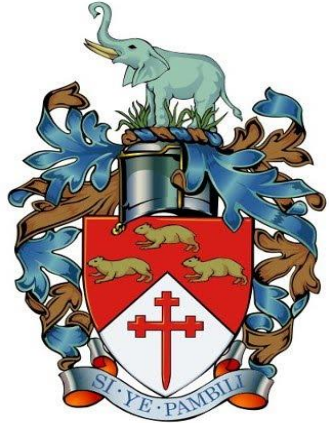


# CITY OF BULAWAYO



Enhancing Infrastructure Asset Management  
at National and **Local Government Levels** for  
Improved Service Delivery, Resilience Building  
and Sustainable Development – **Case of the  
City of Bulawayo.**



**His Worship Solomon Mguni the Mayor**



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# 1. Bulawayo, City of Kings.



- The City of Bulawayo is located in an area selected by King Lobengula, the last of the local Matebele Kings, for his personal Kraal. Government House now stands on the actual site.
- The name **Bulawayo** means “**I am he who is persecuted and rejected.**” This refers to King Lobengula's personal suffering during the civic conflict that accompanied his ascent to the throne.
- The City of Bulawayo is fondly referred to as the “**City of Kings**” due to its historical links with a number of Kings in the past.
- It attained town status on **1st June 1894**. *(129 years)*
- The first Municipal Council of 9 elected members sat in November 1897.

# 1. Bulawayo, City of Kings.



- By **1943** Bulawayo had attained **City status**. (80 years).
- Bulawayo is the **second largest city in Zimbabwe** and the centre of both Matabeleland North and Matabeleland South Provinces.
- Bulawayo has distinguished itself in many respects:
  - Being the best run local authority in the country characterized by **transparency, integrity, stability and accountability**.
  - Efficient systems that ensure that bureaucracies are eliminated.
- Respect of and adherence to property rights
- Stakeholders and community collectiveness in the face of challenges. The City rallies together in unity when the need arises.

## General Information



Total Households  
**178,717**



**3.7** People per Household



Total Population  
**665,940**



Males  
**307,983**

\* According to 2022 Census Report



Females  
**357,957**



Altitude  
**1250m**



Summer Temps  
**25-30°C**



Winter Temps  
**13-20°C**



Surface Area  
**630km²**



# Our Programmes



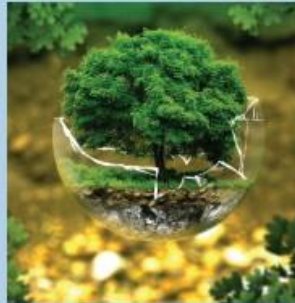
## 6. Public, Safety, Security and Lights.



The focus is on ensuring enhanced public safety and security through renewed public infrastructure and quality utilities.

## 5. Natural Resources and Environment

Seeks to ensure improved natural environmental management and enhanced stakeholder management for sustainable institutional resources.



## 4. Roads

The expected outcome is an improved road network for renewed public infrastructure and quality utilities and enhance research and documentation and research on the state of infrastructure. The City seeks to build robust infrastructure development and infrastructure maintenance partnerships.



City Programmes

## 1. Governance and Administration

The programme is focused on improving corporate governance and administration in the City of Bulawayo through policy direction, review of internal controls and City development. The focus is on ensuring a private sector led economy and managing the business of the City and ensuring good governance, leadership excellence and resilient human capital.



## 2. Water, Sanitation and Hygiene (WASH)



Aims at improving access to water, sanitation and hygiene services through renewed public infrastructure and quality utilities. The objective is to build robust Infrastructure Development and Infrastructure Maintenance Partnerships.

