



Chitungwiza Master Plan 2024

Vol. 3, Written Statement

by

Chitungwiza Municipality



With technical support from

Kudzai Chatiza (Lead Planner) and Team
The Development Governance Institute (DGI)



Dzivaguru House
2682 Mainway Meadows, Harare
Contact: +263 772 908 160/712 210 148

Chitungwiza, December 2024



Technical/Research Team

Lead Planner

Kudzai Chatiza (PhD)
Development Governance Institute
Dzivaguru House, 2682 Mainway Meadows, Harare
<http://devgov.inst.org/> kudzai@mweb.co.zw;

Research Team Members

Miss. Tatenda Michelle Chatiza, Project Manager/Coordinator
Mr. Tariro Nyevera, Environmental Management Expert
Dr. Tazviona Richman Gambe, Town Planning Expert
Dr. Godfrey Mahofa, Economist
Dr. Amos Milanzi, Demographic Specialist.
Ms. Gladys Mvumira, Environmental Health Specialist
Mr. Tapiwa Nyamukapa, Local Governance Specialist
Mr. Wesley Lupenga, GIS Expert
Eng. Lloyd Agere, Urban Infrastructure Specialist
Mr. Tinashe Takaruva, Planning Technician
Mr. Godfrey Goredema, Planning Technician
Mr. Desmond Bhubho, Research Assistant
Miss. Hazel Musvovi, Research Assistant

Household Survey Enumerators

Arthur Mereki
Hellen Mike
Mercy Siziva
Newton Chisina
Panashe Mafunga
Prosper Chipote
Tadiwanashe Nyevera
Tanatswa Marengureni
Trevor Mnyatsi
Unity Marangarire

Traffic Survey enumerators

Blessing Chapisa
Enias Moyo
Francis Makoni
Irvine Madhidhi
Leeroy Msindo
Listen Moyo
Simbarashe Mapindu
Tapiwa Darare

Shopping Centre Survey Enumerators

Langton Chigurugudu
Nigel Chidoko
Rutendo Chatiza
Tatenda Zimbodza

Contents

Technical/Research Team	ii
Lead Planner	ii
Research Team Members	ii
Household Survey Enumerators.....	ii
Traffic Survey enumerators	ii
Shopping Centre Survey Enumerators	ii
ACRONYMS.....	v
PART I.....	1
1. Introduction.....	1
1.1 Overview.....	1
1.2 Background and Need for the Master Plan	1
1.3 Master Plan Adoption	2
1.4 Structure of the Written Statement.....	2
Table 1.1: Written Statement Outline	2
1.5. Strategic Summary of Master Plan Issues.....	3
1.5.1 A Dormitory Urban Form and Function	3
Map 2.1: Chitungwiza Municipal Area Base Map.....	5
1.5.2 Urban Management Competence Gaps.....	6
1.5.3 An Unbalanced and Poorly Performing Economic Structure	7
1.5.4 Inadequate Corporate Performance.....	8
1.6 Chapter Summary	9
PART II.....	10
2.1 Plan Boundary, Vision and Core Strategies.....	10
2.1.1 Planning Area.....	10
2.1.2 Proposed Expansion for Consideration.....	10
Map 2.1: Proposals for an Expanded Planning Area.....	10
2.1.3 Chitungwiza 2045 Master Plan Vision	11
2.2 Core Master Plan Strategies.....	11
2.2.1 Strategic Self-sufficiency	11
2.2.2 Optimal Land Utilisation	11
2.2.3 Integrated Nodes and Corridors	11
2.2.4 Collaborative Boundary Area Planning and Service Delivery.....	11
PART III	12

3. The Master Plan	12
3.3 Strategic Land Use Proposals to 2045	13
Map 3.2: Strategic Commercial Land Use Proposals: Nodes and Corridors	13
Map 3.3: Tourism and Heritage Trail	14
3.4 Specific Policies and Proposals by Master Plan Goal.....	15
Table 3.1: Chitungwiza Master Plan Goals.....	15
3.4.1 Land, Spatial Planning and Development.....	15
3.4.2 Urban Environmental Management (Resilience).....	16
3.4.3 Economic Goal.....	16
3.4.4 Infrastructure Goal	17
3.4.5 Social Services Goal	18
3.4.6 Safety and Security Goal.....	19
3.4.7 Administration and Finance Goal	19
PART IV	20
4. Master Plan Implementation	20
4.1 Introduction.....	20
4.2 Implementation of Master Plan Proposals	21
Part V	24
5. Conclusion	24
5.1 Introduction.....	24
5.2 Institutional Arrangements.....	24

ACRONYMS

COVID 19	Corona Virus Disease 2029
DSPD	Department of Spatial Planning and Development
ECD	Early Childhood Development
MI	Mega (Million) Litres
MRDC	Manyame <u>Rural District Council</u>
NB	Note Well
NDS	National Development Strategy
RGN	Rhodesia Government Notice
RoS	Report of Study
SMEs	Small and Medium Enterprises
SDGs	Sustainable Development Goals
SI	Statutory instrument
USD	United States Dollar
WS	Written Statement
ZIDA	Zimbabwe Investment and Development Agency
ZINWA	Zimbabwe National Water Authority
ZOL	Zimbabwe Online

PART I

1. Introduction

1.1 Overview

The Chitungwiza Municipality Master Plan Written Statement (WS) presents the planning goals, objectives, policies, proposals, and implementation strategies. These will guide the Municipal and its local and international partners over the next 20 years (2025-2045). It is based on specific planning assumptions informed by the study of the planning area conducted in July-August 2024.

The WS is built on the argument that there has been a wrong conceptualisation of the position and importance of Chitungwiza in Zimbabwe's urban system. The town is the third largest urban centre in terms of population. Yet, it has continually been viewed and treated as a dormitory and satellite settlement of Harare. The Master Plan, the first for the Municipality challenges this perspective. Conceptualising Chitungwiza as a dormitory town has influenced several decisions that slowed down the growth and development of the town. The aspirations of the Municipality and its residents are to become an independent, sustainable and resilient urban centre competing with other cities and towns (Harare included) for opportunities.

The land use proposals also derive from several international policies, regional and local policy documents and Acts of Parliament, including Zimbabwe Vision 2030, the National Development Strategy (2021-2025), Regional, Town and Country Planning Act (Chapter 29:12), and Master, Local Plan Regulations (RGN 248 of 1977). International guidelines and national policies that were consulted in the Master Plan preparation process are detailed in the Report of Study. They were considered in conjunction with fieldwork findings and literature review in crafting the Master Plan objectives presented in this Written Statement, making draft policies and outlining the short, medium and long-term policy and development proposals.

1.2 Background and Need for the Master Plan

Chitungwiza Municipality's Master Plan was initiated via a Council Resolution No. 14 of March 13th, 2020, at the 463rd Ordinary Full Council guided the Master Plan preparation. Following a troubled implementation, it gained traction from the Presidential "Call to Action – No Compromise to Service Delivery" of November 2023. Still, Council missed the June 30th, 2024, as it was unable to conclude the Master Plan preparation. As a result, Council approached national government to secure a lead planner to support the process. This Master Plan flows from the lead planner facilitated process from July 15th, 2024.

