERE IDENTIFIED WITH THE PERIOD OF NON-PAYMENT RANGING FROM FIVE (5) YEARS TO ABOVE 30 YEARS. EIGHT HUNDRED AND FIFTY-EIGHT RESPONDED TO ADVERTISEMENTS IN THE LOCAL PRESS INVITING THEM TO COME FORWARD AND CLAIM THEIR PROPERTIES. THEY HAVE SINCE EITHER CLEARED THEIR RATES ARREARS OR MADE PAYMENT PLANS. SIXTY PROPERTIES THAT HAD NOT PAID RATES FOR MORE THAN TEN YEARS WERE HANDED OVER FOR DISPOSAL IN ACCORDANCE WITH THE *TITLES REGISTRATION AND DERELICT LANDS ACT (CHAPTER 20:20)*. THE PROCESS IS SLOW BUT TO DATE

COURT ORDERS TO DISPOSE OF NINETEEN PROPERTIES HAVE BEEN SECURED. AT ALMOST EIGHTY PERCENT, THE RESPONSE RATE IS VERY PLEASING.

## **ECONOMIC DEVELOPMENT**

OVER THE PAST FIVE YEARS, ECONOMIC DEVELOPMENT HAS BEEN GUIDED BY THE ZIMBABWE AGENDA FOR SUSTAINABLE SOCIO-ECONOMIC TRANSFORMATION (ZIMASSET) ECONOMIC BLUEPRINT. COMING AS IT DID AFTER THE GOVERNMENT OF NATIONAL UNITY; THE DOCUMENT PROVIDED A PLATFORM FOR POSITIVE STEPS TOWARDS ECONOMIC RECOVERY AFTER THE EUPHORIA OF THE GOVERNMENT OF NATIONAL UNITY.

REGRETTABLY, THE OPERATING ENVIRONMENT WAS NOT CONDUCTIVE ESPECIALLY FOR THE FOREIGN INVESTOR IN TERMS OF PROPERTY RIGHTS, PROTECTION OF INVESTMENTS AND THE GRADUAL DISAPPEARANCE OF THE US DOLLAR. THE INTRODUCTION OF BOND NOTES DID NOT HELP THE SITUATION EITHER, ONLY SERVING TO EXACERBATE THE SUFFOCATING ENVIRONMENT FOR THE INVESTOR.

THE CITY OF BULAWAYO WAS DESIGNATED A SPECIAL ECONOMIC ZONE DURING THE PERIOD UNDER REVIEW WITH THE HOPE OF REVIVING THE CITY'S ECONOMIC PERFORMANCE. COUNCIL ALSO ENGAGED A CONTRACTOR FOR THE DEVELOPMENT OF THE EGODINI MALL. I AM POSITIVE THAT NOT ONLY WILL IT HAVE THE DESIRED IMPACT IN THE LOCAL ECONOMY BUT IT WILL ALSO HAVE THE POTENTIAL TO ATTRACT FURTHER INVESTMENTS.

THE CITY OF BULAWAYO HAS CONTINUED TO SHARE MUTUALLY BENEFICIAL RELATIONS WITH ITS SISTER CITIES OF ETHEKWINI AND POLOKWANE IN THE REPUBLIC OF SOUTH AFRICA. THERE ARE CURRENT INITIATIVES TO ENGAGE THE CITY OF FRANCISTOWN TO ESTABLISH TWINNING ARRANGEMENT.

## **INTERNAL AUDIT**

THE INTERNAL AUDIT SECTION CONTINUED IN ITS MANDATE OF PROVIDING INDEPENDENT ASSURANCE THAT THE ORGANISATION'S RISK MANAGEMENT, GOVERNANCE AND INTERNAL CONTROL PROCESSES ARE OPERATING EFFECTIVELY.

THE INTERNAL AUDIT SECTION CONDUCTED SYSTEMS AUDITS AND INVESTIGATIONS.

IN THE PERIOD UNDER REVIEW THE INTERNAL AUDIT FUNCTION PLAYED AN INTEGRAL ROLE IN EVALUATING CONTROL SYSTEMS OF THE CITY THEREBY ENHANCING SOUND MANAGEMENT PRACTICES. IT WAS NOTED THAT ISSUES PERTAINING TO DOCUMENTATION OF PROCEDURES AND QUALITY CONTROL WERE OF GREAT CONCERN WITH REGARDS TO SYSTEMS AUDIT. WE CONTINUE IN OUR AIM OF ENSURING THAT WE MANAGE RISK IN THE ORGANISATION FOR STAKEHOLDER CONFIDENCE.