## 3. Social Services



Focused on ensuring improved access to social services through regulatory guidance, capacity building and knowledge exchange. The programme seeks to ensure excellent modernised social services and safe and secure environment, promote Safe, Green City-Quality Environmental Services and Provide Excellent primary health Care

City of Kings A Leading, Smart, Transformative City by 2024

# Why Asset Management ?



- The United Nations states that **Infrastructure is the backbone of economic growth and development** and it is estimated that realization of over 90 percent of the sustainable development goals is directly or indirectly pegged to infrastructure.
- Effective asset management has become as critical as ever across the globe.
- Infrastructure asset management is key as it can improve the capacity of local and national governments to undertake sustainable, inclusive development.
- In Zimbabwe (Bulawayo) the quality of infrastructure is below par and continues to deteriorate due to a number of challenges .

# Why Asset Management ?



## **Challenges to effective Asset Management in Bulawayo;**

- Limited resources (Financial) – Asset management, maintenance and rehabilitation is capital intensive,
- Growing urban populations,
- Shifting patterns of employment – move towards Informal Economy and SME,
- De Industrialisation,
- Land use change patterns,
- Effects of Climate Change,
- and health emergencies, including the COVID-19 pandemic.



# Why Asset Management ?



## The Informal sector



Effects of climate change



# Asset Management



- Focus has been on creating an asset management framework that supports reliable, inclusive and sustainable essential services;
- As a City we manage among others;
  - **Transport (Roads);**
  - **Water and Sanitation;**
  - **Solid Waste Management;**
  - **Buildings;**
  - **Housing;**
  - **Public lighting;**
  - **Schools;**
  - **Health Facilities etc.**
- We have to mobilise significant resources to respond to economic and social impacts of asset failures.

# Asset Management Strategies



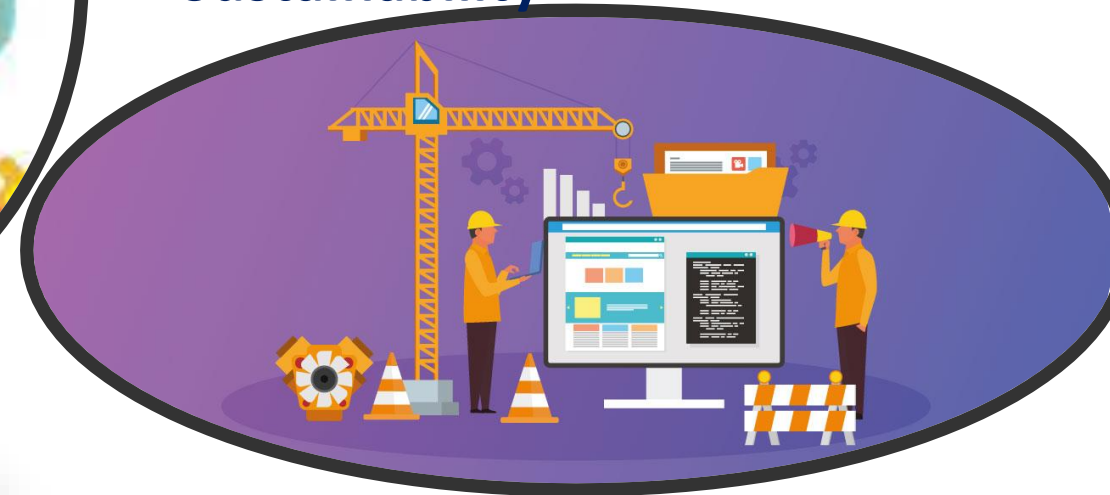
- **Organising**



- **Deploying Assets**



- **Maintaining Assets & Sustainability**



# Asset Management Strategies – Organising



- **Portfolio Management** (Putting assets in different categories – Water, Health , Roads, Public Lighting etc).
- **Qualifications of key staff in asset management** – inclusive of trainings for staff , use of consultants etc).
- **Economic Sustainability** – Due to the Financial challenges faced, asset renewal largely based on donor funding and long term loans.
- **Valuation** - The City of Bulawayo has expertise when it comes to land valuation. Faces challenges in the valuation of assets such as roads, Power stations, dams , and underground water.
- **Financial Viability** – the harsh economic challenges in Zimbabwe have effects on the scheduled asset renewal strategies. E.g Road condition survey notes that the City needs US\$700 million to bring the roads to a good condition.



