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LIST OF ACRONYMS

AIDS	-	Acquired Immuno Deficiency Syndrome
BCC	-	Bulawayo City Council
BEAP	-	Bulawayo Environmental Action Plan
BOT	-	Built Operate and Transfer
BBR	-	Beitbridge Bulawayo Railway
CABS	-	Central African Building Society
CBD	-	Central District District
CPD	-	Continued Professional Development
CSC	-	Cold Storage Commission
CUF	-	Common User Facility
CVR	-	Central Vehicle Registry
ECD	-	Early Childhood Development
EIA	-	Environmental Impact Assessment
EMA	-	Environmental Management Agency
EPZ	-	Export Processing Zone
FBC	-	First Bank Corporation
GAM	-	Goal Achievement Matrix
GIS	-	Geographical Information Systems
HIV	-	Human Immuno Virus
ICDS	-	Intercensal Demographic Survey
ICT	-	Information, Communication & Technology
MoA	-	Ministry of Agriculture
NAST	-	Northern Areas Sewerage Treatment Works
NGOs	-	Non Governmental Organisations
NSSA	-	National Social Security Authority
NRZ	-	National Railways of Zimbabwe

NUST	-	National University of Science & Technology
POSB	-	Post Office Savings Bank
RDC	-	Rural District Council
RoS	-	Report of Study
SADC	-	Southern African Development Corporation
SAST	-	Southern Areas Sewerage Treatment Works
SDGs	-	Sustainable Development Goals
SEDCO	-	Small Enterprise Development Corporation
SMEs	-	Small and Medium Enterprises
SEA	-	Strategic Environment Assessment
STEM	-	Science Technology Engineering Mathematics
TB	-	Tuberculosis
ToR	-	Terms of Reference
ZBC	-	Zimbabwe Broadcasting Corporation
ZETDC	-	Zimbabwe Electricity Transmission and Distribution Company
ZIMSTATS	-	Zimbabwe National Statistics Agency
ZINARA	-	Zimbabwe National Roads Authority
ZINWA	-	Zimbabwe National Water Authority
ZIFA	-	Zimbabwe Football Association
ZISCO	-	Zimbabwe Iron and Steel Corporation
ZITF	-	Zimbabwe International Trade Fair
ZPC	-	Zimbabwe Power Corporation
ZSM	-	Zimbabwe School of Mines
ZUPCO	-	Zimbabwe United Passenger Company

CHAPTER 1

GENERAL INTRODUCTION

- BACKGROUND INFORMATION AND OVERVIEW
- GEOGRAPHIC LOCATION, SIZE AND BOUNDARIES
- STATUTORY PROVISIONS, PLAN REVIEW AND PREPARATION PROCESS
 - PLAN GOALS AND OBJECTIVES
 - DEVELOPMENT VISION FOR BULAWAYO

CHAPTER 1: GENERAL INTRODUCTION

1.0 Report Structure

1.1.1 This Draft Master Plan document for Bulawayo is intended as a draft development guide which serves as a strategic – indicative forward planning tool meant to guide decisions on land development and utilisation in the Planning Area. It is further meant to ensure that there is orderly growth and development in the city. The plan document is therefore structured in such a manner that it provides a clear logic and sequence in terms of information flow and built up to recommended policies, strategies and proposals. To facilitate a clear understanding of all these a link is established between the Report of Study (RoS) and the Draft Master Plan by way of synthesizing and summarising the outcomes of the situational and condition surveys carried out at the Report of Study Stage which enabled the identification of planning issues, challenges as well as development constraints and opportunities which are further highlighted in the Draft Master Plan document. As a result the generation and formulation of plan proposals is geared towards addressing each identified specific issue. This general structure notwithstanding, attempts have been made through the plan document to highlight issues, plan goals and objectives and advancing rationales for proposals and recommendations made, in a logical manner such that the reasoning and thought process that went into the generation and formulation of particular proposals becomes clearer.

The Master Plan document is presented as a land utilisation guide and framework which indicates how land resources in the Planning Area is best suited for which uses and how they should best be used and developed over the time frame of the plan. The plan document is structured in such a manner that it logically and sequentially outlines and presents in clear terms the following:

- i. Key spatial development objectives and strategies, as well as a development vision for the City as a starting point and which underscores all what the plan seeks to attain and achieve in the Planning Area;
- ii. A rational spatial development concept upon which the formulation of a spatial development framework has been predicted;
- iii. A spatial growth strategy aimed at accommodating future growth and development proposals of the City in an orderly fashion;
- iv. Land use zones and proposed land uses in the City, which are largely informed as a direct refinement and amplification of the spatial development framework;
- v. Recommended upgrading strategies for existing built up areas;
- vi. Proposals for social and community facilities;
- vii. Physical infrastructure development strategies;
- viii. Proposals and strategies for the inducement of economic growth in the city;
- ix. Proposals for the promotion and development of the tourism industry in the Planning Area;

- x. Recommendations for the preservation off historic, archaeological/heritage sites;
- xi. Recommendations for the sustainable utilisation and exploitation of natural/mineral resources;
- xii. Regulatory framework, policies and guidelines for the development and use of land in the Planning Area;
- xiii. Recommended institutional framework and mechanisms for the long term implementation of the plan, including a phasing programme for the implementation of the development proposals.

This Draft Master Plan document constitutes Volume IV of the Bulawayo Master Plan (2019 – 2034). Volume 1 being the Review of the Operational Master Plan, Volume 2 being the Report of Study and Volume III being Issues, Constraints and Opportunities. The Draft Master Plan document is presented in eight chapters with accompanying maps, diagrams and figures deemed necessary to illustrate the findings, proposals and strategies. The eight chapters and their contents are briefly explained as presented below for ease of understanding of the plan document.

The Written Statement is divided into 4 parts as follows:

1.2.1 Part A: Background

The Background includes this Introduction, a brief resume of the key issues arising out of the Report of Study which the Written Statement must address and a statement of the main land needs that will be required to be met in the plan period. The options for expansion in the city are also included in the Background.

Chapter 1 – This chapter serves as an entry point to the Draft Master Plan document, as it provides general background information necessary for understanding the nature and scope of the project. The chapter further contextualises the Planning Area in terms of its geographical location vis – a – vis its hinterland, regionally, Zimbabwe as a whole and the Southern Africa sub – region. Importantly, the chapter delineates the Planning Area boundaries and its spatial size. Another important component of the chapter is the presentation of the characteristics and general overview of the prevailing socio- economic dynamics of the city. The chapter concludes by explaining the statutory requirements and provisions under which the Draft Master Plan has been prepared, as well as the plan preparation process.

Chapter 2 – Chapter 2 serves the important function of a bridge between the Report of Study and the Draft Master Plan document. The chapter highlights and presents a summary of the situational analysis and condition surveys, together with emerging planning issues as captured during the Report of Study Stage. This is aimed at keeping into perspective the planning issues, challenges and development opportunities which have informed the formulation of development proposals and strategies for addressing the identified issues.

Chapter 3 – This chapter outlines the basic planning considerations taken into account in the formulation of the Draft Plan proposals. This is by way of population projections and estimation of future land requirements to accommodate the projected population. The projections will enable a consideration of various development and spatial growth options for the City to be presented in chapter 4.

Chapter 4 – This is the core chapter of the Master Plan documents as it provides the basis in the form of the underlying principles, spatial development objectives, sustainable development goals and strategic framework for spatial development in the form of a conceptual spatial development framework which provides a foundation upon which development proposals, particularly in relation to land use and zoning and how development is envisaged to occur in future. This chapter serves as a basis for shaping the proposals that follow in chapter 5 and 6. Importantly, the chapter outlines the strategic directions and development proposals which the Planning Area should follow and conclude by giving insights into the spatial development strategies formulated in an effort to address the challenges being faced by the Municipality.

Chapter 5 - This is the core chapter of the Draft Master plan as it presents all the proposals, strategies for improvement in the various sectors all aimed at realising the development objectives of the Planning Area and above all guiding and shaping the orderly growth and development of the city over the time frame of the plan. The chapter draws on information contained in chapters 2, 3 and 4 respectively incoming up with the proposed land uses and zones as well as other proposals contained in this chapter. Reference is constantly made to identified issues and concepts in the build up to the generation and formulation of proposals and strategies. Other elements covered in this chapter include recommendations and strategies for spatial integration of the Planning Area; the inducement of economic growth and the sustainable utilisation of natural/mineral resources in the Planning Area.

Chapter 6 - The major focus of this chapter is the formulation of a SEA of the Master Plan proposals. The major aim of the SEA of the plan proposals is to evaluate the environmental implications of proposed policies and plans in order to ensure that environmental impacts are addressed at the earliest stages of plan implementation before they cause irreversible damages.

Chapter 7 – This is the last chapter of the Master Plan document and provides recommendations on Plan Implementation, Prioritisation and Phasing of Development.

Appendices

The Master Plan document contains a number of important appendices, which are an integral part of the Written Statement. The appendices contain detail which is important to the general justification of the Plan and in some cases provides amplification of policies.

1.3 Background Information

The current Master Plan for Bulawayo was prepared in year 2 000 which was a review of the 1982 Master Plan, the first such plan produced in Zimbabwe under the then 1976, Regional, Town and Country Planning Act. The operational Master Plan is more than nineteen years and with the passage of time, the physical, economic, social and environmental conditions upon which the plan's proposal were premised have changed and hence new planning challenges and issues have emerged and most of the old issues as highlighted in the Terms of Reference (ToR) have continued to persist. This is more so, given that conditions are ever changing and dynamic. These circumstances have therefore necessitated the preparation of the revised Master Plan for the City of Bulawayo in order to address current and emerging issues facing Bulawayo.

The decision to review the Master Plan for the City of Bulawayo stems from the high priority accorded to it as the second largest city, a major catchment area and service centre for Matabeleland North, Matabeleland South, the Midlands Province as well as Masvingo province. In addition, given the need to address the planning issues and challenges facing Bulawayo as identified in the Terms of Reference, the need to review the Master Plan for Bulawayo's Planning Area needs no emphasis. The plan has served the city well for over 19 years, but there is need to replace it with a new Master Plan.