### **CUSTOMER CALL CENTRE**

THE CITY OF BULAWAYO CALL CENTRE RECEIVED TWO HUNDRED AND TWENTY SIX THOUSAND AND FIFTEEN CALLS (226 015) DURING THE PERIOD UNDER REVIEW WITH THE AVERAGE 245 CALLS PER DAY ACROSS ALL SERVICE DEPARTMENTS.

THE CALL CENTRE HOWEVER FACED CHALLENGES WITH ACCESSIBILITY OF ALL NETWORKS THROUGH TOLL FREE NUMBERS. TO ENSURE THE EFFICIENCY OF THE CALL CENTRE EFFORTS ARE BEING MADE TO ENSURE THAT TOLL FREE NUMBERS ARE ACCESSIBLE FROM ALL NETWORKS AND ALSO ADOPT THE USE OF THE INFORMATION AND COMMUNICATION TECHNOLOGIES IN FAULT REPORTING. THERE IS NEED TO IMPROVE TURNAROUND TIME FOR ATTENDANCE TO FAULTS AS THIS IS GREATLY AFFECTED BY LIMITED HUMAN AND FINANCIAL RESOURCE CONSTRAINTS FACED BY COUNCIL.

### **COMMUNICATION**

VARIOUS MARKETING AND COMMUNICATION STRATEGIES WERE ADOPTED BY THE LOCAL AUTHORITY AT MULTIPLE LEVELS TO BUILD AWARENESS, ENCOURAGE CITIZEN PARTICIPATION AND ENCOURAGE STAKEHOLDER INVOLVEMENT IN MUNICIPAL ACTIVITIES. IN ITS COMMUNICATION ENDEAVOUR THE CITY OF BULAWAYO IS GUIDED BY A DRAFT COMMUNICATION POLICY WHICH IS UNDER REVIEW AND YET TO BE ADOPTED BY COUNCIL. OTHER POLICIES ASSISTING CUSTOMER RELATIONSHIP MANAGEMENT INCLUDE THE CUSTOMER CARE POLICY, SERVICE LEVEL STANDARDS, AND THE COMPLAINTS HANDLING

PROCEDURE WHICH WERE DEVELOPED IN THE PERIOD UNDER REVIEW.

THE CITY OF BULAWAYO ALSO JOINED SOCIAL MEDIA PLATFORMS IN ORDER TO EFFECTIVELY ENGAGE RESIDENTS. OF CONCERN WAS THE INCREASE IN THE NUMBER OF FAKE SOCIAL MEDIA POSTS ALLEGING TO BE CIRCULATING MUNICIPAL INFORMATION. COUNCIL CONTINUES TO URGE THE RESIDENTS TO DESIST FROM PEDDLING MALICIOUS INCORRECT INFORMATION. COUNCIL IN MARCH 2018 FURTHER APPROVED THE LIVESTREAMING OF MUNICIPAL EVENTS WITH THE FIRST FULL COUNCIL MEETING LIVESTREAMED IN APRIL 2018.

## **WATER AND SANITATION**

WATER REMAINED ON TOP OF THE PRIORITY LIST OF THE CITY OF BULAWAYO BUDGET DURING THE PERIOD UNDER REVIEW. THE CITY WAS ABLE TO ACHIEVE ITS STRATEGIC GOAL OF IMPROVING THE CAPACITY OF POTABLE WATER SUPPLY FROM 125 MEGALITRES TO 140 MEGALITRES/ DAY.

THE PROVISION OF CLEAN AND SAFE DRINKING WATER REMAINED KEY THROUGHOUT THE PERIOD UNDER REVIEW ALTHOUGH 100% WATER SERVICE PROVISION WAS AFFECTED BY THE EL NINO AND EL NINA EFFECTS. THE CITY'S DAMS AS AT FRIDAY, 11 MAY 2018 WERE 77.71% FULL.