Chitungwiza has not had a Master Plan since it was established in 1978. The local authority has experienced a myriad of challenges, including land administration, service delivery, development control, and environmental challenges. National government has set no less than four (4) special teams to oversee operations or review issues affecting the local authority over the last decade. The issues that the local authority has faced reflected the need for a Master Plan, among other policy and legislative instruments. Essentially, governance gaps in Chitungwiza aligned with the Presidential Call to Action,

which was meant to get local authorities on board in terms of contributing towards the country’s goal of achieving a prosperous and empowered upper-middle-income society by 2030. A Master Plan is needed. Preparing a Master Plan is essential for the Municipality because it is expected to guide development, unlock business opportunities, and manage land speculation and invasions within the town and in its periphery. This Written Statement acts as a strategic framework for coordinated, orderly, and long-term development of the planning area.

1.3 Master Plan Adoption

The Municipality adopted the Draft Chitungwiza Master Plan at a Special Full Council Meeting held on the 23rd of September 2024. In adopting the Draft Master Plan Council made a formal note that boundary changes discussed extensively during the process of preparing it and on which Council agreed to engage provincial and national government on alongside Manyame Rural District Council would be part of its formal submission as well as consideration during public exhibition of the Plan.

1.4 Structure of the Written Statement

The Written Statement is divided into five major parts. These are shown in Table 1.1 below.

Table 1.1: Written Statement Outline

<i>Written Statement Part</i>	<i>Summary of what it covers</i>
Part I	Overview of the Master Plan, its justification and the Written Statement structure. Summary of the Report of Study. This part connects the Written Statement and the Report of the Study.
Part II	Details the Master Plan in terms of the planning area boundary, the Master Plan Vision, and the core strategies for its implementation (strategic self-sufficiency, optimal land/space utilization, integrated commercial corridors and nodes, and collaborative shared boundary development management).
Part III	The Chapter also presents the Master Plan’s strategic land use proposals, 7 goals, 17 policies and 72 proposals. The latter (policies and proposals) are presented for each of the seven (7) Master Plan goals
Part IV	This section details plan implementation focusing on the 72 proposals. The development proposals are scheduled into short term (within the first 5 years of plan adoption), medium (6 to 10 years) and long term, (11 to 20 years)..
Part V	Implementation arrangements (actors and their responsibilities) for the Master Plan.

1.5. Strategic Summary of Master Plan Issues

Chitungwiza is Zimbabwe's third largest urban centre in terms of population. Though smaller in geographic extent than Masvingo (almost similar land area), Kwekwe, Gweru and Mutare, it holds a considerable population, which is expected to grow to over half a million by 2042 with prospects of higher productivity due to an extended life expectancy. The population increased significantly from 356,840 in 2012 to 371,246 in 2022. High scenario projections are that by 2042 the town will have 574,041 (a 54.6% increase). Further, population projections suggest an increase in the elderly from 2.8 to 4.6%, a reduced dependency ratio, and a rise in life expectancy. A 54.6% population increase is a significant and the relatively positive changes have Master Planning implications in terms of health and education services, pensions planning, labour productivity, and social welfare services.

Chitungwiza is a strategic socio-economic space within Harare Metropolitan Province. It is also an important area in Zimbabwe's political history. The politically and economically active population, which is youthful can be a key resource for the town if effectively mobilised. Chitungwiza has a longstanding tradition of nurturing artists in the music and stone sculpture subsectors. It is also a source and host of popular religious and cultural leaders in Zimbabwean society.

The town is relatively compact and well designed with generous provisions for road infrastructure whose servitudes remain generally available for expansion. For these strategic advantages to materialise, the town's Master Plan must activate key parts of social, economic, environmental, and engineered infrastructure. The key areas distilled from the study are elaborated below.

The Report of Study pulled out strategic areas that require Master Plan attention. This subsection presents the synthesised form presented in Chapter 9 of the Report of Study. The four issue clusters for the town's 2045 Master Plan include attending to weaknesses imposed by i) a dormitory urban form, ii) urban management competence gaps, iii), an unbalanced economic structure and performance and iv) perennial corporate governance frailties. Attending to these (as further elaborated in Chapter 3 and sequenced in Chapter 4) will substantially transform the Municipal area.

1.5.1 A Dormitory Urban Form and Function

Forty-six years on Chitungwiza's form remain predominantly residential. This is aside from the industrial area, which itself remains administered from Harare due to lack of a focal central business district or 'high street' in the town. Nationally supported infrastructure (road and rail) principally focused on ferrying the residents of the town to a commercially and industrially more diverse Harare making the town more of an economic catchment rather than a focal point. Local governance administration has remained the equivalent of a District Office for Harare City without a designated and competently built civic centre.

The 1991 town centre proposal, itself not fully implemented had limiting development conditions. For instance, building height was capped at 3 storey suggesting basic conveniences were anticipated rather than a full-scale commercial hub focusing the rest of the town. Study findings suggest the population's changed relationship with their town. They demand more local services and spend more time as most families now clearly call the town home. In a context of de-industrialisation and informalisation the town is no one's dormitory any longer. It seems strategic that Chitungwiza's spatial form be re-designed to communicate and function as a post-dormitory, standalone and sustainable urban settlement.

The land use in Chitungwiza is dominated by residential properties (70,036) followed by commercial (1,819), institutional (749) and industrial (625). However, approximately 25,000 residential properties are not on the council database, which could result from Chitungwiza managing mostly urban state land,