The revised Master Plan for Bulawayo has been prepared largely against the following backdrops:

- *There is need to have a plan in place that would provide a framework for development for the next 15 years;*
- *A new Report of Study was required which would consider the current and likely future trends of social, economic and environment issues;*
- *There have been a lot of new developments which have taken place in the city since then which means that an up to date existing land use map be prepared;*
- *The operational plan was prepared without the benefit of a Strategic Environmental Impact Assessment (EIA) Study resulting in the production of an Environmental Management Plan (EMP) is an important aspect in view of the need to assess and evaluate the environmental implications of recommended proposals prior to their implementation so as to put in place appropriate mitigation measures;*
- *The city has always been the industrial hub for the country but most industries in the city relocated, downsized or closed down. As a result, there is need for the revised plan to formulate strategies and policies aimed at inducing economic growth in the City and also to guide investment decisions;*
- *The city has over the years faced challenges with strategic infrastructure services particularly regarding the security of water supply, electricity supply, sewage disposal and protection of natural resources. Service infrastructure master plans become essential requirements in charting a definitive way*

forward in providing services for the population and for planning for the city's local economic development;

- *A new plan was required which incorporated the visions and aspirations of the key stakeholders of the city in the current period. The original plan had arisen from work and standpoints related to the late 1970s, prior to Zimbabwe's Independence.*

In terms of scope, the Master Plan should be seen as a strategic, indicative, flexible and comprehensive long term forward planning document meant to serve as a spatial development guide and land use management tool for the city over a maximum period of 15 years (2019 – 2034). The revised Master Plan is therefore meant to be used as a development guide and control tool by the Local Authority and Central Government. Consequently, the Draft Master Plan is multi sectoral in content and coverage. This means that it is all encompassing, providing policy statements, strategies and proposals, recommendations and guidelines that deal with major issues of land use dispositions and land use activities; housing provisions; social and community services requirements; population dynamics; economic growth, investment promotion and employment creation; sustainable development and natural resources conservation/utilisation practices as well as infrastructure improvements in the city. Importantly, the Master plan makes proposals on how all land in the planning Area will be utilised during the plan period in terms of land use zoning arrangements and development guidelines. In addition, the plan not only addresses physical elements, but also addresses social and economic issues as well as environmental concerns which will necessitate that development proposals be subjected to a Strategic Environmental Assessment (SEA). Additionally, the plan also comes up with some spatial policies to go along with the spatial proposals. The plan is therefore comprehensive and multi-sectoral in content and coverage.

As a result the City Council has embarked upon the preparation of a replacement to the operational Master Plan in terms of Section 20 of the Regional, Town and Country Planning Act (revised edition, 1996). This new Master Plan is intended to cover the period 2019-2034, although some aspects of it may refer to a longer time frame.

1.3 Aims of the Bulawayo Master Plan 2019 - 2034

1.3.1 As a technical and working document, the Bulawayo Master Plan 2019-2034, will serve the following functions:

- *To provide the City of Bulawayo with a tool for guidance and control of developments within the Planning Area.*
- *To provide a spatial framework by which Central Government and the City Council can establish priorities and draw up estimates of funds that will be required for the provision of social, physical and community facilities and infrastructure.*
- *To promote the rational use of land, while at the same time balancing the requirements of developing the physical environment and the need to safeguard and protect the natural environment in order to ensure sustainable developments.*

- *To project future land requirements, identify and reserve land to meet housing, employment, social, cultural, recreational and sporting requirements within the constraints and opportunities identified to ensure that there is sufficient land to meet the needs of the people in Bulawayo.*
- *To provide the City Council and other development agencies with a set of policies designed to assist in the orderly, attractive and harmonious development of the city.*
- *Provide the basis for stimulating the local economy and thus help create jobs.*
- *Provide an efficient management framework*
- *To provide technical and professional information to the political decision making process in order to aid informed decisions regarding the physical development of the Planning Area.*

1.4 Geographic Location, Size and Boundaries

Locationwise, Bulawayo is situated within the South Western region of Zimbabwe. The South western region is located to the south western part of the country and is made up of rural districts councils in Matabeleland South, Matabeleland North, Midlands and Masvingo as well as urban areas such as Bulawayo, Beitbridge, Gwanda, Plumtree, Lupane, Hwange, Victoria Falls, Gokwe, Gweru, Kwekwe, Redcliff, Shurugwi, Zvishavane, Chiredzi and Masvingo. In terms of Local Government set up Bulawayo is a separate provincial area from Matabeleland – it is a Metropolitan Province and the second largest urban settlement in Zimbabwe. Bulawayo has traditionally been the industrial hub of the country with textile, tyre manufacturing, food processing, leather industries and heavy and light engineering to name a few industrial concerns. However, the industrial and economic activity within the Bulawayo remains largely subdued adversely affecting the purchasing power of the citizens. The city enjoys a strategic and locational advantage as a junction settlement with easy connectivity by road, rail and air to South Africa, Botswana, Zambia and the capital Harare for international air links. In addition, the Beitbridge –Bulawayo Railway (BBR) provides Bulawayo with a direct link with South Africa and reduces the previous route by more than 200km. This development coupled with the construction of the Gwayi/Shangani Dam makes Bulawayo the centre of the Trans – Limpopo corridor which offers countries opportunities for investment and development. Bulawayo is some road distance of 438 km to Harare, the capital city of Zimbabwe, 438 km to the major tourist attraction of Victoria Falls, 320 km to Beitbridge and 100 km to Plumtree. **Map 1** shows the location of Bulawayo in a national and regional setting.

In geographical terms Bulawayo lies on latitude 29° 9" south of the equator and longitude 28°58" East of the Greenwich Meridian. In terms of Spatial Size, Bulawayo covers an area of 643 000 hectares (643km²) Bulawayo thus covers 0.11 percent of Zimbabwe's total land area. With regards to population size, Bulawayo has the second largest urban population after Harare. According to the 2012 population and housing census, the

national population was 12 973 808, while the South Western region had a population of 5 193 672 and the City of Bulawayo had a population of 655 675. The Planning area's population represents 5 percent of the total national population and 12.6 percent of the South western region's population. It is worthy to note that Bulawayo ranks as the 2nd largest city as well as 2nd largest in terms of population size (2012 census).

The boundaries of the city as delineated in 2000 Master Plan are as depicted on **Map 2** with Tshabalala Sanctuary, Saurdale Block and Douglasdale to the South – East; Willsgrove farm to the East, Hyde Park and Sights farm and to the North the Helenvale Block and Upper Nondwene.

1.5 Form and Content of the Bulawayo Master Plan

The Bulawayo Master Plan, 2019-2034 has been prepared under the Regional, Town and Country Planning Act 1996, part IV and its associated Regulations (Master and Local Plans) 1977. Under these statutory provisions the Master Plan has been prepared as a comprehensive statutory plan in two stages. Stage 1 consisted of the Report of Study of the planning area and abutting areas, analysing the existing situation, problems and potentials in terms of development. The Study also aimed at understanding and analysing trends so that future issues can be identified. The Report of Study provides a base to and leads into the second stage, the Written Statement. This sets out a set of strategies and policies for the future development and growth of the city. Master Plans have traditionally been concerned with allocating sufficient land in appropriate locations to enable the city to develop in an efficient and harmonious way and setting down detailed proposals to control development. However, the Bulawayo Master Plan in addition to providing that basic spatial dimension places considerable stress on the need for sustainable development. This will involve measures designed to promote the local economy within a framework of environmental protection.

1.6 The Report of Study

The Report of Study has been produced and should be read in conjunction with the Written Statement. The Study examined the city and its hinterland in terms of its regional and historic setting, natural resources and environment, land ownership and use, population, housing, the local economy, social framework and social services, transport, infrastructure, finance and management. These various issues were considered both in terms of the existing situation and future possibilities taking into account needs and trends. In conclusion, the Study arrived at a set of key issues affecting the future development of Bulawayo and it is these issues, which provide the basis for the Written Statement.

1.7 The Written Statement

The Written Statement consists of a policy document, which establishes the framework for the development of Bulawayo over the next 15 years. Based upon projections and

estimates for population, land needs and other factors the written statement identifies key issues and sets out the vision for Bulawayo through a series of goals and objectives and then establishes strategies for achieving these goals and objectives. The document consists of a number of justified policies and proposals, which are also depicted, in the Land Use Proposals Map.

1.8 Consultations and Local Participation

The vision for Bulawayo was arrived from consultations made during a stakeholders meeting in October 2019. The goals, objectives and strategies for the Master Plan are derived from various consultation meetings held in Bulawayo to which all the principal stakeholders were invited.

The goals, objectives and strategies of the operational Master Plan have been taken in consideration during the preparation of the Master Plan. In addition, the Plan has been subject to the normal public consultation procedures as laid down in Town and Regional Planning Act and Associated regulations.

1.9 The Master Plan Area

As indicated in the Report of Study it was concluded that there is insufficient land suitable for development purposes within the current area gazetted for the City Council. The Master Plan therefore makes proposals for the expansion of the City that means the incorporation of land adjacent to the current city boundary. These additional properties currently lie within the jurisdiction of Umzingwane and Umguza Rural District Councils.

1.10 Statutory Provisions, Plan Revision and Preparation Process

1.10.1 Statutory Provisions

The statutory provisions and requirements under which the Bulawayo Master Plan (2000 – 2015) was reviewed and a revised plan covering the period 2019 – 2034 prepared are as contained in part IV of the Regional, Town and Country Planning Act (1976) Chapter 29: 12 revised edition 1996, as read with the Regional Town and Country Planning, Master and Local Plans Regulations. The provisions of these sections of the Act apply to Bulawayo on account of it being a Local Authority. The preparation and revision of Master Plans are statutorily provided by Sections 13 (1) (b) and (c) of the Act. Section 13 (1) mandates a Local Planning Authority to undertake a study of the planning area to the extent it considers necessary of any neighbouring area examining matters it considers may be likely to affect the development or redevelopment of the area. In terms of Section 13 (b), before altering or replacing any Master or Local Plan, the Local authority must undertake a fresh study of the planning area or any part thereof or of a neighbouring area in this case Umguza and Umzingwane Rural District Council, examining matters which are likely to affect development. Section 13 (2) further indicates that when reviewing a Master or Local Plan

any matters relating to a neighbouring area, the Local Planning Authority shall consult with any local planning authority or local authority which has jurisdiction in that area concerning those matters.