TO AUGMENT WATER SUPPLIES, THE CITY OF BULAWAYO UNDERTOOK THE IMPLEMENTATION OF THE EPPING FOREST PROJECT. THE PROJECT SEEKS TO AVAIL AN ADDITIONAL 10ML TO THE CITY'S WATER SUPPLY AND IS BEING IMPLEMENTED IN PARTNERSHIP WITH THE ZIMBABWE NATIONAL WATER AUTHORITY (ZINWA). THE ESTIMATED PROJECT COSTS IS USD 4 MILLION AND THE FUNDS ARE BEING AVAILED BY THE CITY OF BULAWAYO RESIDENTS. WE THANK YOU FOR YOUR ASSISTANCE IN ENSURING THAT WE IMPROVE BULAWAYO'S WATER SUPPLY. THE EPPING FOREST PROJECT IS CURRENTLY 85% COMPLETE.

THE CITY IS PLAGUED WITH AGED INFRASTRUCTURE AND THE CONTINUOUS DETERIORATION HAS BEEN A CHALLENGE. WE APPRECIATE THE SIGNIFICANT FUNDING WE HAVE RECEIVED OVER THE YEARS FROM OUR PARTNERS. THESE HAVE BEEN KEY



IN ENSURING THAT WE REHABILITATE OUR WATER AND SEWER INFRASTRUCTURE.

THE CHALLENGES OF AGED INFRASTRUCTURE WERE OF CONCERN IN WASTE WATER MANAGEMENT AFFECTING OUR ABILITY TO EFFICIENTLY DELIVER THIS SERVICE. DURING THE PERIOD UNDER REVIEW WE REMAINED BELOW TARGET, WITH OUR CURRENT SEWAGE FLOWS BEING AT 18 MEGALITRES PER DAY AGAINST A TARGET OF INCREASING THE FLOWS FROM 30 ML/DAY TO 60 ML/DAY.

IT IS OF CONCERN THAT OUR EFFLUENT QUALITY ALSO REMAINS BELOW TARGET. THERE ARE HOWEVER VARIOUS PROJECTS BEING DONE TO ADDRESS THESE CHALLENGES SUCH AS THE REHABILITATION OF THE AISLEBY 3, DESLUDGING OF COWDRAY PARK SEWER PONDS AND REHABILITATION OF SEWER OUTFALLS IN MARVEL, PUMULA , SAURSETOWN AMONG OTHERS.

## **ROADS**

THE ROAD NETWORK REPRESENTS A MAJOR INVESTMENT AND VISIBLE ASSET SUPPORTING THE LOCAL ECONOMY FROM A FUNCTIONAL PERSPECTIVE IN TERMS OF BOTH MOBILITY AND ACCESS. IT IS OF CONCERN THAT THIS VERY IMPORTANT ASSET HAS DETERIORATED IN THE CITY OF BULAWAYO DUE TO LACK OF FUNDING TO REHABILITATE THE CITY'S ROADS. THE CITY UNDERTOOK THE RECONSTRUCTION OF 29.28KM, CONDUCTED OVERLAYS ON 30.27 KM AND REGRAVELLED 252.50 KM OF THE CITY'S ROADS. WE HAVE BEEN FOCUSED ON RESTORING SERVICES AND MITIGATING FURTHER DILAPIDATION OF OUR AVAILABLE ROADS. CAPITAL FUNDING REMAINED A CHALLENGE AND FUNDS RECEIVED WERE INADEQUATE TO COVER THE CITY'S NEED. THE ZIMBABWE NATIONAL ROAD AUTHORITY (ZINARA) DISBURSED A TOTAL OF NINE MILLION AND SIXTY ONE THOUSAND DOLLARS TO DATE (\$9,061,724) AND WE APPRECIATE THE FUNDING RECEIVED.

THE CITY OF BULAWAYO HAS ALSO BEEN FOCUSED ON ENSURING LIGHTING OF THE CITY'S SUBURBS AND CITY'S STREETS. DURING THE PERIOD UNDER REVIEW, COUNCIL UNDERTOOK THE INSTALLATION OF SOLAR STREET LIGHTS ALONG MASIYEPHAMBILI ROAD AND 13 SOLAR TRAFFIC LIGHTS. ALL THE

CITY'S TRAFFIC LIGHTS WERE CHANGED TO LED LIGHTING WITH 415 FUNCTIONAL TOWER LIGHTS OUT OF 426 LIGHTS.