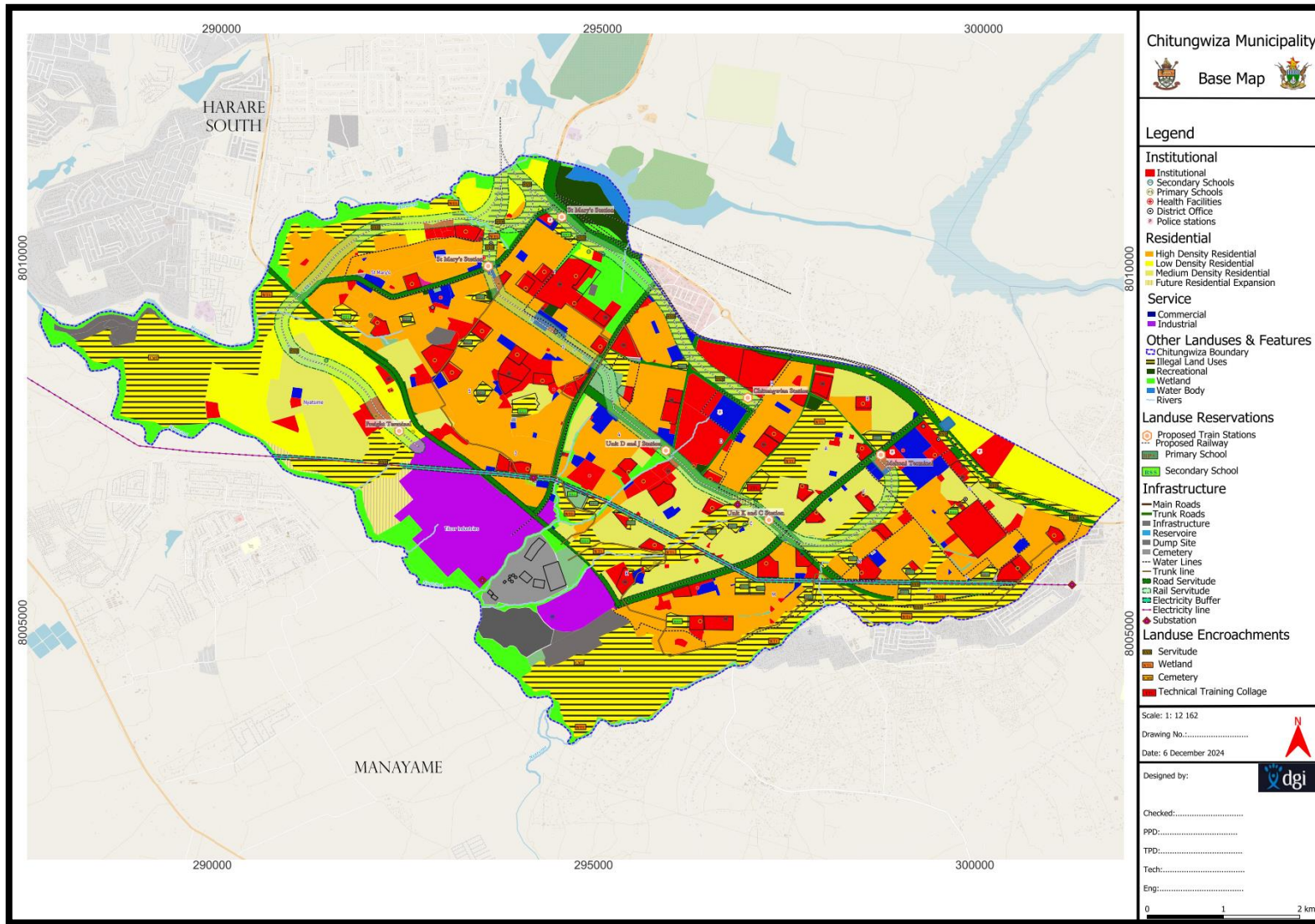
where layout plans are prepared and approved at the provincial level. Some copies of the layout and site plans remain at the provincial level. Because of this, the local authority could not regularly update its database. Informal markets in Chitungwiza are more than formal ones, judging from the number of traders. Chitungwiza's land cover changes have been rapid, from green to brownfield.

Residential developments comprise the bulk of land use expansion, most occurring without council supervision. Most residential developments occurred on institutional stands, commercial zones, stormwater drains, open spaces, cemetery sites, wetlands, trunk sewer, power lines, and road servitudes. Most of the illegal developments were initiated and supervised by 'a shadow local authority', referred to as 'Council *yepazhe*¹', a quintessential euphemism for chaotic and informalised governance.

Chitungwiza Municipality has no Municipal land, which explains why most layouts were prepared by the Department of Spatial Planning and Development (DSPD). Like any other local authority, it has faced challenges in terms of controlling urban development on state land. As a result, it was almost overrun by land barons. Inadequate regulation of development left several homeowners lacking secure tenure and residing in areas not fully developed. To address this a way of ensuring Municipal fiscal stability and economic participation is critical. Security of tenure on the back of completing service emplacement in affected areas can contribute to local economic development. The patchwork of residential layouts has created a predominantly housing town as shown in the base Map below.

¹ *Pazhe* is Shona (Karanga sub-dialect) for outside coined to refer to processes done without formal or official Council approval despite some of these being clandestinely being enabled by Council political and technical officials

Map 2.1: Chitungwiza Municipal Area Base Map



1.5.2 Urban Management Competence Gaps

The dormitory status of Chitungwiza is more evident in terms of dependence on Harare for treated water. To date the town has no water supply system of its own despite its huge population. The town's wastewater treatment system has long stopped functioning. Urban planning and land management functions have been some of the most stressed in the town with land grabbing and informality across diverse land uses dominating urban practices. Land grabbing and self-settling in terms of residential and trading disrupted service delivery, governance, and the functionality of the built environment. The different studies undertaken in Chitungwiza, and partnerships explored in the last two decades have repeatedly confirmed the town's inability to plan, deliver, operate and maintain services sustainably.

1.5.2.1 Education facilities

There are 50 schools in Chitungwiza, 34 primary, and 16 secondary. The primary school teacher-pupil ratio is 1:79 instead of 1:40 with statistics for ECD incomplete as some private facilities are not registered. Education access is held back by invasion of land reserved for schools (now occupied by houses), overcrowding forcing school authorities to opt for double sessions, lack of secondary schools in parts of St Mary's and Seke, limited space for play centres (only 1 in 5 schools have adequate sporting spaces), and limited infrastructure including water, solid waste management, and sewer.

1.5.2.2 Health facilities

Chitungwiza has 38 health facilities, including four Municipal primary healthcare clinics. Atop the service hierarchy is Chitungwiza Central Hospital, with nine private hospitals, 23 General Practitioners' 'Rooms', and 41 pharmacies completing service provider institutions. The Municipal area has no polyclinics, no district hospital and no infectious diseases hospital. This means patients are referred from Municipal primary healthcare clinics to a Central Hospital. Additionally, national government staff is running the health service as Council has been unable to fund the sector. Facility gaps exist in some areas of the town with Nyatsime one of those deprived of healthcare facilities.

1.5.2.3 Transport services

Transport operators are not utilising public transportation ranks. One of the reasons is that operators will be evading paying rank disc fees to the Municipality. For instance, one of the institutions representing public transport operators complained that they are paying fees to Chitungwiza Municipality and the City of Harare, increasing their business costs. The influx of informal public transport operators with undesignated pick-up and drop-off points also contributed to the underutilisation of designated bus termini.

1.5.2.4 Water infrastructure and services

Daily water demand ranges between 30 and 45MI/day. Residents receive water at least once per week, but most have not been paying for the service, citing poor service delivery. Those receiving water are under 50%. Availability rates are between 50% and 60%, which is worse in the Seke Area. Wells and boreholes drilled by resident groups, government and NGOs as well as private water vending businesses cover the huge supply gap. Unfortunately, alternative supplies are inadequate, and some water points have dried exacerbating water shortages.