Section 14 (3) provides that in preparing the master plan, the local planning authority shall consult neighbouring local planning authorities and local authorities and any other statutory or other body whose activities or plans may affect the master plan with the objective of ensuring co-ordination of policies. Section 14 (5) : the master plan shall consist of a written statement with proposals illustrated on a map as appropriate and accompanied by other maps, diagrams, illustrations and descriptive matter as the local authority considers appropriate. According to section 14 (6) a master plan may include proposals in relation to any neighbouring area if the Minister after consultation with any other local planning authority concerned has authorized the local planning authority to include that area within the master plan, but the inclusion of such neighbouring area shall not be construed as meaning that the local planning authority which has prepared the master plan shall be the local planning authority for that neighbouring area for the purposes of any other provision of the Act. Furthermore section 15 (2) stipulates that after adopting the master plan but before submitting it to the Minister, the local planning authority shall; place on public exhibition for two months a copy of the draft master plan with a statement indicating the time within which objections to or representation in connection with the draft master plan may be made to the Minister with copies thereof being sent to the local planning authority; and give public notice of the place or places at which and the period for which the draft master plan will be exhibited and the time within which objections to or representations in connection with the draft master plan may be made.

Section 16 (1): At the expiry of the two (2) months the local planning authority shall submit to the Minister (a) the draft master plan exhibited (b) a report of the study carried out (c) a report on the objections and representations received indicating the views of the local planning authority on such objections or representations. Section 16 (2): The Minister may return a draft master plan submitted with directions as to (a) the submission to him of additional information (b) the giving of further publicity in respect of any particular matter. Section 16 (3): In considering a draft master plan submitted or resubmitted the Minister shall (a) take into account the reports submitted and any other matter which appear to him to be relevant, whether or not it was taken into account by the local planning authority (b) consider any objections or representations made in so far as they have not been met or withdrawn, may refer them to the Administrative Court for determination or to a local inquiry for investigation (c) cause a local inquiry to be made into any matter which in his opinion should be the subject of such an enquiry. Section 16 (4) stipulates that the Minister may approve the draft master plan submitted or resubmitted subject to such modifications or reservations if any as he deems fit or reject such draft master plan and shall thereafter give notice in the gazette of his decision which notice shall if he has approved such draft master plan specify the date on which the

master plan shall become operative. From the foregoing, it is evident that there are statutory provisions mandating the revision and preparation of Bulawayo Master Plan.

1.11 The Plan Review and Preparation Process

The revision and plan preparation process of Bulawayo Master Plan (2019 – 2034) involved (8) project execution stages and 5 milestone reports as presented below.

Project Stage 1

- i. Mobilisation and start up, leading to the production of the **Inception Report**.

Project Stage 2

- i. Extensive and all embracing consultation process that went on throughout the duration of the project;
- iii. Literature review, sourcing and collection of all existing relevant schemes, plans, reports, policy documents, maps etc;
- iv. Desktop studies and reviews of all collected literature/reports and plans.

Project Stage 3

- i. Carrying out an in - depth review and assessment of Bulawayo Master Plan (2000 - 2015), including an appraisal of the prevailing conditions upon which the plan's proposals were predicted;
- ii. Assessment of the plan's proposals and recommendations, as well as its performance and implementation;
- iii. Identification of implementation constraints and also the identification of emerging planning issues and challenges.

Project Stage 4

- i. Field Surveys and data collection on all sectoral aspects as they exist in Bulawayo and the immediate hinterland;
- ii. Situational, spatial and resource analyses relating to all collected data from field surveys and desktop studies;
- iii. Demographic and Economic Analysis;

- iv. Identification of land use issues, emerging planning challenges, growth management issues and development opportunities;
- v. Carrying out of an Environmental Audit of key and major existing developments and establishing the state of the environment;
- vi. Mapping of all information obtained from the various surveys and analyses in a remote sensed and GIS generated manner;
- vii. Projections and forecasts of future land requirements

The completion of tasks/activities in projects stages 2 to 4 will result in the production and submission of the **Report of Study**.

Project Stage 5

- i. Generation and formulation of development goals and vision for Bulawayo that is reflective of the time frame of the plan;
- ii. Translation of the results of the spatial, situational, land use and resource analysis into frameworks that identify possible options, proposals, guidelines, strategies, policies and programmes that could be adopted in an effort to address the identified planning issues and challenges;
- iii. Generation of alternative Spatial Development Framework and Spatial Development strategies;
- iv. Generation of spatial Growth options'
- v. Evaluation of Spatial Growth options and recommended preferred option;

Project Stage 6

- i. Preparation of a spatial Development Framework and Spatial Development Strategies;
- ii. Formulation of sectoral proposals and strategies, recommended policies and development guidelines and implementation strategies;
- iii. Integration of all the preferred Spatial growth options, proposals and strategies into a Draft Master Plan;
- iv. Prepare a SEA of Development Proposals;
- v. Mapping all the Development Proposals

The completion of tasks/activities in project stages 5 and 6 will result in the production of a **Draft Master Plan Document**.

Project Stage 7

- i. Addressing of all comments from consultations and public scrutiny on the Draft Master Plan.
- ii. Production of the **Draft Final Master Plan** and presentation of same to the Department of Physical Planning.
- iii. Presentation of the **Draft Final Master Plan** to Full Council for adoption.
- iii. Present the **Draft Final Master Plan** to the Minister.

Project Stage 8

Incorporation of all the comments from the Minister and production of a **Final Master Plan Document**.

CHAPTER 2

KEY PLANNING ISSUES,CONSTRAINTS, CHALLENGES AND DEVELOPMENT OPPORTUNITIES

- **INTRODUCTION**
- **SUMMARY OF SITUATIONAL ANALYSIS AND
PROFILE OF BULAWAYO**
- **KEY CONSTRAINTS TO DEVELOPMENT**
- **DEVELOPMENT OPPORTUNITIES**
- **PLAN GOALS AND OBJECTIVES**

2.1 Introduction

- 2.1.1 A summary of the existing situation in the Planning Area as captured in the condition surveys and situational analysis during the Report of Study (See Volume 2 – Report of Study) is presented and highlighted in this chapter. The chapter provides a synthesis of the identified issues, constraints and development opportunities as a means of bridging

the Report of Study and the Draft Plan, thus keeping into perspective what has informed the formulation of development proposals and strategies by the Draft Master Plan document.

2.2 Summary of Situational Analysis and Emerging Issues

- 2.2.1 The Summary of the situational analysis and the emerging planning issues as they relate to Bulawayo are presented on as a sector by sector.

Bulawayo's Regional Settings

- 2.2.2 Bulawayo's geographical position within the southern African region is central. It occupies the midway position between the powerful economy of South Africa and the potentially strong economies of the Democratic Republic of Congo and Angola which is a strategic and pivotal position in the long run.
- 2.2.3 Bulawayo has good road links to centres within the region, other parts of the country and outside the country, but has poor roads within the city and linkages between it and its hinterland.
- 2.2.4 Bulawayo city lies at the hub of a national and regional rail network but has no good air links to other countries except South Africa and to most centres in Zimbabwe, other than Harare and Victoria Falls.
- 2.2.5 The higher levels of infrastructure and service provision in Bulawayo attracts the youthful population from the lower order centres, other towns and districts and the implication is that unless socio - economic and employment conditions improve in areas where migrants are coming from, out migration will persist.

2.3 The Physical Enviromental and Natural Resources

- 2.3.1 Bulawayo's climate is generally low in humidity, enjoys many hours of sunshine and has frequent frosts during winter. These offer considerable advantages to agriculture and tourism.
- 2.3.2 Ground water is at risk of contamination due to the prevalence of pit toilets in newly developed areas which have not been provided with conventional sewer. Other sources of potential pollution of underground water include agricultural practices, fuel spillages, waste tips from the power station and organic pollution.
- 2.3.3 Water scarcity is still a problem as there are frequent water shortages due to water rationing due to low supplies from dams.

- 2.3.4 The city is characterised by urban trees along roads especially in the eastern areas (greening the city) and durawalls around individual properties in the residential areas.
- 2.3.5 The majority of the households in the new development areas use fuel wood for cooking, while some cut trees for sale as sources of income. Another problem that affects the conservation of forest resources in Bulawayo is occasional bush fires. The environmental consequences of the above is loss of amenity, habitat for small animal species as well as the greenhouse effect of such practices on the atmospheric conditions.
- 2.3.6 Practice of harvesting sand aggregates from the river banks and other areas in the city has serious environmental implications on the riverine landscape and soil erosion. The excavation of sand aggregates results in unrehabilitated burrow pits which not only deface the landscape but constitute constraints to physical developments.
- 2.3.7 Physical constraints to developments identified in the Study Area include:
- i) The flood plain areas along the banks of rivers/streams which though a constraint to physical development have ecological and environmental values;
 - ii) Existing burrow pits and old dump sites limit the use of those areas for Physical developments, unless if they are properly rehabilitated.
 - iii) There are some mining claims and a Mine which limits the settlement's growth in those directions.
 - iv) The railway line and railway spurs running through the city mean that the railway reserves covering large areas are precluded from developments.