## **ENVIRONMENTAL HEALTH**

THE CITY CONTINUED TO PROVIDE BURIAL SPACE ON DEMAND AND THIS RESULTED IN THE GAZETTING OF MARVEL CEMETERY AND PUMULA SOUTH CEMETERIES. WORK IS IN PROGRESS TO BRING THE CEMETERIES INTO OPERATION. BURIALS CONTINUE AT LUVEVE EXTENSION AND WEST PARK CEMETERIES. REGRETTABLY, THE SPACE LEFT FOR BURIAL TO DATE CAN ACCOMMODATE APPROXIMATELY LESS THAN 1000 GRAVES AT WEST PARK CEMETERY. THIS MEANS THAT THE CEMETERY IS LIKELY TO BE DECOMMISSIONED BY MID-JUNE 2018. THEREAFTER, ATHLONE EXTENSION CEMETERY WHICH IS UNDER DEVELOPMENT WILL BE IN USE. TO ENHANCE THE PROVISION OF GRAVES, COUNCIL MANAGED TO PURCHASE A MECHANICAL DIGGER THAT HAS HELPED IMPROVE GRAVE PRODUCTION.

IN RESPONSE TO THE CHALLENGES OF DUMPING OF REFUSE, VEHICLE SHORTAGES AND NEGATIVE ATTITUDES TOWARDS ENVIRONMENTAL CLEANLINESS, COUNCIL INITIATED THE COMMUNITY REFUSE REMOVAL PROJECT WHICH IMPROVED THE FREQUENCY OF WASTE COLLECTION FROM FORTNIGHTLY TO WEEKLY IN HIGH DENSITY AREAS. IT IS PLEASING TO NOTE THAT CURRENTLY ALL RESIDENTIAL PREMISES IN THE CITY ARE RECEIVING A WEEKLY REFUSE REMOVAL SERVICE.

PREVENTIVE ACTIVITIES BY HEALTH INSPECTORATE INCLUDED HEALTH EDUCATION, INSPECTION, DISEASE SURVEILLANCE, LICENSING AND REGISTRATION OF PREMISES. THROUGH THESE ACTIVITIES, COUNCIL WAS ABLE TO PREVENT COMMUNICABLE DISEASES SUCH AS CHOLERA AND TYPHOID, AS WELL AS LISTERIOSIS.

## **CLINICS**

THE HEALTH SERVICES DEPARTMENT CONTINUED TO PROVIDE QUALITY PRIMARY HEALTH CARE SERVICES THROUGH ITS 19 CLINICS AND THORNGROVE HOSPITAL WHILE TWO OTHER CLINICS WERE FULLY LEASED TO PRIVATE PARTNERS. NINE CLINICS WERE RENOVATED TO COMPLY WITH INTERNATIONAL

STANDARDS OF INFECTION CONTROL AND WAITING SHELTERS BUILT AT 4 CLINICS RAMPS FOR PATIENTS WERE CONSTRUCTED IN 8 CLINICS. MEDICINE AVAILABILITY FOR VITAL MEDICATION WAS AT 87.9% WHILE FOR ESSENTIAL IT WAS 75% AND NECESSARY MEDICATION WAS 66.1%. COMMUNITY INVOLVEMENT HAS ASSISTED IN KEEPING THE CLINICS NEAT AND CLEAN AND THE CITY OF BULAWAYO IS APPRECIATIVE OF VARIOUS STAKEHOLDERS AND PARTNERS IN THE PROVISION OF HEALTH CARE SERVICES.