1.5.2.5 Sewerage infrastructure and services

Chitungwiza's Sewage Treatment Works (36 Ml/d Zengeza, built in the 1970s and a 20Ml/d Biological Nutrient Removal, BNR plant built in the 1990s) are currently not working. Though about 90% of the Municipal area has reticulated sewerage infrastructure over half of the network is dysfunctional with trunk mains not delivering wastewater to treatment plants as some have collapsed or blocked by silt. Some new residential infills and low-lying areas are not connected to the sewer system.

1.5.2.6 Overall assessment

Overall, the standing of Council in this area is poor. While the stressed urban management is comparable to other urban jurisdictions in Zimbabwe, for Chitungwiza this takes a different dimension because of its having the highest urban population density of above 7500. The range and depth of critical services fall short of both resident expectations and appropriate standards. For instance, the study found that the town's four health facilities only offer primary services referring patients to a central hospital. The town has no Municipal Polyclinics and no District Hospital. In the education sector, there is no University while existing primary and secondary schools are over-enrolled. Solid waste management is improving but remains inadequate with no engineered land fill and key urban roads littered with broken down vehicles (from small vehicles to buses and trucks). Recreational facilities are not adequately managed, and some have been taken over for trading or residential uses often informally.

1.5.3 An Unbalanced and Poorly Performing Economic Structure

The economy of the Chitungwiza's Municipal area is predominantly service-oriented, with the services sector contributing 78% of employment, followed by manufacturing (20%) and agro-processing (2%). Business registrations reflect this trend, with wholesale and retail making up 83% of total businesses. From 2021 to 2024, there was a 20% increase in registered businesses, mainly in wholesale, retail, and other service sectors, indicating minimal change in economic structure and a lack of dynamism.

The economic structure is influenced by historical macroeconomic challenges, including de-industrialisation from the early 2000s and disruptions from the COVID-19 pandemic, leading to a shift towards service sector employment. The informal sector has grown significantly, raising concerns about the shift from productive formal employment to less-productive informal activities. This trend underscores the Municipal area's economic stagnation and highlights the need for strategies to foster a more dynamic, inclusive, and resilient economy that can generate quality jobs.

Chitungwiza is home to diverse industries, with a significant presence of manufacturing enterprises, particularly in the food sector. Surface Wilmer, a cooking oil producer, is an example of a company that provides employment opportunities for numerous locals. The town also boasts a strong textiles industry and construction materials sector, with companies like JD Bricks contributing to the local workforce. An assessment of five industries reveals that Small to Medium Enterprises (SMEs) are thriving in the industrial area, employing a minimum of 10 people, including men and women.

However, the fact that wholesale and trading dominate the town's economy at 83% suggests lack of balance. The tourism and heritage assets of the economy including prospects for religious tourism as well as more efficient use of spaces churches occupy have not fully developed let alone integrated into the economy. Economically active residents spend most of their time in the City of Harare economy investing significant earnings in travelling to and subsisting in the capital's economy during the bulk of their working days and lifetimes. A reframing of the town's economy is required towards an independent high performing one that competes with other Municipal economies and participates actively in the province and nationally.

Chitungwiza Municipality has a religious and cultural heritage that is significant for tourism development. However, the potential centres of significance have not been properly planned to attract tourism activities.

While the national electricity grid fairly covers Chitungwiza Municipality power supply issues have hampered effective economic performance. Opportunities for renewable energy promotion exist in Chitungwiza but are yet to be seized in a systematic manner across the Municipal area. For instance, Council facilities are not on solar or other alternative energy source.

The Municipal area has 80 shopping centres spread across its four districts. However, development rights, Water, Sanitation, and Hygiene infrastructure, facilitation of economic activity, and overall quality of operational space are lacking. Some centres are experiencing urban decay due to poor maintenance and management. Others like Makoni, Unit L, and Huruyadzo are increasingly overwhelmed by informal tuck shops, further straining the existing infrastructure.

Communication infrastructure and service are fairly distributed in the town. Most of the core of the Municipal area has fibre connections provided by TelOne, ZOL, and Liquid.

1.5.4 Inadequate Corporate Performance

Chitungwiza has teetered on the verge of collapse for over two decades. Part of this has been a result of continuation of a dormitory status in relation to Harare City. National government has not facilitated the town's corporate structure and culture adequately. The current study identified indicators of corporate performance gaps in staffing, fiscal management, and service delivery overall. The local authority has not had a Master Plan over the last 46 years and in the last decade it has not had a substantive head of executive (Town Clerk) for extended periods.

Chitungwiza's spatial governance and land management frailties have hindered deep and broad revenue mobilisation. Despite achieving an average of 50% collection efficiency between 2021 and 2023, the Municipality's revenue base has remained both thin and shallow. The relatively high collection efficiency is on a low base inadequately supported by intergovernmental fiscal transfers which were at 20% for the 2021 and 2022 financial years. Chitungwiza Municipality's capital expenditure has been low reaching a high of only 2% compared to a recommended allocation of at least 15%. Council's last audit was for the year 2020.

The total number of employees in service stood at 1185 at the time of the study. However, the medium-term plan is to have a staff complement of 1777 employees suggesting manning levels of less than half (46.5%) and two-thirds (66.7%) in relation to the permanent and total (including casual) staff required. In terms of permanent staff, health, planning, and central administration at 29.7%, 38.9%, and 41.2% were the Council sections with the least staffing. Critically, Council has not had a substantive Town Clerk for years and currently is without substantive heads for at least three sections.

Chitungwiza Municipality is currently guided by its 2021-2025 Strategic Plan under the theme "Rebranding Chitungwiza, a Preferred City for Investment." The plan was reviewed in late 2022 to better align with the vision of becoming a Smart Heritage City by 2030, consistent with the national goal of achieving an upper-middle-income society by 2030.

The strategic plan acknowledges the challenges facing Chitungwiza and outlines a clear intervention logic. Main priorities include developing a Master Plan by December 2025 and addressing stakeholder

concerns through continuous engagement, informal sector transformation, by-law enforcement, regularisation of informal settlements, and updating the valuation roll. Strategic planning has shown inclusivity, with collaboration between policymakers, management, and external stakeholders.

1.6 Chapter Summary

The performance of Chitungwiza's corporate, economic, infrastructure and service offerings as well as the town's spatial or physical form are ripe for innovative Master Planning responses. This will allow transforming the town into a sustainable urban centre. The transformation has a lot to build on as discussed in subsection 2.1. above. Strategic policies and development proposals to underpin such an urban transformation for Chitungwiza are needed. The evidence gathered and analysed by this study suggest and validate considerably viable options across the four anchors discussed above.

PART II

2.1 Plan Boundary, Vision and Core Strategies

2.1.1 Planning Area

The planning boundary of Chitungwiza Municipality coincides with the legal boundary, as shown on the proposals map. Chitungwiza shares a boundary with Manyame Rural District Council (MRDC), Harare City Council, Epworth Local Board, and the Civil Aviation Authority of Zimbabwe. The Master Plan is based on a standstill planning boundary. Consideration was had regarding functional connections or alignment with areas on the planning boundary in relation to regulating or facilitating development, delivering potable water, wastewater and social services, and overall socio-economic developments, and strategic commercial, agricultural, tourism and recreational nodes.