# Water and Waste water Systems



- The City of Bulawayo in 2009 through the Consultants Bosch Stemele conducted the assessment of Water and Wastewater systems. The findings were as follows;
  - **The original water and wastewater infrastructure was well planned and constructed;**
  - **The water and wastewater infrastructure had deteriorated and was in dire need of rehabilitation and upgrading;**
  - **Operations and maintenance resources were not coping under the circumstances;**
  - **Institutional and cost recovery for water and wastewater services needed to be improved urgently and concurrently with the infrastructure remedies.**

# Water and Waste water Systems



- The City of Bulawayo faces challenges in financing capital projects and Waater and Wastewater Master plan provides a basis for planning, sourcing funding and implementing renewal, remedial upgrading and other interventions.
- The Master plan proposed strategies at three levels;
  - **An immediate action plan aimed at interventions to be implemented by CoB immediately in the very short term, in order to remedy priority problem areas.**
  - **A short term action plan for improving water and wastewater services in Bulawayo within a 5 year horizon.**
  - **A medium to long term plan with a 20 year horizon, aimed at creating and delivering viable and sustainable water and wastewater services in Bulawayo.**
- The Master Plan includes planning for rehabilitation, renewal and upgrading of water and wastewater infrastructure, including associated operational and maintenance requirements as well as institutional aspects linked to cost recovery.



# AFDB FUNDED WATER SUPPLY PROJECTS



City of Kings A Leading, Smart, Transformative City by Year 2024



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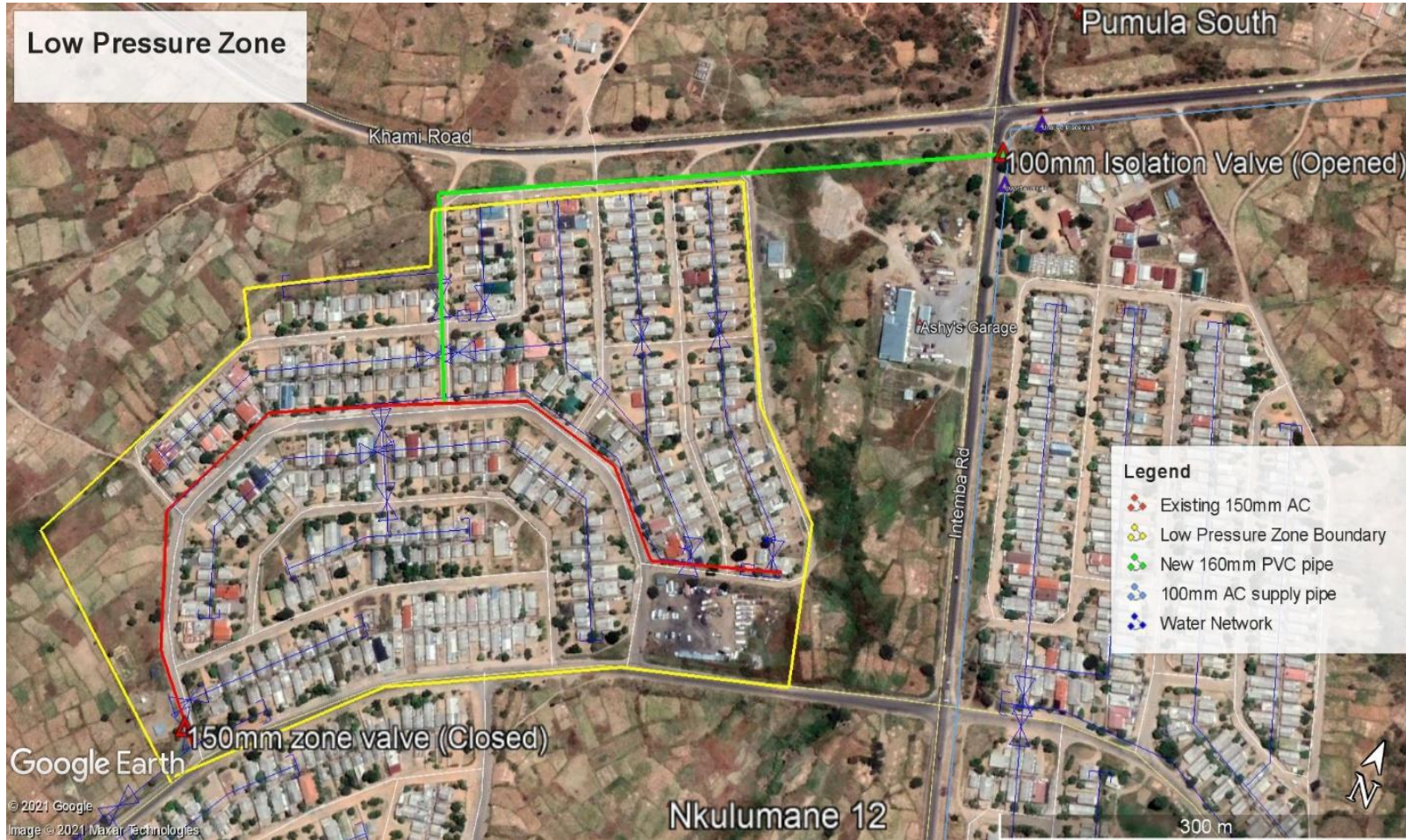
# Asset Management Strategies – Deploying Assets