### **EMERGENCY SERVICES**

DESPITE A CRITICAL AND DEBILITATING SHORTAGE OF STAFF, THE EMERGENCY SERVICES CONTINUED TO PROTECT THE PROPERTIES AND LIVES OF THE PEOPLE OF BULAWAYO. SAVE FOR THE DISTANT AREAS OF COWDRAY PARK, WOODVILLE AND WATERFORD, THE BRIGADE ATTENDS TO EMERGENCIES WITHIN THE INTERNATIONAL STANDARD OF TEN MINUTES OF RECEIPT OF CALL. DURING THE PERIOD UNDER REVIEW, THE FIRE BRIGADE ATTENDED TO TWO THOUSAND TWO HUNDRED AND SIXTY THREE (2 263) FIRES. IN THE AMBULANCE SERVICES NINETY-SEVEN THOUSAND ONE HUNDRED AND SIX (97 106) PATIENTS WERE CONVEYED BY AMBULANCES TO VARIOUS MEDICAL CENTRES IN THE CITY. THE NUMBER OF PATIENTS CONVEYED DROPPED FROM TWENTY-SIX THOUSAND EIGHT HUNDRED (26 835) IN 2013 TO EIGHTEEN THOUSAND, THREE HUNDRED AND SIX (18 306) IN 2017. THE REDUCTION IS ATTRIBUTED TO THE FEW AMBULANCES AVAILABLE TO EFFICIENTLY SERVICE THE CITY. REGRETTABLY, THE SHORTAGE OF AMBULANCES COMPELS RESIDENTS TO RESORT TO ALTERNATIVE MEANS TO CONVEY THEIR SICK TO MEDICAL CENTRES. EFFORTS ARE AT AN ADVANCED STAGE TO PROCURE MORE AMBULANCES.

### **ENFORCEMENT**

OWING TO THE UNFRIENDLY MACRO-ECONOMIC ENVIRONMENT, MOST PEOPLE RESORTED TO VENDING AT NON-DESIGNATED POINTS. POLICING OF ILLEGAL VENDING IS A MAJOR CHALLENGE AS THE AVAILABLE HUMAN RESOURCES CANNOT MATCH THE

NEED ON THE GROUND. THE ILLEGAL VENDORS ARE AT TIMES VIOLENT AS A NUMBER OF SECURITY GUARDS HAVE BEEN ATTACKED AND INJURED DURING THE COURSE OF THEIR OPERATIONS. SOME HAVE BEEN ARRESTED FOLLOWING SPURIOUS ALLEGATIONS MADE BY THE VENDORS. DESPITE THESE CHALLENGES, COUNCIL CONTINUED TO ALLOCATE MORE VENDING BAYS TO THE NEEDY MEMBERS OF THE COMMUNITY. ENGAGEMENT WITH THIS SECTOR REMAINED A PRIORITY SO AS TO ALLOW MANY RESIDENTS TO EKE OUT A LIVING.

COUNCIL IS CONCERNED ON THE ILLEGAL PICK-UP POINTS THAT SPROUTED THROUGHOUT THE CITY DURING THIS PERIOD. UNFORTUNATELY, BOTH REGISTERED AND UNREGISTERED PUBLIC TRANSPORTERS ARE GUILTY OF THIS. SOME UNREGISTERED VEHICLES OPERATED AS COMMUTER OMNIBUSES WERE ALSO A MAJOR CHALLENGE AS THEY CONTINUALLY DISREGARDED TRAFFIC REGULATIONS. JOINT OPERATIONS WITH THE POLICE WERE IMPLEMENTED BUT HAVE FAILED TO ELIMINATE THE MENACE. COUNCIL HAS EMBARKED ON AWARENESS CAMPAIGNS TO WARN BOTH SERVICE PROVIDERS AND COMMUTERS TO DESIST FROM UTILISING UNDESIGNATED POINTS.

THE COUNCIL FURTHER ESTABLISHED TWO (2) PIT SAND SITES AT MAZWI AND ST MARYS –KHAMU AS AN ADDITIONAL MEASURE AIMING AT ADDRESSING THE RAMPANT ILLEGAL SAND POACHING WITHIN THE CITY'S ENVIRONS.

## **HOUSING DELIVERY**

DURING THE PERIOD UNDER CONSIDERATION A TOTAL OF FIVE THOUSAND ONE HUNDRED AND EIGHTY-ONE (5 181) RESIDENTIAL STANDS WERE ALLOCATED IN LUVEVE 5, MAHATSHULA, MAGWEGWE NORTH, MAGWEGWE WEST, EMGANWINI, TSHABALALA EXTENSION, SOUTHWOLD, COWDRAY PARK HLALANI KUHLE, COWDRAY PARK, WOODVILLE, PADDONHURST AND HIGH MOUNT.

A TOTAL OF 16 087 PLANS WERE APPROVED WITH NOTABLE MARKED IMPROVEMENT ON THE DURATION OF PLAN CIRCULATION FROM 3 MONTHS TO 2 WEEKS FOLLOWING THE ESTABLISHMENT OF AN INTERDEPARTMENTAL TEAM WHICH

APPROVES PLANS ON MONDAYS AND WEDNESDAYS. THIS GOES A LONG WAY IN ENHANCING THE EASE OF DOING BUSINESS STRATEGY.