2.4 Existing Land Use, Disposition, Activities and Allocation

- 2.4.1 There are areas of land within the Municipality that remain undeveloped, but which are capable of development and there are a number of undeveloped stands, especially in the low density areas.
- 2.4.2 The City of Bulawayo is cognizant of the need for land to accommodate the outward growth of the city and it has been strategic in building a land bank for the city's future land needs.
- 2.4.3 There are settlements which have been developed without the provision of services as per planning permission granted by the municipality and this has not only had adverse implications on quality of service level requirements by residents but also have adverse environmental impacts.
- 2.4.4 Land cover changes in Bulawayo show a spatial reduction in built up and an increase in non built up areas detected in 2009. Built up areas reduced by 12.97% (95.1324km²) and non built up areas increased to 86.58% (634.8407km²).
- 2.4.5 The pattern of land use is largely derived from the colonial era, which was premised on the policy of separate existence of people based on race and class in a very distinct manner. However, efforts have been undertaken to alter the settlement scape in the

eastern part of the city by way of creating medium density residential areas occupied largely by middle income people.

- 2.4.6 Well established industrial areas exists in the city but the economic downturn has seriously affected production and most of the industrial establishments have since downsized and in some instances closed down.
- 2.4.7 There is a low demand of large office space, although there remains a strong demand for smaller cheaper office units by emerging businesses. This is resulting in continuing pressure for change of use from residential to office space in areas close to the CBD.
- 2.4.8 Only two out of eight proposed district shopping centres have been completed since 1983. The two completed centres at Entumbane and Nkulumane have improved access to shopping facilities in the western areas though occupancy at the moment is less than 50%.
- 2.4.9 Bulawayo CBD is somewhat undergoing decaying in various ways and is an area which the city authorities, building owners, the private sector, users of public urban spaces and the general public can do something about with a view to sprucing its image up.
- 2.4.10 The outward expansion of cities has a tendency to invade, capture, displace and succeed agricultural activities rather than protect prime and unique agricultural land as part of the city spatial structure on food security considerations.
- 2.4.11 There are some land use incompatibilities within residential areas in the city. There are in the form of commercial and industrial activities taking place within residential neighbourhoods and residential stands. These include activities such as welding, vehicle repairs (motor mechanics), carpentry and churches. They constitute a nuisance to neighbouring residents in the form of noise pollution and negative environmental impacts. However, non residential uses which are not much of a nuisance can be permitted through special consent.

2.5 *Population and Households*

- 2.5.1 There is a need for the realisation that the population estimates within the Bulawayo Master Plan Study Area boundary and any other planning area for that matter, are at the very core of forward planning and should be treated with extreme sensitivity, caution and care as they have a profound bearing on city planning and service delivery to the community.
- 2.5.2 The stand-off between Zimstats, Bulawayo City Council including other planning agencies with regards to population estimates is not progressive and hence consensus is all-important. Zimstats ought to instill confidence in the local authority that its statistics are credible beyond reasonable doubt.
- 2.5.3 The rate of population increase in Bulawayo has declined from the high levels of the 1970's (5.9% annual average growth) to an estimated 4.5%p.a. growth rate in the period 1982-1992. The overall population estimates for the city as per 2012 census shows that

there was a population decline by 3% although the 2017 Intercensal Demographic Survey shows an annual average growth rate of 2.68 percent per annum from 2012 to a population of 738 600 in 2017. However, this figure is being disputed by Council who estimate that the population in the city was approximately 1 360 464 in 2019.

- 2.5.4 In terms of the characteristics of the population Bulawayo has very young population and this is likely to remain a feature throughout the next plan period. This has planning implications in the sense that the plan proposals should make a provision for adequate number of schools, sports as well as recreational facilities, healthcare and other public amenities in the short term. In the medium to long term, the youthful population will contribute to population growth and demand for jobs.
- 2.5.5 The old age cohort (65 years and above) increased from 2.76% in 2002 to 3.3% in 2012 in Bulawayo. This might be attributed to better medical care and social security in the urban centres such as Bulawayo. The aged bring along pressures of their own in terms public healthcare and social welfare responsibilities of national government.
- 2.5.6 Females are more than males in the city's population composition hence it calls for policies, interventions, programmes, etc. to ensure that females are catered for or empowered by not only the city but national government as well.

2.6 Labour Force and Employment

- 2.6.1 The lack of up-to-date statistics on the size of Bulawayo's labour force, unemployment and those in informal activity is an impediment to sound planning.
- 2.6.2 As at 2012, the city had 261 188 economically active people of which 189 697 were employed and 71 491 were unemployed. The current estimate is such that the size of the labour force in the Master Plan Area is estimated to be approximately 300,000 and with limited to no employment opportunities thus presents a major challenge to the local authority and the people of Bulawayo.
- 2.6.3 Employment patterns have changed markedly over the period of the current Master Plan. It was assumed in the 1980's that formal employment will remain dominant as an employment category. It is now clear that even if Bulawayo experiences economic growth informal employment will remain a major, if not the largest type of employment for most of the labour force.
- 2.6.4 The unemployed population within the working age group is composed of the 15 to 34 years age group who make up 80.4% of the unemployed population or those looking for work. Such a high rate of unemployment among the youth is a big challenge for the local planning authority and other sector departments at provincial and national government spheres.

2.7 Local Economy

- 2.7.1 Bulawayo is well placed geographically within the western part of the SADC region. How can it capitalize on this position?
- 2.7.2 Bulawayo enjoys a favourable geographical position with Zimbabwe's major trading partner South Africa, which has been enhanced by the construction of a direct rail link (Bulawayo -Beitbridge railway line).
- 2.7.3 The prevailing view on unemployment in the country including Bulawayo is that it has been trending at high levels contrary to the views from Zimstats. What is consistent on the subject of employment and unemployment in Bulawayo from the 2002 to 2012 censuses and 2017 ICDS is that consistently, Bulawayo had the lowest rate of employment but rated conversely highest on unemployment compared to Harare and the country in general.
- 2.7.4 However de industrialization has been a major challenge in the city over the past twenty or so years. The major questions which need to be addressed are; what should Bulawayo do to attract new investment? What are the competitive advantages that Bulawayo can offer potential investors?
- 2.7.5 If an effort to promote economic development in Bulawayo, the city has been declared a special economic zone.
- 2.7.6 Matabeleland has a potential to become a growth region. How can Bulawayo assist in this process and so benefit from the urban-rural linkages that exist between the city and its immediate environs?
- 2.7.7 What type of industrial activities are likely to grow in the plan period? What are their needs and how can the Master Plan facilitate their development?
- 2.7.8 There is a need to encourage greater emphasis on exports within the Manufacturing sector. How can this be done from a local perspective? Are Export Processing Zones the answer?
- 2.7.9 The Informal Sector now employs the majority of the labour force in Bulawayo. But for many the sector provides only very marginal returns. How can the city assist in improving the performance of this sector to enhance incomes and reduce poverty?
- 2.7.10 The Bulawayo region is rich in mining potential. There are several mining claims and investment in existing mines and widespread exploration for additional mineral deposits. Major finds in methane gas in and around Hwange and Lupane will contribute to significant developments in the region.
- 2.7.11 The eventual construction of the Gwaai-Shangani Dam and the associated pipeline to Bulawayo {and the link to the river Zambezi} will herald a major boom both through the construction work and the provision of sustainable water supplies to the region. The creation of new large irrigation areas in both Matabeleland North and Matabeleland South, as well as new mining and tourism ventures will improve the levels of wealth in the region eventually creating new markets.

2.8 Housing

- 2.8.1 Despite having a Housing Policy at national governmental level, the city does not have its own Housing Policy and a Housing Development Strategy. This is critical in view of the diversified housing delivery sector with several role-players in housing delivery and towards ensuring a guided approach to housing provision and ensuring that all fundamental requisites are adhered to through an enabling, facilitative environment.
- 2.8.2 There is an increase in the number of residential developments in the city over the past 15 years but this is not meeting the effective demand of the residents as the waiting list has increased from about 25 356 in 1998 to 115 000 as at 2018.
- 2.8.3 Residents in the oldest residential suburbs of Makokoba, Iminyela and Mabutweni have applied for homeownership status. However, there is need for the old residential suburbs to be surveyed and be provided with individual toilets to facilitate conversion to home ownership programme.
- 2.8.4 The new residential areas such as Cowdray Park, Pumula South, Pumula South Extension Emganwini and other such areas such Hyde Park are not fully serviced and not yet electrified.
- 2.8.5 Middle income earners are experiencing serious accommodation problems as there is no clear policy on the provision of accommodation for middle income earners resulting in them being catered for either in high or low income schemes.
- 2.8.6 Central and Local government have greatly reduced their participation in residential development such that an enabling environment for other players to assist in the provision of houses has been provided. However, most private developers are servicing land to the expected standards which is costing the Local Authority as they seek to rectify the situation.
- 2.8.7 The number of dwelling units in Bulawayo is approximately 135,000 (2018 estimate). These units have to provide accommodation for 267,000 separate households. This means that there is an average of 2.0 households occupying every dwelling. This points to a very serious problem of overcrowding.
- 2.8.8 The future projection of households to 448 500 indicates a growing housing problem. Even if only 75% of all households actually desire and need a separate dwelling unit it is estimated that there is need to construct a minimum of 336 375 houses in the plan period. This equates to a construction 14 000 dwelling every year of the plan period. It is difficult to see how this task can be accomplished either in terms of affordability for the poor, who constitute the overwhelming majority of the need or in terms of construction capacity. The likelihood is that overcrowding will remain a problem for the foreseeable future.