- Many infrastructure systems are interconnected and interdependent.
- Due to their interdependence, the failure of one system will have cascading effects on others
- To assist in prioritizing asset replacement and rehabilitation the City of Bulawayo uses the following systems ;
- **CRM System** – reports generated show where major service delivery challenges occur.
- **GIS system** – the two systems are integrated and allow for mapping service delivery faults and prioritization of repairs in the system / assets.



# Other Donor Funded Water Supply Projects



To address the low-pressure challenges being faced by 323 out of 1519 (21%) stands in the Nkulumane 10-12 DMA.

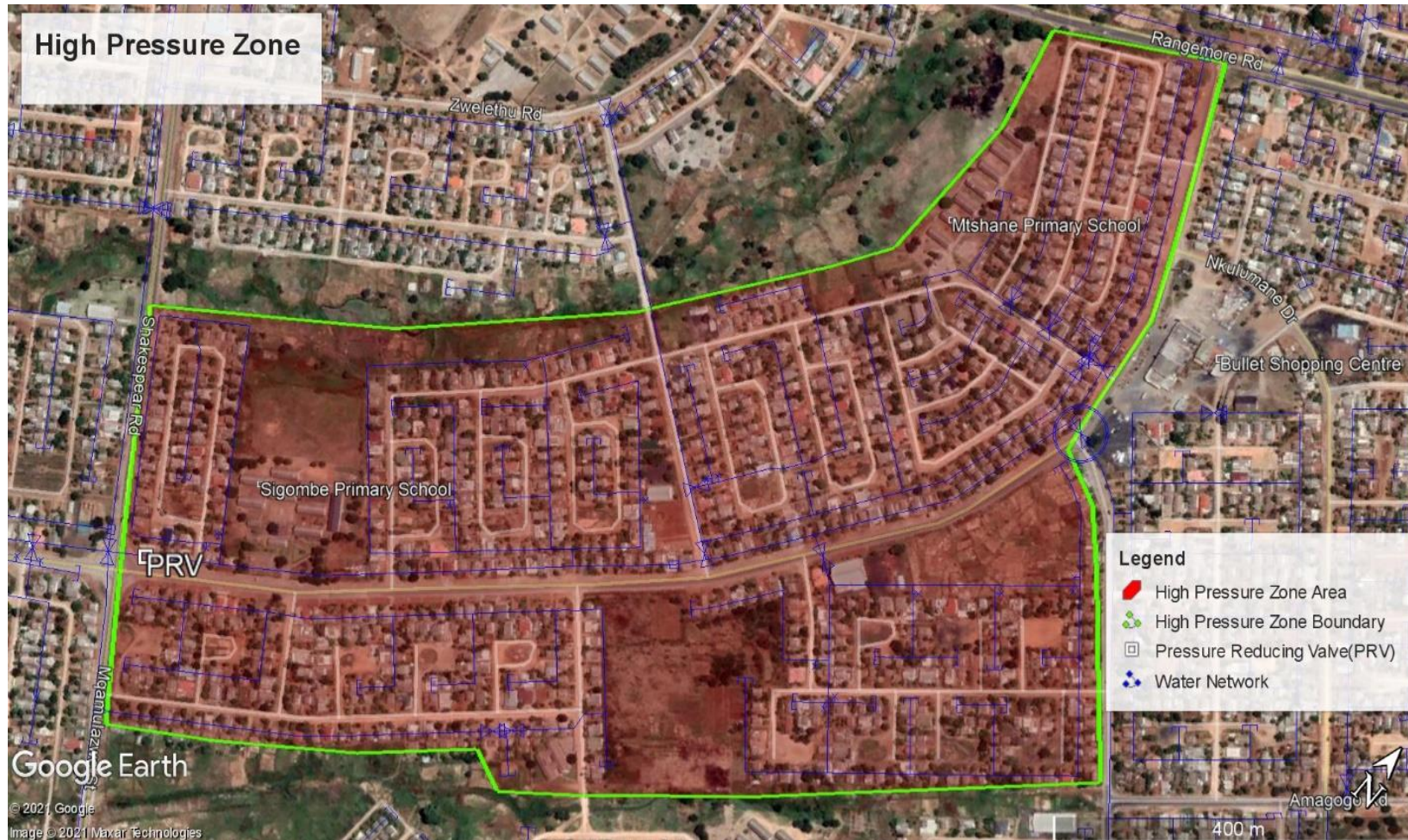
- 600m of 160mm PVC pipe of was laid, installation of 1 x fire hydrant 1 x 150mm gate valve and 1 x100mm gate valve.

The residence of this area has not had any pressure challenges since the commissioning of the new water line in September 2021.

*Areas identified through the reports made on the integrated GIS and CRM system*



# Other Donor Funded Water Supply Projects



Scope of work was the replacement of a Pressure Reducing Valve on a 200mm feeder.

The Pressure Reducing valve can now regulate pressure in the network thereby reducing the number of pipe burst caused by high pressure in the system.

# Asset Management Strategies – Maintaining Existing Assets



- Asset Register.
- Asset Disposal Plan.
- Asset Replacement Plan.
- City Operational Plans -
  - **Water and Wastewater Master Plan;**
  - **Climate Resilience Plan;**
  - **Local Environmental Action Plan (LEAP);**
  - **Valuation Roll;**
  - **Road condition survey;**



# Challenges of efficient asset management



- **Poor Asset information** - Incomplete and inaccurate asset registers impeding efficient management.
- **Poor awareness** – within departments on when assets need to be replaced or maintained.
- **Unclear Asset Roles** – responsibilities and accountability in the organisation.
- **Lack of clear processes** to establish and transmit assets management policies.
- **Inadequate funding** resulting in inadequate investment planning, adhoc asset rehabilitation and poor maintenance.
- Challenges with basic **material and technology**.
- Effects of **climate change**.
- **Urban migration** - growth of the informal sector, illegal mining etc



Effective Asset management has the potential to;

- Improve essential service delivery.
- Yield positive results for the citizen, public, private, domestic and investors.
- Help mobilise resources for sustainable development.
- Need to undertake regular and scheduled maintenance to ensure assets last.
- Open competitive procurement to enhance public confidence.
- Neglecting infrastructure rehabilitation in water and sanitation cause disruptions.
- Not maintaining assets reduces value and public confidence.



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