2.1.2 Proposed Expansion for Consideration

Chitungwiza's anticipated horizontal growth is expected to include areas depicted in the Map below. The expansion will be discussed and finalised while the core proposals of the Master Plan are on public exhibition. The discussions aimed at facilitating medium to long-term decision-making will involve Manyame RDC and be facilitated by provincial and national government.

Map 2.1: Proposals for an Expanded Planning Area



2.1.3 Chitungwiza 2045 Master Plan Vision

The Master Plan Vision is of *'an independent, sustainable and resilient urban settlement'* that is competitive in Zimbabwe and beyond. This vision is aligned to the compelling need for transforming Chitungwiza to a non-dormitory town in the shadows of Harare city and other urban settlements.

2.2 Core Master Plan Strategies

Four core strategies will be adopted for flexible detailing in subsidiary plans towards achieving the vision. These are i) strategic infrastructure self-sufficiency, ii) optimal utilisation of land (spaces and buildings), iii) an urban form of integrated nodes and corridors, and iv) collaborative planning and management of service delivery along shared boundaries. The four strategies are discussed below,

2.2.1 Strategic Self-sufficiency

The Master Plan is built around ensuring Chitungwiza achieves self-sufficiency in terms of potable water and wastewater treatment infrastructure capacity in the short to medium term. This will be achieved in a collaborative manner with national and provincial government. The local authority will also pursue self-sufficiency and competence in other areas critical to successful implementation of the Master Plan. Some of these include in its human resource competences across key services and functions. Pursuing this strategy will not exclude partnering with civil society, and private sector partners. Further, and importantly it will be within the framework of intergovernmental cooperation

2.2.2 Optimal Land Utilisation

Given the realities of being physically hemmed in and having no swathes of vacant developable land within its boundary the Master Plan will flow based on making optimal and appropriate use of available land resources. This includes ensuring that areas suited to natural infrastructure, tourism, commercial and other uses are developed to the best and most sustainable extent. Owners of existing buildings and private property including religious and other facilities will be encouraged to optimize use and returns on their assets both for public and private benefits. Where land that was planned for social amenities was illegally occupied, the Master Plan will adopt the DSPD Harare Province's policy position of restoring the land to its original use.

2.2.3 Integrated Nodes and Corridors

The Master Plan acknowledges that transforming Chitungwiza from a dormitory to a self-contained urban centre without accessing undeveloped land involves redesigning spaces and services. The most strategic land use which is currently underprovided for purposes of fully functional urban centre is commercial, particularly high street office spaces. The growing small to medium size enterprises that have captured some of the major roadsides and some strategic nodes have in some way indicated areas where commercial concentrations are possible.

2.2.4 Collaborative Boundary Area Planning and Service Delivery

In the areas where Chitungwiza shares boundaries with other local planning authorities, formal agreements will guide development facilitation or regulation, land use integration, and seamless delivery to ensure residents of affected areas enjoy high quality services. This will cover both technical and administrative services.

PART III

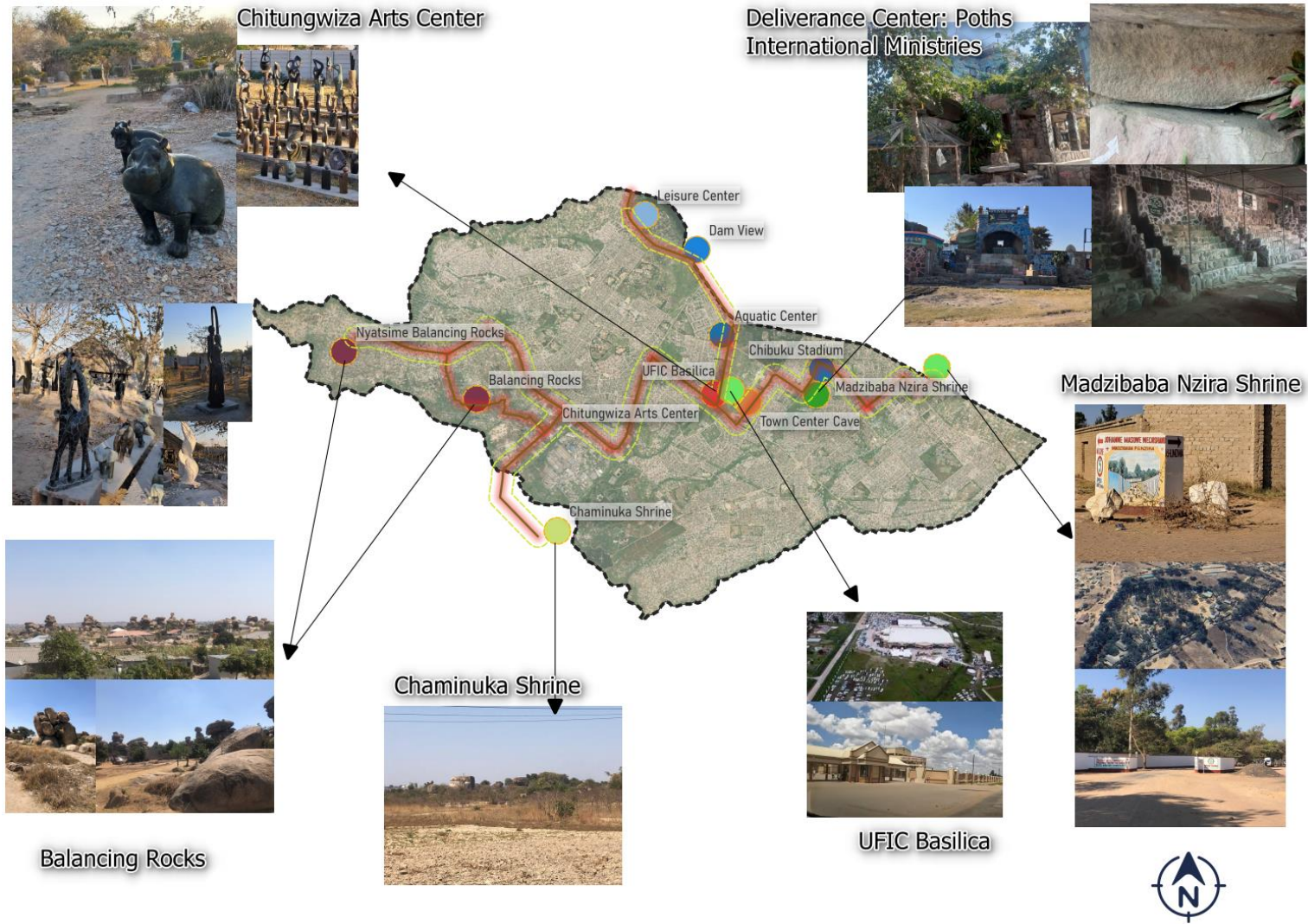
3. The Master Plan

3.3 Strategic Land Use Proposals to 2045

Map 3.2: Strategic Commercial Land Use Proposals: Nodes and Corridors



Map 3.3: Tourism and Heritage Trail



3.4 Specific Policies and Proposals by Master Plan Goal

Written Statement policies operationalise both the Master Plan vision and strategies within specific sectors. Proposals constitute specific actions to be taken either across the planning area or in specific locations. Both constitute planned intentions to address development issues identified in the Report of Study. This subsection presents the seven Chitungwiza Master Plan goals and how each of them will be operationalised over the planning period.