2.9 Education

- 2.9.1 Bulawayo has a full range of educational facilities from pre-school to University but these are inadequate at all levels.
- 2.9.2 Due to an increase in population and the development of new residential areas there is a need to construct more educational facilities within the city i.e. pre-school, primary, secondary and high schools.
- 2.9.3 The city has experienced an increase in the number of applications for change of use from residential for pre-school and day care centre use.
- 2.9.4 The shortage of schools in some neighbourhoods has resulted in high enrollment in some primary schools and a shortage of classrooms at primary and secondary schools resulting in unconducive learning environments (hot sitting).
- 2.9.5 There is a high teacher to pupil ratio in most public schools in the city.
- 2.9.6 Special schools in the city are adequate but the major handicap is finance to ensure a continuous sustenance.
- 2.9.7 The BCC has various youth training centres in the high density areas and their operation is limited by little financial allocation in council budget.
- 2.9.8 Westgate training college is making contribution to industry as the graduates are trade tested and ready for the industry/market.
- 2.9.9 There are 2 teacher's training colleges and both are oversubscribed and cannot accommodate all the applications received.
- 2.9.10 The Zimbabwe School of Mines (ZSM) is making an important contribution to the mining industry locally and regionally.
- 2.9.11 There are four (4) universities operating in the city. The rate of development of the universities is being hampered by inadequate funding.

2.10 Health

- 2.10.1 The two (2) referral centres (United Bulawayo Hospitals and Mpilo) in the city are strained as some patients are referred from the Midlands, Matabeleland North and South provinces.
- 2.10.2 The private health sector has expanded in terms of health service provision in the recent past and is likely to continue to do so provided there are sufficient clients. The opening of facilities such as Premier Medical Aid Society, All Saints Children's Hospital and Corporate 24 hospital during the plan period has improved health service provision in the city.
- 2.10.3 The failure to open Ekusileni Hospital since its commission in 2004 is disadvantaging the Bulawayo community in terms of health service provision.
- 2.10.4 Public health facilities in the city, such as two main referral hospitals and Municipal clinics are not sufficient to cater for the existing population. Additional facilities will be required during the plan period.

- 2.10.5 Ingutsheni Mental Institution is a national referral centre and requires more financial support for it to maintain this important role.
- 2.10.6 Like government, health institutions under the jurisdiction of the municipality are also experiencing problems such as lack of finance, up to date equipment and staff shortages.
- 2.10.7 There has been a decline in health service over the past ten years due to declining financial commitment for government and the inability of local authority resources to meet growing need. Health service have also suffered from lack of appropriate staff and high staff turnover.
- 2.10.8 There has been an increase in the number of applications received for change of use from residential to surgeries in some residential areas.
- 2.10.9 There is a fair spatial allocation of municipal clinics in the western parts of the city in the high density suburbs where most of the population resides. While this somehow promotes accessibility to health care in the western suburbs, it can hardly overcome the geographic fixity of existing higher order facilities and the long distance between the higher density population in the western part of the city and higher order health facilities to the east.
- 2.10.10 It is of great concern that HIV/AIDS and Tuberculosis are topping the disease hierarchy especially considering that they are infectious diseases. In 2020 the COVID 19 pandemic has been a major challenge in the health sector in the whole world. The health sector in the city including the municipality, national government and other role-players have a huge responsibility in putting in place measures to reduce the prevalence of infectious diseases.

2.11 Community Facilities, Recreational & Entertainment

- 2.11.1 Bulawayo maintains a strong diversity of cultural activities and a wide range of facilities which needs to be encouraged at community level.
- 2.11.2 Recreational facilities need to be improved in the city and facilities expanded to meet future needs over the plan period.
- 2.11.3 There are no entertainment facilities in the high density suburbs such as night clubs and cinemas.
- 2.11.4 Tourist related accommodation is not enough as evident during the trade fair periods and other major events in the city.
- 2.11.5 There is the rapid proliferation of lodges resulting in changes of use of most residential buildings.
- 2.11.6 The caravan park is not well publicized and not operating to its full potential as it can be an important income generating project for the Municipality.
- 2.11.7 The introduction of elitist sports such as cricket, rugby in the high density areas has been hampered by lack of adequate finance.

2.12 Social and Community Facilities

- 2.12.1 There are twenty community halls and sixteen youth centres in the city. Some of the facilities are being managed by the Municipality while others have been leased out.
- 2.12.2 Socio Economic problems and breakdown of the extended family life styles have contributed to growth in the number of street children.
- 2.12.3 There are 22 police stations in the City with a staff complement of 4 253. There are sites which have been allocated for the establishment of police stations but these have not been developed due to financial constraints.
- 2.12.4 There are 5 prison and correctional services within the jurisdiction of Bulawayo.
- 2.12.5 Fifteen (15) post offices have been established in the city centre. Postal services have not kept pace with the expansion of the city especially with the needs of those who reside in the newer suburbs.
- 2.12.6 Community Information Centres have been established within Zim Post buildings to cater for disadvantaged members of the community who cannot afford to buy computers, access the internet, print, scan, photocopy and fax.
- 2.12.7 There are 11 old age homes which are registered with the Department of Social Welfare in Bulawayo. Most of the old age homes are located within the Coronation Cottage complex on Fife Street extension.
- 2.12.8 There are 10 child care facilities which are registered with the Department of Social Welfare.
- 2.12.9 There are four fire stations in the city namely; Famona, North end, Nketa and Nkulumane. There are plans to establish at least 2 more fire stations at Waterford and Cowdray Park to maintain or improve the response time by the fire branch.
- 2.12.10 There are 726 registered churches within the city. 620 churches are operating from designated stands while 106 are operating from residential premises, industrial stands, schools and from premises within the city centre.
- 2.12.11 There are nine libraries in the high density residential areas which are being managed by the Municipality through the Bulawayo Library Municipal Library Service.
- 2.12.12 There are two public libraries in the city namely the Bulawayo Public Library and the National Free Library. The Bulawayo Public Library has four public library branches namely Ascot Public library, Cowdray Park Library, Historical Reference Centre (HRC) and the book (mobile) bus library.
- 2.12.13 Sporting facilities in the city constitute of football, rugby, hockey and cricket stadiums. The facilities are municipal, state and privately owned. Privately owned sports centres are open to paid up members. Facilities at the clubs include tennis, squash, badminton, basketball courts, rugby, bowling, cricket, hockey and swimming pools.

- 2.12.14 There are 97 public conveniences which are integrated in places where there are high volumes of traffic to serve the entire city.

2.13 Cemeteries and Crematoria

- 2.13.1 There are 10 site for cemeteries. Most of the cemeteries have been decommissioned except for a burial spaces for people who have already bought grave yards.
- 2.13.2 Cemeteries are fast filling up such that there will be need for additional cemetery sites to be identified during the plan period.
- 2.13.3 A private cemetery has been developed in Umvutsha.
- 2.13.4 Crematorium facilities in Bulawayo are not operational.

2.14 Refuse Disposal

- 2.14.1 As a result of growing population there is an increase in the amount of waste being generated in Bulawayo.
- 2.14.2 Uncollected refuse is becoming a cause for concern as a lot of refuse is being dumped on road reserves, vacant stands and open spaces.
The use of community vehicles has improved service delivery from fortnightly collection to weekly refuse collection.
- 2.14.3 The Municipality does not have a robust waste management infrastructure and equipment due to the financial challenges facing the municipality but efforts are being made to improve waste collection. Waste collection in parts of the city especially the high density suburb's has been erratic with some areas going for days with waste not having been collected.
- 2.14.4 The Municipality's Department of Health faces the same financial and staffing challenges which the municipality faces in service delivery. While the level of service standards are understandable, it is inadequate that domestic waste management (residential) and industrial waste management is undertaken once a month.
- 2.14.5 While the city has environmental/waste education and awareness programmes, it acknowledges that there is a need to improve on this very important environmental care strategy.
- 2.14.6 Special note should also be taken of the waste to wealth (recycling) potential especially cans and plastics which is a multi – million dollar industry elsewhere on the continent and in South Africa in particular. The conversion will not only create more jobs but will provide cheap raw material for some consumer products.
- 2.14.7 No future site for a landfill has been identified as yet despite that the existing site at Richmond has a lifespan of less than 10 years. However, the site is still being used for waste disposal.

2.15 Infrastructure and Utilities

2.15.1 Water and Sewer

- 2.15.1.1 Five (5) dams to the south with a combined capacity of 352 085 million m³ against an estimated yield of 132.3ml per day constitute the major sources of water for the city.
- 2.15.1.2 The Mtshabezi pipeline which was commissioned in 2016 and Nyamandlovu aquifer are other sources which are available to boost supply.
- 2.15.1.3 The city's southern and northern sewage treatment works are overloaded. Efforts are underway through the Bulawayo Water and Sewerage services improvement project to improve water supply and sanitation services.
- 2.15.1.4 Khami dam is currently out of commission.
- 2.15.1.5 Three major treatment works with a total capacity of 260ml/d are currently in operation.
- 2.15.1.6 The city has two prime waste water treatment facilities namely Aisley and the Southern Areas Treatment works.

2.15.2 Roads and Transportation

- 2.15.2.1 Notwithstanding the present satisfactory level of traffic operations it is necessary to make provision for the establishment of transportation corridors that are capable of accommodating the City's long-term future needs looking at the establishment of a commuter transit system.
- 2.15.2.2 A rail-based commuter transportation system to link at least the western areas of the City to the central area, must be considered though the implementation of a rail transit system within the planning period is unlikely.
- 2.15.2.3 An integrated pedestrian/cycle routing system, particularly in the western areas, should be developed for their safety. Currently a lot of conflicts exists between pedestrian/cyclists and motor vehicles.
- 2.15.2.4 General observations reveal that the road network is generally adequate for the present levels of demand. There are few impediments of any significance to traffic flow and a good level of cross-linking. However, it is necessary to ensure that adequate provision is made to handle the anticipated future growth of traffic volumes.
- 2.15.2.5 *Due to* large volumes of pedestrian traffic the construction of pedestrian over-bridges must be considered in the vicinity of Sixth Avenue. Sixth Avenue Extension and Lobengula Street. However, this should be done subject to detailed studies.
- 2.15.2.6 *Changes in the Public Transport Sphere:* ZUPCOs influence in the urban public transport system has now improved since the introduction of subsidised buses though commuter omnibuses still constitute the largest public transport mode. Pirate taxis now

constitute a major mode of public transport in the city. Poor operating practices by some of the minibus drivers and pirate taxis is discouraging potential patrons of this mode.