THE RECONSTRUCTION OF AN AGGREGATE REGISTER FOR LEASED PROPERTIES WAS A MAJOR DEVELOPMENT REALISED AS THE PERFORMANCES OF ALL LEASES ARE EFFICIENTLY AND EFFECTIVELY MANAGED.

## **EDUCATION**

THERE WERE MARKED DEVELOPMENTS IN THE EDUCATION DELIVERY. SOME OF THE NOTABLE ACHIEVEMENTS INCLUDED THE:

- PROVISION OF INFRASTRUCTURE FOR THE EARLY CHILDHOOD DEVELOPMENT BLOCKS WHERE A TOTAL OF 10 BLOCKS WERE COMPLETED.
- THE PROVISION OF ICT (INFORMATION COMMUNICATIONS TECHNOLOGY) IN TWENTY-FIVE (25) OUT OF THE THIRTY (30) SCHOOLS AND OF THESE TWENTY (20) SCHOOLS HAD CLASSROOMS CONVERTED INTO COMPUTER LABORATORIES.
- OTHER PROJECTS IN THE SCHOOLS CARRIED OUT INCLUDED PERIMETER WALLS, PURCHASE OF VEHICLES AND BUILDING OF SCHOOL AND ADMINISTRATION BLOCKS.

THE CITY OF BULAWAYO APPRECIATES THE ASSISTANCE RECEIVED FROM THE PARENTS' TEACHERS ASSOCIATION WHO PLAYED A KEY ROLE IN THE DEVELOPMENTS WHICH TOOK PLACE AT THE SCHOOLS. WE ALSO EXTEND OUR APPRECIATION TO THE INTERNATIONAL ORGANISATION FOR MIGRATION WHICH ASSISTED COUNCIL AND ENSURED THAT THE DOORS FOR THE FIRST MUNICIPAL SECONDARY SCHOOL WERE OPENED IN 2013.

IT IS ALSO IMPORTANT TO NOTE THAT COUNCIL SCHOOLS CONTINUED TO PERFORM WELL AT THE GRADES SEVEN (7) NATIONAL EXAMINATIONS WITH OVER TWENTY (20) SCHOOLS RECEIVING MERIT AWARDS FOR SCORING 80% AND ABOVE IN EACH OF THE SUBJECTS EXAMINED. TO THIS END, MGANWINI WAS

AWARDED WITH THE SECRETARY'S BELL WHICH IS THE HIGHEST HONOUR THAT CAN BE BESTOWED ON A SCHOOL BY THE MINISTRY OF PRIMARY AND SECONDARY EDUCATION. THE SCHOOL ALSO WON THE SAME AWARD IN 2005 WHILST MTSHINGWE AND MAHATSHULA HAVE PREVIOUSLY CLINCHED THE AWARD IN 2004 AND 2007 RESPECTIVELY.

### **SOCIAL SERVICES**

THE CITY PROVIDED VARIOUS SOCIAL WORK SAFETY NETS DURING THE PERIOD FOR THE LESS PRIVILEGED. THESE AND OTHER SOCIAL WORK INTERVENTIONS WERE MEANT TO ADDRESS CHALLENGES FACED BY PEOPLE IN NEED OF CARE.

DURING THE PERIOD UNDER CONSIDERATION COUNCIL CONTINUED TO PROVIDE SKILLS TRAINING TO THE VARIOUS MEMBERS OF THE CITY. A TOTAL OF 2 026 BENEFITTED FROM THE VARIOUS TRAINING PROGRAMMES OFFERED BY COUNCIL.

THE CITY ALSO SUCCESSFULLY HOSTED LOCAL AND REGIONAL TOURNAMENTS WHICH CONTRIBUTED IMMENSELY TOWARDS THE REFURBISHMENT OF OUR SPORTING FACILITIES. THE GAMES CHANGED THE LANDSCAPE AND LEFT LEGACY IN OUR BEAUTIFUL CITY.