Table 3.1: Chitungwiza Master Plan Goals

<i>Goal No.</i>	<i>Goal Statement</i>
1.	Ensure optimal and appropriate use of land (spaces and buildings) within the Municipal area.
2.	Promote resilient heritage-based urban development.
3.	Facilitate development of a diversified, inclusive and resilient economy.
4.	Ensure regular full functionality of economic infrastructure within the planning area.
5.	Provide access to quality social services that are responsive to resident needs and aspirations.
6.	Make Chitungwiza a peaceful living and working environment
7.	Build Municipal excellence at Chitungwiza.

3.4.1 Land, Spatial Planning and Development

Land and Spatial Master Plan Policies Development

Ensure optimal and appropriate use of land (spaces and buildings) within the Municipal area.

- Ensure compliance with Regulations and Guidelines on efficient, equitable and effective land utilisation across all land categories.
- Apply an Urban Transport Policy and Plan,
- Apply an Urban Renewal and Infill Development Policy to guide protection of land use zones and the urban fabric at town and neighbourhood levels

Master Plan Proposals

- Finalising the beaconing of the boundary between Chitungwiza and Manyame Rural District in areas where there are no physical features
- Expanded Town Centre Local Spatial and Economic Development Plan,
- St. Mary’s and Unit G Urban Subject (Redevelopment/Renewal) Plan,
- Industry Spatial and Economic Development Plan,
- Commercial Centres (Re)Development Plans for identified higher order nodes
- Local Development Plans for the identified key corridors
- Common Services oriented Local Development Plan for Nyatsime
- Joint identification and development of a cemetery with Manyame RDC in the latter’s planning area
- Setting and implementing shared development permit conditions for boundary areas jointly with Manyame RDC and any other land or planning authority
- Regular planning dialogues with big land and building owners on efficient and effective utilisation of their assets

3.4.2 Urban Environmental Management (Resilience)

Urban Resilience

Master Plan Policies

Promote resilient heritage-based urban development.

- Develop a Municipal Energy Transition Policy to guide town-wide transformation to sustainable technology, energy and natural asset utilisation
- Apply resilient nature-based climate-proofing solutions for service and infrastructure development and management in compliance with national environmental policy and law
- Develop and implement a disaster risk management policy, plan and program that guides removal of developments in sensitive areas
- Prepare and implement an Integrated Waste Management system

Master Plan Proposals

- Council-wide adoption and facilitation of resident use of renewable energy
- Modernise intra-Chitungwiza mass transport systems and relevant infrastructure,
- Remove illegal developments from sensitive areas
- Establish and efficiently run a landfill and eliminating informal dumpsites
- Promote biking and walking infrastructure within the Municipal area
- Establish environmentally sustainable and heritage-based tourism
- Implement green initiatives within the Municipal area like better open space management, emplacement of relevant furniture eliminating all forms of pollution, promoting recycling, and renewable energy generation e.g. installing biodigesters

3.4.3 Economic Goal

Economic Structure and Performance

Master Plan Policies

Facilitate development of a diversified, inclusive and resilient economy.

- Establish a Municipal Policy focused on promoting optimal economic performance of the key sectors in the Municipal area in the manufacturing, SMEs, transport, arts and culture
- Establish a Municipal budget vote for supporting local businesses and SMEs

Master Plan Proposals

- Expand the town centre northwards into the Nyatsime College
- Develop and market the Chitungwiza Tourism-Heritage Trail alongside promotion of arts and culture value chains within the Municipal area
- Develop high order commercial nodes at Chigovanyika - Huruyadzo, Unit L, Makoni, St Mary's Police Station and Nyatsime (6)
- Establish 3 new commercial centres in Nyatsime, Unit L Extension, and Damview,
- Establish Commercial Corridors along strategic portions of Seke, Hadzinhanga and Mharapara, and Chaminuka
- Provide land for commercial uses at Municipal Stadia (existing Chibuku and proposed Mhurushomana).
- Set up Council-user financed and run strategic business and industrial incubation centres within the Municipal area.
- Regularise (where possible) and install appropriate infrastructure at marketplaces within the planning area e.g. Jambanja Mixed Market

3.4.4 Infrastructure Goal

Infrastructure

Master Plan Policies

Ensure regular full functionality of economic infrastructure within the planning area.

- Develop a Municipal Financing Policy for all categories of basic and economic infrastructure in terms of routine maintenance and provision of new services
- Develop a Municipal Policy/Standards for design, emplacement and management of resilient and safe infrastructure

Master Plan Proposals

- Conduct water and sewer feasibility studies and prepare relevant designs
- Establish independent Chitungwiza Water Treatment Plant
- Implement of the Muchekeranwa-Chitungwiza Water Pipeline/Canal with national government support
- Extract water from Jonasi Aquifer
- Construct and extract water from Muda Dam to secure adequate raw water supply to the Chitungwiza Water Treatment Plant and initiate strategic decommissioning of Community Water Points within the Municipal area
- Upgrade Chitungwiza Water Reticulation Infrastructure
- Upgrade the Municipal wastewater reticulation and treatment
- Establish a new road linking the town centre and Seke Road, including an appropriate traffic intersection where the new road joins into Seke Road.
- Increase traffic lanes on the Hadzinhanga, Chaminuka and Mharapara Roads
- Conduct a comprehensive traffic and road engineering assessment to establish service adequacy and design necessary upgrades and new infrastructure including the installation of traffic calming and management infrastructure at all strategic intersections within the Municipal area. NB: The assessment to be joint with Manyame RDC for boundary areas
- Establish paved cycling and walking tracks
- Standardise signage for road and related infrastructure within the Municipal area
- Stabilise the competence of Municipal technical staffing and provide ongoing capacity development (see also Goal 7)

3.4.5 Social Services Goal

Social Services

Master Plan Policies

Provide access to quality social services that are responsive to resident needs and aspirations.