- 2.15.2.7 *Minibus Bus Terminuses and Shopping Places:* Commuter omnibus terminuses have been established on the perimeter of the City centre. These are well sited and well used though incidences of picking passengers in the city centre especially Fort Street and Leopold Takawira Avenue as well as Fort and 10th Avenue are a major concern.
- 2.15.2.8 *Country Bus Terminuses in Bulawayo:* There are three country bus terminuses. The oldest of these is that at Renkini, in the Thorngrove industrial area with a capacity of about 70 buses. The other two are the Entumbane terminus adjacent to the Entumbane Shopping Centre, off Luvuvu Road and at Nkulumane adjacent to Nkulumane Shopping Centre off Masiyephambili drive.
- 2.15.2.9 *Metered Taxis in the City Centre:* The supply of taxis appears adequate for current demand levels as there are more companies which are now operating. However, some pirate taxis are competing with metered taxis in the provision of taxi services.
- 2.15.2.10 In an effort to prevent unnecessary through traffic in the City centre, residential and other sensitive areas the completion and expansion to the City's ring roads and interlinked network, as well as traffic engineering and regulatory methods must be given priority.
- 2.15.2.11 To give effect to this suggestion access from the main arterials to the central area ring road would require {i} completion of the Basch Street Link to Falls Road, as a current proposal. {ii} re-routing of the airport access road from the bend near Colenbrander Avenue directly into the northern end of Samuel Parirenyatwa Street, via Redrup Road. {iii} re-routing Esigodini Road directly into the eastern end of Fourteenth, instead of connecting Twelfth Avenue into Fourteen Avenue, as currently proposed. {iv} Second Avenue will need to be widened. The 1981 proposed First Avenue/Second Avenue one-way couplet would be abandoned.
- 2.15.2.12 Analysis of traffic accident data suggests a growth in the number of accidents per year.
- 2.15.2.13 Generally parking seems adequate to meet the current levels of demand for parking in the city centre though there needs to be detailed studies in future on the parking situation in the city.

2.16 Electrical Power Distribution

- 2.16.1 ZETDC distribution network in Bulawayo consists of 88kv and 33kv primary distribution networks which supply primary substations where voltage is stepped down to 11kv for local distribution.
- 2.16.2 There are bulk supply substations at Insukamini and Marvel. These substation receive power from the 330kV National Grid.

- 2.16.3 The 88kV network system consists mainly of overhead lines with some underground cables.
- 2.16.4 Cowdray Park substation is currently under construction, its capacity will be 40MVA; supplied by two 88/11kV transformers each with 20 MVA capacity.
- 2.16.5 The 33kV network supplies the city centre, Steeldale Industrial area and the suburbs of Fama, Hillside, Khumalo, Suburbs, Ilanda and Killarney. It has supply points at Marvel Bulk Substation and at the Bulawayo Power Station.
- 2.16.6 The 11kv distribution system is supplied from the 88kV and 33kV substations. It supplies the central business district, low density and high density residential areas including commercial and industrial areas.
- 2.16.7 The low voltage reticulation system consists mainly of overhead lines with some underground cable particularly in the low density residential area. In the high density residential areas substation capacity is based on 2.5kVA per consumer after diversity.
- 2.16.8 Current capacity of electric supply to Bulawayo Metropolitan is adequate. The refurbishment of Bulawayo thermal power station has improved power supplies to the city.
- 2.16.9 The introduction of digital systems in the mid – 80s (1987) has improved telecommunication in the quality of services, Value Added Services and expanded coverage.
- 2.16.10 There is a backlog of demand for additional lines amounting to 1103 voice and 593 broadband lines which are all residential. The backlog is mostly in the new residential neighbourhoods.

2.17 Environmental Audit

- 2.17.1 An Environmental Audit undertaken as part of the Report of Study indicated a number of concerns. Sewer collapse, water contamination, illegal extraction of sand and gravel, illegal dumping of waste, illegal release of toxic waste by industrialists, tree cutting and a host of problems associated with squatting and overcrowding were among the adverse points highlighted in the audit. On the positive side Bulawayo's air and water remain relatively clean and there remains many areas of quality open space in the city environs.
- 2.17.2 The quality of Bulawayo's drinking water is generally good and monitoring procedures are adequate. However, the activities of artisanal miners in the catchment areas of Bulawayo's water supply may be polluting the water courses.
- 2.17.3 Sewer collapse, blockage and general lack of capacity of sewage works has led to periodic discharge of raw sewage into water courses. This poses a potentially serious health risk to residents.
- 2.17.4 Air pollution affects the city, major industrial establishments such as the power station, cement manufacturing plant and brick manufacturing are the major contributors.

- 2.17.5 Enforcement of existing environment protection measures is weak due to lack of sufficient resources to monitor and apprehend offenders. Even when offenders are caught the penalties are too low to act as a deterrent.
- 2.17.6 The rampant use of every available open space in large parts of the city for growing maize crops may be causing some land degradation and siltation of river systems. Illegal squatting is leading to land and vegetation degrading within their spheres of influence.
- 2.17.7 The use of wood fuel by many households is leading to greater tree loss within the study area and consequent loss of habitat for wildlife and increase dangers of soil erosion.
- 2.17.8 Mining activities are sometimes incompatible with public health and residential well-being.

2.18 Development Opportunities

2.18.1 Development opportunities as they relate to Bulawayo are summarised as follows:

- i. Bulawayo's locational advantage as a junction settlement and its accessibility to and from all parts of the country, coupled with the fact that it is the country's second capital city means that it has all the potentials to grow and develop.
- ii. There are opportunities and potentials for the City to retain its status of being the country's industrial hub. The city already has a good base as physical infrastructure already exists. There is abundant electricity supply and transportation linkages to all parts of the country for distribution of finished products and supply of raw materials are very good. In addition, the proposal to develop an export processing zone in Bulawayo will boost the economy. All these opportunities provide an enabling environment for industrial development in the city.
- ii. The city and the hinterland is endowed with natural resources.

2.19 Key Constraints to Developments

2.19.1 A number of factors have been identified as constituting constraints to both physical and economic developments in the City. These include the following

- i. **Environmentally Risky Area** – As noted in the Report of Study, the low lying areas adjacent to the banks of main drainage channels within the Municipal boundary are prone to periodic flooding which in itself constitutes constraints to physical developments in those areas and hence development should be precluded from the flood plain areas. This specifically related to major water courses within the Municipal Area such as Matshemhlophe, Mazai and Phekiwe.

- ii. **Presence of Burrow Pits**– During field surveys for the Report of Study a number of burrow pits which were used for sourcing construction aggregates for road construction were identified in the Planning Area. These present a constraint on the use of such areas for physical developments until such a time that they are rehabilitated as required by law which comes at a cost. This might be the reason why there are a number of un rehabilitated burrow pits within the Municipal boundaries.
- iii. **Old Dump sites** – There are a number of old dump sites within the Municipal boundary. These present a constraint on the use of such sites for physical developments until such a time that they are rehabilitated as required by law.
- iv. **Low levels of infrastructural service provision** – The low levels of infrastructure and service provision in some neighbourhoods is a setback for development in some parts of the Municipal boundary.

2.20 PLAN GOALS AND OBJECTIVES

2.20.1 The major goal of the Bulawayo Master Plan (2019 – 2034) is to ensure that Bulawayo is a well planned settlement that is attractive, functional, safe and portrays an image and character befitting the second largest urban centre. The goals and specific objectives which the plan seeks to achieve and attain were largely derived from identified planning issues and challenges, the Terms of Reference (ToR), outcomes of stakeholders workshop and community consultation meetings. In addition, due consideration has been given to the 2000 – 2015 Master Plan goals to establish their relevance/appropriateness in the current context. It was on the basis of these that the following goals and objectives were generated and formulated.

Goal 1: To create a well planned Bulawayo with a distinctive image and character

Objectives

- i. To apply urban design principles and concepts in the replanning and redevelopment of Bulawayo in order to improve the image, form and character for the city;
- ii. To adopt rational spatial and growth management strategies in order to accommodate growth and development during the plan period;
- iii. To put in place a logical and sequential plan implementation program that includes a phasing arrangement for developments, implementation roles and responsibilities;
- iv. To recommend appropriate mechanisms for monitoring the plan's implementation in order to ensure that its proposals and recommendations are being followed as well

as periodic reviews of the plan in order to accommodate changes in the planning environment.

Goal 2: To make the best use of land in order to satisfy present and future needs of the planning Area.

Objectives

- i. To identify suitable developable land within the existing built up areas for infilling and subdivision measures where feasible in order to densify.
- ii. To identify suitable developable land for expansion of the Municipal Boundary.
- iii. To formulate strategies for encouraging large plot owners to intensify use of their plots and promote mixed use developments.

Goal 3: To rationally zone and designate land for various land use categories

Objectives

- i. To designate adequate land for the development of residential, commercial and industrial land uses as well as community facilities including schools, day care centres, health facilities and cemeteries.
- ii. To provide for the development of parks, recreation and open space system that meets the leisure, outdoor sports and passive recreational needs of the residents in the City.

Goal 4: To improve line infrastructure to adequate and affordable standards

Objectives

- i. To formulate strategies for extending line infrastructure to all areas within the Municipal boundary and upgrade the capacities of existing infrastructure services (water, sewerage, roads and drainage);
- ii. To formulate strategies for extending and upgrading electricity and telecommunication in Bulawayo
- iv. To ensure that adequately serviced plots for various categories are provided.

Goal 5: To formulate economic growth and diversification strategies for the City.

Objectives

- i. To identify and exploit Bulawayo's areas of comparative advantage in order to realise its economic potential to the maximum.
- ii. To identify natural resources within Bulawayo and the periphery which may be exploited for further beneficiation for the manufacture of downstream products that can contribute to broadening economic benefits to the City
- iii. To identify and put in place appropriate economic diversification measures.
- iv. To exploit the Special Economic Zone status which has been granted to the city.