### **BUSINESS UNITS**

DURING THE PERIOD UNDER REVIEW FRANCHISING OF BEER OUTLETS WAS DONE TO ALLOW INGWEBU BREWERIES TO FOCUS ON ITS CORE ACTIVITY, OF BREWING BEER. IN ADDITION, COUNCIL MADE A RESOLUTION FOR THE PRIVATISATION OF INGWEBU BREWERIES TO ALLOW IT TO OPERATE INDEPENDENTLY FROM COUNCIL. THIS IS MEANT TO GIVE INGWEBU BORROWING POWERS AND MAKE INDEPENDENT DECISIONS BUT SOLE OWNERSHIP REMAINS THAT OF COUNCIL AND THERE HAVE BEEN MEASURES IN PLACE TO SAFEGUARD COUNCIL'S INTERESTS.

### **HUMAN CAPITAL**

LADIES AND GENTLEMEN, THE OPERATIONS I HAVE MENTIONED ABOVE ARE CONDUCTED BY EMPLOYEES OF THE CITY OF BULAWAYO.

BULAWAYO CITY COUNCIL HAS BEEN FACED WITH MANY CHALLENGES DUE TO THE CURRENT MACROECONOMIC ENVIRONMENT, WHERE THERE ARE CASH SHORTAGES AND AN UNDERPERFORMING ECONOMY. IT IS AGAINST THIS BACKGROUND THAT THERE HAS BEEN A FREEZE IN RECRUITMENT TO CURTAIL AN INCREASE IN THE WAGE BILL AT THE SAME TIME TRYING TO ACHIEVE THE 30/70 RATIO ON SALARIES. THE CURRENT PERIOD UNDER REVIEW HAS SEEN BULAWAYO CITY COUNCIL FAILING TO PAY ITS EMPLOYEES' SALARIES ON TIME WITH A TWO MONTH SALARY BACKLOG. DESPITE THESE CHALLENGES THE CITY OF BULAWAYO EMPLOYEES HAVE REMAINED FAITHFUL AND STEADFAST IN DOING THEIR DUTIES TO MAINTAIN THE STATUS QUO OF THE CITY AS THE BEST RUN LOCAL AUTHORITY IN ZIMBABWE, THEIR EFFORTS ARE HIGHLY COMMENDABLE.

IN 2016 COUNCIL ENGAGED OUTSIDE CONSULTANTS TO CARRY OUT AN ORGANISATION WIDE HUMAN CAPITAL AUDIT INVOLVING STAFF RATIONALIZATION, ORGANIZATIONAL RESTRUCTURING AND JOB EVALUATION. THE HUMAN CAPITAL AUDIT WAS SUCCESSFULLY COMPLETED AND WENT THROUGH NEGOTIATIONS WITH THE UNION AND NOW AWAITS IMPLEMENTATION.

## **CONCLUSION**

LADIES AND GENTLEMEN, IT HAS BEEN A LONG JOURNEY AS WE HAVE SOUGHT TO BUILD THE CITY OF BULAWAYO TO A METROPOLITAN CITY OF INTERNATIONAL STATUS.

I THANK YOU ALL FOR YOUR SUPPORT AND COMMITMENT IN ATTAINING OUR SHARED VISION AND VALUES.

AS A CITY, WE HAVE A COMPELLING MANDATE TO TAKE BULAWAYO TO GREATER HEIGHTS. WE HAVE A LEGACY TO BUILD FOR FUTURE GENERATIONS AND THAT MUST BE OUR DRIVING PASSION. LET US CONTINUE TO FOCUS ON DEVELOPING BULAWAYO.

FELLOW COUNCILLORS, THANK YOU FOR YOUR SUPPORT AND FOR YOUR CONTRIBUTIONS TO THE CITY OF KINGS. WITHOUT YOU, WE WOULD NOT BE HERE TODAY. TO THE TOWN CLERK AND STAFF, YOUR TECHNICAL EXPERTISE IS WHAT WILL TAKE BULAWAYO TO GREATER HEIGHTS. MAY YOU CONTINUE TO

WORK DILIGENTLY FOR THE BETTERMENT OF RESIDENTS OF BULAWAYO.

LADIES AND GENTLEMEN, ALLOW ME TO THANK YOU INDIVIDUALLY AND CORPORATELY AS INSTITUTIONS FOR YOUR SUPPORT DURING MY TERM OF OFFICE. WITHOUT YOUR SUPPORT, THIS CITY CANNOT PROSPER.

I THANK YOU