- Develop a Municipal Health Policy with appropriate financing, social protection and critical community awareness provisions
- Develop a Municipal Housing and Community Services Policy with appropriate financing, delivery models, and social protection provisions

Master Plan Proposals

- Establish a new Polyclinic in the Chitungwiza part of Nyatsime
- Upgrade the Municipality's four existing clinics to Polyclinics
- Establish three new primary healthcare clinics in the Municipal area targeting areas that are currently under-served
- Establish one District Hospital and one Infectious Diseases Hospital within the Municipal area
- Recruit adequate and competent health staff for Municipal institutions
- Increase the number and modernise the quality of public water and sanitation (especially toilets) in the Municipal area
- Regulate cooked food and agricultural produce trading within the Municipal area
- Establish a University at Seke Teachers' College anchored on (not replacing/removing) the Teacher Training service
- Expand and strengthen the technical and vocational education services offered at Young Africa
- Support establishment of university and other tertiary education at Nyatsime College, by the Anglican Church and other big land/building owners within the Municipal area
- Expand classroom space at existing primary and secondary schools within the Municipal area through densification
- Increase number, quality and reach of social welfare/protection initiatives implemented from the Municipal budget
- Encourage/support religious and other institutions to meaningfully integrate social service delivery in their programs targeting library establishment, life skills development, tackling gender-based violence, and substance abuse, among others
- Refurbish Chibuku and other Municipal stadiums, sports and recreational facilities within the Municipal area including adding commercial and other compatible/complementary uses
- Establish Mhurushomana as an integrated sport, recreational and commercial centre
- Implement urban renewal projects initially targeting St Marys and Unit G before expanding to other decaying parts of the Municipal area
- Establish a low-density residential area north of the Town Centre in partnership with Nyatsime College
- Encourage densification within the Municipal area across residential, commercial, institutional, and industrial land uses (see also Goal 1)

3.4.6 Safety and Security Goal

Public Safety and Security Master Plan Policies

Make Chitungwiza a peaceful living and working environment

- Develop a Municipal Public Safety and Security Policy for the Municipal area

Master Plan Proposals

- Expand Municipal emergency response capacity i.e. ambulance, fire, flooding, disease outbreak, and crime prevention staffing, equipment, and models in keeping with the Disaster Risk Management Policy (see Goal 2)
- Emplace street lighting, upgrade road and related infrastructure, and regularly provide critical resident awareness on risks, available support, and ways of accessing such help within the Municipal area
- Establishment of Zengeza Police Station
- Establish Police Bases at strategic Municipal early childhood development (ECD) centres for national police to enhance visibility and ease reach of their services
- Strengthen land and property administration within the Municipal area to ensure security of tenure

3.4.7 Administration and Finance Goal

Administration and Finance Master Plan Policies

Build Municipal excellence at Chitungwiza.

- Compliance with national policies, laws (including the Constitution) and administrative guidelines
- Development and enforcement of competent Municipal policies, by-laws and administrative processes
- Entering beneficial partnerships following transparent and informed due diligence

Master Plan Proposals

- Establish the Municipal Headquarters or Civic Centre at the designated site
- Establishing a standalone Spatial Planning and Land Management Committee of Council, a competent Town Planning Department, and develop appropriate capacities
- Procure strategic equipment for delivering on the Master Plan Goals
- Strengthen Municipal Finance, the Town Clerk's Office, and the Department of the Chamber Secretary to support mainstreaming of the Master Plan across all service departments of Council
- Build strong domestic and international partnerships relevant to Municipal capacity
- Implement the full Municipal staff establishment and provide adequate human capital development resources

PART IV

4. Master Plan Implementation

4.1 Introduction

This section presents scheduling of the implementation policies and development proposals that will help operationalise the Master Plan goals. The proposals and proposals detailed in Maps 3.1 and 3.2 and in subsection 3.4 are based on findings presented in the Report of Study.

4.2 Implementation of Master Plan Proposals

Goal	Development Proposals	Short-term	Medium-term	Long-term	USD millions
Goal 1	1. Finalise beaconing of boundary	✓			0.2
	2. Prepare and implement Local Development Plan for Nyatsime	✓			0.4
	3. Prepare and implement Local Development Plan for expanded Chitungwiza Town Centre	✓			0.4
	4. St. Mary's and Unit G Urban Subject (Redevelopment/Renewal) Plan,	✓			0.2
	5. Industry Spatial and Economic Development Plan,	✓			0.3
	6. Commercial Centres (Re)Development Plans for identified higher order nodes	✓			0.2
	7. Local Development Plans for the identified key corridors	✓			0.2
	8. Common Services oriented Local Development Plan for Nyatsime	✓			0.1
	9. Joint identification and development of a cemetery with Manyame RDC in the latter's planning area	✓			0.4
	10. Setting and implementing shared development permit conditions for boundary areas jointly with Manyame RDC and any other land or planning authority	✓			0.1
	11. Regular planning dialogues with big land and building owners on efficient and effective utilisation of their assets	✓	✓	✓	0.2
	12. Prepare and implement Local Development Plans for proposed Commercial Nodes and Corridors			✓	0.4
Goal 2	13. Establish ecological recreational parks to protect wetlands.	✓			1
	14. Establish and equip recreational parks on open spaces	✓			1
	15. Council-wide adoption of renewable energy	✓			0.2
	16. Modernise intra-Chitungwiza mass transport systems	✓	✓	✓	2
	17. Remove illegal developments from sensitive areas	✓			2
	18. Establish a landfill and eliminate informal dumpsites	✓			2.5
	19. Promote biking and walking infrastructure	✓	✓	✓	0.2
	20. Establish sustainable and heritage-based tourism trail	✓			2
Goal 3	21. Implement green initiatives within the Municipal area	✓	✓	✓	0.4
	22. Expand the town centre into Nyatsime College area		✓		0.5
	23. Develop and market the Chitungwiza Tourism-Heritage Trail as well as other arts and culture value chains	✓	✓		0.1
	24. Develop high order commercial nodes at Chigovanyika - Huruyadzo, Unit L, Makoni, St Mary's Police Station and Nyatsime (6)	✓			1
	25. Establish 3 new commercial centres in Nyatsime, Unit L Extension, and Damview,			✓	0.5
	26. Establish Commercial Corridors along strategic portions of Seke, Hadzinhanga and Mharapara, and Chaminuka	✓			1
	27. Provide land for commercial uses at Municipal Stadia (existing Chibuku and proposed Mhurushomana).	✓			0.5
	28. Set up Council-user financed and run strategic business and industrial incubation centres	✓			2
	29. Regularise and install appropriate infrastructure at markets like Jambanja Mixed Market	✓			1

Goal 4	30. Conduct water and sewer feasibility studies and prepare designs	✓			0.7
	31. Establish independent Chitungwiza Water Treatment Plant	✓			100
	32. Implement of the Muchekeranwa-Chitungwiza Water Pipeline/Canal with national government support	✓			150
	33. Extract water from Jonasi Aquifer	✓			12
	34. Construct Muda Dam and extract water to secure adequate raw water supply to the Chitungwiza Water Treatment Plant and initiate strategic decommissioning of Community Water Points within the Municipal area		✓	✓	50
	35. Upgrade Chitungwiza Water Reticulation Infrastructure	✓	✓		20
	36. Upgrade Municipal wastewater reticulation and treatment	✓	✓		20
	37. Establish a new road linking the town centre and Seke Road	✓			1
	38. Increase traffic lanes on the Hadzinhanga, Chaminuka and Mharapara Roads	✓	✓		20
	39. Conduct a comprehensive traffic and road engineering assessment <u>NB: The assessment to be joint with Manyame RDC for boundary areas</u>	✓			0.4
	40. Establish paved cycling and walking tracks	✓	✓	✓	1
	41. Standardise signage for road and related infrastructure	✓			0.2
42. Stabilise the competence of Municipal technical staffing and provide ongoing capacity development (see also Goal 7)	✓	✓	✓	1	