Goal 6: To provide an efficient, safe, convenient, cost effective traffic and transportation system for the City

Objectives

- i. To improve the levels of service and capacities of major roads in the City.
- ii. To consider other modes of transport in an effort to improve the public transport system in the city.
- ii. To improve traffic circulation at intersections in the City.
- iii. To provide good and adequate road transport termini.
- iv. To formulate a parking policy for the City.
- v. To encourage non motorised modes of transport in the City through the provision of walkways and bicycle routes.
- vi. To recommend new roads and connectivity in order to improve movement and circulation within the City.
- vii. To formulate strategies for continuously upgrading and maintaining roads within the Municipal boundary.

Goal 7: To improve sanitation practices and conditions in Bulawayo

Objectives

- 1. To formulate strategies for a programmed phasing out of pit/blair toilets during the life span of the plan in newly developing areas.
- ii. To improve solid waste management and disposal practices.

- iii. To identify an appropriate site for the construction of an engineered land fill within the Municipal boundary.

Goal 8: To preserve the culture and historic heritage of Bulawayo**Objectives**

- i. To formulate strategies and programmes for the preservation and restoration of historic sites and buildings in the City.
- ii. To provide monuments and landmarks that celebrate the culture and history of Bulawayo.

Goal 9: To protect the natural environment and conservation of the City's natural resources**Objectives**

- i. To identify and protect environmentally sensitive areas;
- ii. To carry out Environmental Impact Assessments of proposed developments and recommend impact mitigation measures;
- iii. To formulate guidelines to guard against the indiscriminate dumping of solid waste and construction rubble in unauthorised areas;
- iv. To enforce the provisions of the Environmental Impact Assessment Act and the Mining Act relating to the establishment and rehabilitation of burrow pits

CHAPTER 3

BASIC PLANNING CONSIDERATIONS

3.0 POPULATION GROWTH PROJECTIONS

3.1 As part of the planning process during the review and preparation of Bulawayo Master Plan for the city a number of planning considerations were made. The most important consideration is how to meet the needs and requirements of residents in the City during the fifteen (15) year time frame of the Plan, taking into account all the identified planning issues, constraints and development opportunities. The ultimate beneficiaries of the various development initiatives are the people and hence it is important that the population in the city be projected to year 2034 in order to have an idea of the number of people who are being planned for. The population projections will assist in determining the future land requirements in terms of land for housing and other social and physical infrastructural facilities. In projecting, the population over the next 15 years, the year 2012 was used as the base year as it was the last year when the national census was held. However, in addition the 2017 inter censal results were also used. Since population projections are computed without absolute certainty, three population growth scenarios were generated and considered (low, medium and high variants) with each representing respective population component assumptions. These assumptions will be used with a variation on the assumptions on HIV/AIDS, current government programs and policies, their targets as well as future trends on mortality and migration. The plan proposals are

therefore based on the adopted scenario, in order to accommodate the needs of the projected population with regards to various land needs and other services, based on appropriate planning standards and services. It is also important to note that in projecting the populations, assumptions regarding anticipated social and economic conditions, as well as Government policies and programs and projects will affect the growth or decline of the population.

It is important to keep current population estimates under constant review as the impact of HIV/AIDS and other pandemics on future population growth is not yet fully understood so as to adjust forecasts during the lifetime of the plan. It is unlikely, though not impossible, that the adopted population projections in the Plan will prove to be too pessimistic. The land needs and other population related estimates of need may, therefore prove to be in excess of what is required during the plan period. Master Plan policies will need to reflect these uncertainties.

Some of the broad facts concerning population change which applicable to the three scenarios are:

- Birth rates are slowly falling due to increased use of contraceptives and the desire for smaller families.
- Rural to Urban migration continues to occur due to Rural poverty, landlessness and aspirations among the youths for an urban lifestyle “bright city lights”.
- The impact of HIV/AIDS and other pandemics in the city is still being felt.
- The population remains very young with nearly 60% under 24 years. This means that there are an increasing number of women in the fertile age – groups which will continue to contribute to population increase.
- There is a decline in life expectancy.

3.2 Low Population Growth Scenario

The assumptions underpinning the low population growth scenario are:

- i. Fertility rates will greatly decline in Bulawayo from 3.7 in 2012 to 2.5 in 2034 due to the use of contraceptives and the desire for smaller families. This will result in a huge decline in population growth since natural increase in population would have declined.
- ii. HIV/AIDS prevalence will remain the same, affecting mostly people in the child bearing age groups, including the youth.
- iii. Government’s policies on economic development will not be targeted at Bulawayo and this will slow down economic growth, accompanied by job losses in the city.
- v. Government will pursue the decentralisation policy, which will mean that provision of service and infrastructure will be mostly directed to other settlements

in the hinterland and surrounding potential growth nodes. The assumption will result in a net migration of zero through – out the projection period.

- vi. Uncertainty surrounding coronavirus and similar unfortunate epidemics.

On the basis of the above assumptions, the low population growth scenario was generated using the following population growth rates:

i.	2012 – 2016	(1.8 percent)
ii.	2017 – 2021	(1.6 percent)
iii.	2022 – 2026	(1.4 percent)
iv.	2027 – 2031	(1.2 percent)
v.	2032 – 2036	(1.0 percent)

3.3 Medium Growth Scenario

The medium population growth scenario for Bulawayo was predicted on the following assumptions:

- i. Total fertility rate is assumed to decrease from 3.7 in 212 to 2.7 in 2034.
- ii. Death rates will reduce as a result of the effectiveness of the Anti – Retroviral therapy and improvement in terms of access to health care. The rates of HIV/AIDS prevalence will be on a steady decline as a result of successes in Government campaign on sexual behavioural change.
- iii. There will be an improvement in development, provision of social and physical infrastructure in the city during the plan period which will attract job seekers and investors. This will result in less out migration but more in-migration.
- iv. Industrial and commercial developments will be resuscitated which will serve to boost the local economy during the plan period. This will result in job creation and attraction of population.
- v. Improvement in the life expectancy of the population.

Based on the above assumptions, the medium population growth scenario was generated using the following population growth rates:

i.	2012 – 2016	(2.5 percent)
ii.	2017 – 2021	(2.3 percent)
iii.	2022 – 2026	(2.2 percent)
iv.	2027 – 2031	(2.1 percent)
v	2032 – 2036	(2.0 percent)

3.4 High Population Growth Scenario

The high population growth scenario was based on the following assumptions:

- i. Total fertility rate is assumed to decrease from 3.7 in 2012 to 3.0 in 2034.
- ii. There will be much more increased Government intervention measures by way of major national development projects and increased levels of social and physical infrastructure provisions being directed to the city during the plan period. Such developments will result in economic boom, massive influx of population as there will be more job opportunities.
- iii. There will be a huge decline in death rates due to a massive decline in HIV/AIDS prevalence rates, as well as a decline in the rate of new infections as a result of advances in medicine.

Based on the above assumptions, the high population growth scenario was generated using the following growth rates:

i.	2012 – 2016	(3.0 percent)
ii.	2017 – 2021	(2.7 percent)
iii.	2022 – 2026	(2.5 percent)
iv.	2027 – 2031	(2.2 percent)
v.	2032 – 2036	(2.0 percent)

Table 1 below shows the three population growth scenarios projected for Bulawayo up to the end of the plan period for the (Low, Medium and High population growth scenarios) basing on the ZIMSTATS and BCC respectively. On average the low population growth scenario shows that by 2034, the population of Bulawayo will be 1 310 013 while under the medium population growth, its population will be 1 524 899. On the other hand, the high population growth projections result in a population of 1 600 806 by the year 2034 for Bulawayo. The projections show that by 2034, Bulawayo's population would have grown by 1.7 percent, 2.6 percent and 2.8 percent respectively under the low, medium and high population growth variants respectively.

Table: 1. Population Growth Projections for Bulawayo, 2012 – 2034 (ZIMSTATs Base Year)

Year	Low Growth Variant	Growth Rate %	Medium Growth rate	Growth Rate %	High Growth rate	Growth Rate %
2012	653 337	1.8	653 337	2.5	653 337	3.0
2013	665 097	1.8	669 670	2.5	672 937	3.0
2014	677 069	1.8	686 412	2.5	693 126	3.0
2015	689 256	1.8	703 572	2.5	713 920	3.0
2016	701 663	1.8	721 161	2.5	734 338	3.0
2017	712 890	1.6	738 748	2.3	754 165	2.7
2018	724 296	1.6	755 739	2.3	774 527	2.7
2019	735 885	1.6	773 121	2.3	795 439	2.7
2020	747 659	1.6	790 903	2.3	816 916	2.7
2021	759 621	1.6	809 094	2.3	838 973	2.7

2022	770 256	1.4	826 894	2.2	859 974	2.5
2023	781 040	1.4	845 086	2.2	877 866	2.5
2024	791 975	1.4	863 678	2.2	899 813	2.5
2025	803 063	1.4	882 679	2.2	922 308	2.5
2026	814 306	1.4	902 098	2.2	945 366	2.5
2027	824 078	1.2	921 042	2.1	969 000	2.2
2028	833 967	1.2	940 384	2.1	993 225	2.2
2029	843 975	1.2	960 132	2.1	1 018 056	2.2
2030	854 103	1.2	980 295	2.1	1 042 507	2.2
2031	864 352	1.2	1 000 881	2.1	1 065 442	2.2
2032	872 996	1.0	1 020 898	2.0	1 086 751	2.0
2033	881 726	1.0	1 041 316	2.0	1 108 486	2.0
2034	890 543	1.0	1 062 142	2.0	1 130 656	2.0

Source: Consultants Computations and Projections 2019 (ZIMSTATS)