Goal 5	43. Establish a new Polyclinic in the Chitungwiza part of Nyatsime	✓	✓		1
	44. Upgrade the Municipality's four existing clinics to Polyclinics				1.2
	45. Establish three new primary healthcare clinics in the Municipal area targeting areas that are currently under-served	✓	✓		0.3
	46. Establish one District Hospital and one Infectious Diseases Hospital within the Municipal area		✓	✓	1
	47. Recruit adequate and competent health staff for Municipal institutions	✓	✓	✓	5
	48. Increase the number and modernise the quality of public water and sanitation (especially toilets) in the Municipal area	✓	✓		1
	49. Regulate cooked food and agricultural produce trading within the Municipal area	✓	✓	✓	0.5
	50. Establish a University at Seke Teachers' College anchored on (not replacing/removing) the Teacher Training service	✓			2
	51. Expand and strengthen the technical and vocational education services offered at Young Africa	✓			0.4
	52. Support establishment of university and other tertiary education at Nyatsime College, by the Anglican Church and other big land/building owners within the Municipal area		✓		0.3
	53. Expand classroom space at existing primary and secondary schools within the Municipal area through densification	✓	✓	✓	2
	54. Increase number, quality and reach of social welfare/protection initiatives implemented from the Municipal budget	✓	✓	✓	0.5
	55. Encourage/support religious and other institutions to meaningfully integrate social service delivery in their programs	✓	✓	✓	0.2
	56. Refurbish Chibuku and other Municipal stadiums, sports and recreational facilities within the Municipal area	✓	✓	✓	2
	57. Establish Mhurushomana as an integrated sport, recreational and commercial centre	✓			1
	58. Implement urban renewal projects initially targeting St Mary's and Unit G before expanding to other decaying parts of the Municipal area	✓	✓		3
	59. Establish a low-density residential area north of the Town Centre in partnership with Nyatsime College	✓			0.8
	60. Encourage densification within the Municipal area across residential, commercial, institutional, and industrial land uses	✓	✓	✓	1

Goal 6	61. Expand Municipal emergency response capacity i.e. ambulance, fire, flooding, disease outbreak, and crime prevention staffing, equipment, and models in keeping with the Disaster Risk Management Policy (see Goal 2)	✓	✓		2
	62. Emplace street lighting, upgrade road and related infrastructure, and regularly provide critical resident awareness on risks, available support, and ways of accessing such help within the Municipal area	✓	✓		3
	63. Establishment of Zengeza Police Station	✓			4
	64. Establish Police Bases at strategic Municipal early childhood development (ECD) centres for national police to enhance visibility and ease reach of their services	✓			1
	65. Strengthen land and property administration within the Municipal area to ensure security of tenure	✓	✓	✓	1
Goal 7	66. Establish the Municipal Headquarters or Civic Centre at the designated site	✓			5
	67. Establishing a standalone Spatial Planning and Land Management Committee of Council, a competent Town Planning Department, and develop appropriate capacities	✓			2
	68. Procure strategic equipment for delivering on the Master Plan Goals	✓	✓	✓	See above
	69. Strengthen Municipal Finance, the Town Clerk's Office, and the Department of the Chamber Secretary to support mainstreaming of the Master Plan across all service departments of Council	✓	✓	✓	1
	70. Build strong domestic and international partnerships relevant to Municipal capacity	✓	✓	✓	1
	71. Implement the full Municipal staff establishment and provide adequate human capital development resources	✓	✓	✓	0.4
TOTAL	Estimate for all development proposals	✓	✓	✓	415

Implementation of the above proposals require financing and the estimate financial demands are clearly stated. The three main Master Plan financing sources include i) public, that is council generated revenue through council budgets, grants and loans from government ii) Public-private partnerships and joint ventures in the form of iii) private sources and iv) donations. The modalities of these financing mechanisms will be detailed accordingly.

Part V

5. Conclusion

5.1 Introduction

Implementation of this Master Plan is designed as a transformational enterprise that has been delayed for far too long. The major difference the Plan seeks to make is setting Chitungwiza on a path towards becoming no one's dormitory. The development challenges and opportunities for Chitungwiza, as elaborated in the RoS and synthesised in this Written Statement are longstanding. These informed the policies and proposals presented in the previous section of the Written Statement. They are organised around seven (7) goals that the Municipality and its stakeholders consider as priorities. This Chapter focuses summarises the implementation arrangements for the Master Plan including the financing model.

5.2 Institutional Arrangements

Implementation of the Master Plan will principally rest with the sitting and subsequent Councils of Chitungwiza Municipality. These representatives of the twenty-five (25) administrative wards into which the local authority is divided will be responsible for providing the critical political leadership needed to effectively implement the vision of this Master Plan. Their policymaking and community feedback roles will be critical in mobilising the political energy of the residents for transforming the town. As Full Council and Committees the body of Councillors will provide critical leadership including were negotiation with the Parliament of Zimbabwe for Chitungwiza to receive appropriate national support is needed.

The Municipal executive led by a substantive and competent Town Clerk will also be the technical custodians of the Master Plan with the responsibility to deliver what it clearly promises, a standalone, resilient and competitive urban centre. The department responsible for spatial planning and land management will take a lead on interpreting critical Master Plan provisions and supporting departments responsible for directly delivering on policy and development proposals elaborated in it. They will also technically lead on the development of subsidiary plans (local development, layout and site plans), negotiating with land users and building owners on the most effective use of their assets. Overall regulation of the spatial planning and associated services will be very critical in the planning area.

Different layers of the Chitungwiza community (residents i.e. natural citizens and corporates) will also play an important role in delivering the Master Plan vision. Their prior informed consent will be critical in activating the necessary social capital needed to transform the town. In their different organisations, groups and locations, they feed political insights that Councillors convert into policy. They also provide Council staff with regular feedback on their lived experiences, which is critical evidence for converting policies into meaningful Municipal programs and services.

Provincial and national government actors are also critical in supporting the strategic transformation of Chitungwiza into a competent devolved tier three of the Government of Zimbabwe. It is this layer that has one of the strategic roles in eradicating the parent-child approach that appears to have governed intergovernmental relations with respect to Chitungwiza.

An appropriately reframed compact amongst the four groups supported by a capacity strengthening program will anchor successful Master Plan implementation. This way the Master Plan, coming after 46 years of Chitungwiza's establishment as a standalone local government authority will help steer structural transformation. It will also provide an appropriate context for crowding in private, civil society, and development partners from outside the Municipal area.