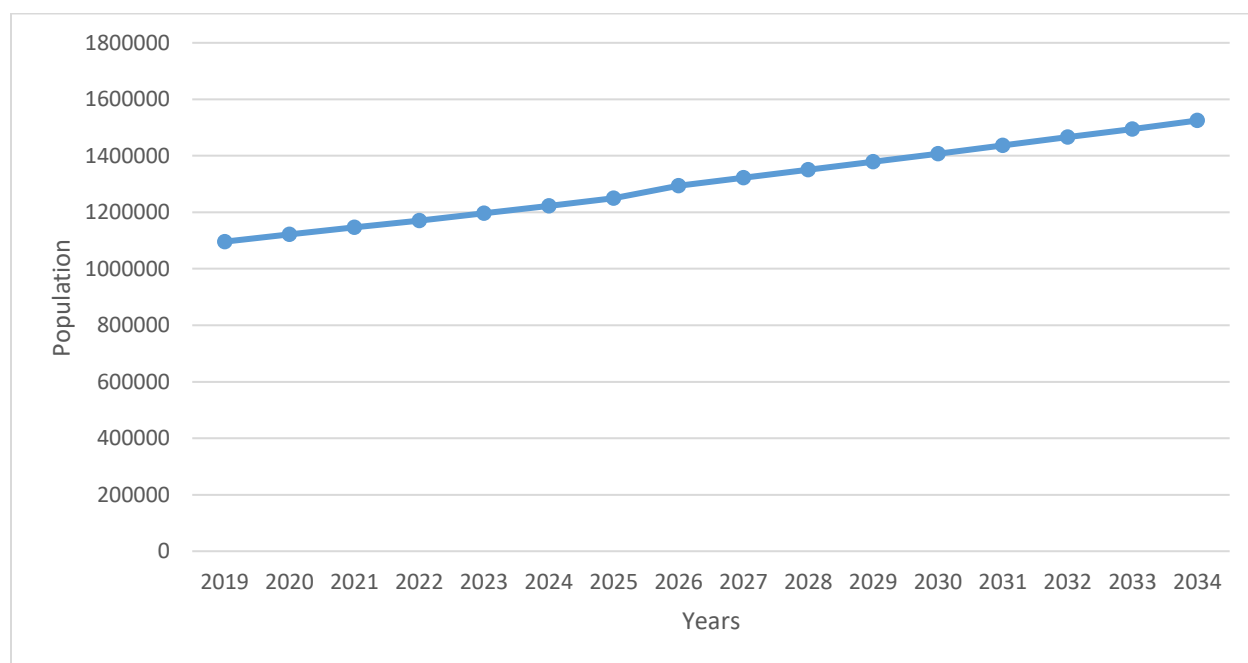
Table: 2. Population Growth Projections for Bulawayo, 2012 – 2034 (BCC estimates)

Year	Low Growth Variant	Growth Rate %	Medium Growth rate	Growth Rate %	High Growth rate	Growth Rate %
2012	1200750	1.8	1 200 750	2.5	1 200 750	3.0
2013	1222364	1.8	1 230 769	2.5	1 236 773	3.0
2014	1244366	1.8	1 261 538	2.5	1 273 876	3.0
2015	1266765	1.8	1 293 077	2.5	1 314 640	3.0
2016	1289566	1.8	1 325 404	2.5	1 354 079	3.0
2017	1312779	1.6	1 355 888	2.3	1 390 639	2.7
2018	1336409	1.6	1 387 073	2.3	1 428 186	2.7
2019	1360464	1.6	1 418 979	2.3	1 466 747	2.7
2020	1384952	1.6	1 451 616	2.3	1 506 349	2.7
2021	1409881	1.6	1 485 003	2.3	1 547 020	2.7
2022	1435259	1.4	1 514 703	2.2	1 585 696	2.5
2023	1461094	1.4	1 548 026	2.2	1 625 338	2.5
2024	1487394	1.4	1 582 083	2.2	1 665 972	2.5
2025	1514167	1.4	1 616 889	2.2	1 707 621	2.5
2026	1541422	1.4	1 686 501	2.2	1 750 312	2.5
2027	1569167	1.2	1 723 604	2.1	1 788 819	2.2
2028	1597412	1.2	1 759 800	2.1	1 828 173	2.2

2029	1626166	1.2	1 796 756	2.1	1 868 393	2.2
2030	1655437	1.2	1 834 488	2.1	1 909 498	2.2
2031	1675302	1.2	1 873 012	2.1	1 951 507	2.2
2032	1695406	1.0	1 910 472	2.0	1 990 537	2.0
2033	1712360	1.0	1 948 681	2.0	2 030 348	2.0
2034	1729483	1.0	1 987 655	2.0	2 070 955	2.0

Source: Consultants Computations and Projections 2019 (BCC)

Figure 1: Population Growth Projection Scenario for Bulawayo



Source: Consultant Computations and Analysis, 2020

After careful analysis and consideration of the various scenarios, together with the assumptions on which they were based, **the medium growth scenario is chosen as the most probable scenario that is most likely to occur during the plan period.** This is due to the efforts which are being made by the City of Bulawayo and Government to resuscitate industries in the city and the designation of the City as a special economic zone. These developments will mean an influx of population to the city. There will also be other people attracted to Bulawayo as a result of the other major developments and when we factor a natural increase of the population based on the assumption made earlier, **it is forecast that the medium growth variant is the most likely scenario to occur over the plan period.** This means that the plan proposals would be geared towards meeting the needs and requirements of 1 524 899¹ persons in terms of land requirements, housing, social and Physical infrastructure services as well as other social and community facilities.

3.4. ESTIMATES OF FUTURE LAND REQUIREMENTS

3.4.1 Residential Land Needs

Land for housing constitutes the largest land needs of any Master Plan. Whilst it is not possible that housing needs for all households can be met it is important to make an estimate looking at the total number of households. It is important that all households who desire to have a separate dwelling should be able and be assisted to do so. As a result a Master Plan should ensure that there is sufficient land to meet all needs.

Housing need in terms of this Master Plan is calculated on the basis that 10% of all households will not desire a separate dwelling. This is based on the view that some households prefer to share through extended family arrangements or would inherit from the family. The proportion of households who will come under this category and hence 10% is an arbitrary assumption.

If 90% of all households are to be provided with a separate dwelling unit then there will need to have 448 500 dwelling units by 2034. Given that present stock is presently 135 000 then land must be provided to accommodate 177 400 new dwellings as shown in the table below. This is a huge task in the current circumstances, while it is difficult to see how it is going to be achieved it is necessary to ensure that land is made available.

Table: 3 - Land requirements for residential for Bulawayo (2019 – 2034)

Year	Projected Population	Average Household Size	No of Households	Theoretical No of Residential Plots	Additional Plots Required
2019	1 096 050	4.0	274 013	274 013	139 015
2020	1 121 260	4.0	280 315	280 315	145 351

¹ The population estimates is based on finding the average for ZIMSTATS & BCC estimates

2021	1 147 049	4.0	286 762	286 762	151 762
2022	1 170 799	4.0	292 700	292 700	157 700
2023	1 196 556	3.8	314 883	314 883	179 883
2024	1 222 881	3.8	321 811	321 811	186 811
2025	1 249 784	3.8	328 891	328 891	193 891
2026	1 294 300	3.8	340 605	340 605	205 605
2027	1 322 323	3.6	367 312	367 312	232 312
2028	1 350 092	3.6	375 026	375 026	240 026
2029	1 378 444	3.6	382 901	382 901	247 901
2030	1 407 392	3.6	390 942	390 942	255 942
2031	1 436 947	3.4	422 632	422 632	287 632
2032	1 465 685	3.4	431 084	431 084	296 084
2033	1 494 999	3.4	439 706	439 706	304 706
2034	1 524 899	3.4	448 500	448 500	313 500

Source: Consultants computations

Having projected that a total population of 1 524 899 will have to be catered and planned for by 2034, it is important that the amount of land required to cater for the estimated population. This involves the use of projected household numbers, average household sizes and recommended residential stand sizes as indices for projecting future residential land requirements. Presently there are approximately 150 000 residential plots and 165 345 households with a household size of 4 person per household (CSO 2012). The forecast here is that the average number of households will progressively increase during the plan period, while conversely, average household sizes will progressively decline as a result of factors such as disintegration of the extended family system.

From table 3 above it is noted that an additional 16 741 hectares of land will theoretically be required to accommodate the projected population of 1 524 899 by 2034 with a requirement of 313 500 additional residential pots. As noted in chapter 7 of the Report of Study, there is a huge cumulative backlog of outstanding applications for residential plots of 115 000. However, if we add the backlog of 115 000 people on the waiting list with 80% being for high density areas 250 800 additional residential stands will be required. With regards to residential densities, given the need to promote a more compact settlement. It is anticipated that gross density in residential neighbourhoods should reach a minimum of 6 plots per hectare in virgin areas. This residential gross density is based on average residential plot size of 200m² as well as 25% for non residential uses such as civic and community, recreational and roads. Therefore, of the required 313 500 residential plots an additional 16 741 hectares of land will be required. Table 2, above shows how land needs are calculated so as to meet the projected need of 313 500 by 2034. The adopted density categories (low, medium and high) is based on the existing situation and recognises that for the foreseeable future as a small percentage of people will afford low density housing. While there have been attempts to reduce average plot sizes in high density housing in recent years this has not brought many benefits. The multiplier factor which has been used in projecting land needs for the various housing

categories takes into account access roads, incidental open spaces and other ancillary land uses.

Table: 4 Residential Land Needs: Medium Growth Scenario: 2019 – 2034

<u>Housing Density</u>	<u>Nos</u>	<u>Average Stand Size</u>	<u>Net Ha</u>	<u>Multiplier</u>	<u>Gross Ha</u>
High (80%)	250 800	200m ²	5 016	1.8	9 028
Medium (15%)	47 025	600m ²	2 822	1.4	3 951
Low (5%)	15 675	2 000m ²	3 135	1.2	3 762
Total	313 500		10 973		16 741

3.4.2 Civic and Community Needs

The number of educational, health, social and community facilities required during the plan period relate mainly to the anticipated increase in population. Prescribed standards as per Department of Physical Planning guidelines have been adopted in estimating the requirements of the social and community facilities will be accommodated as part of the gross residential land allocation while others will be catered for in major developments such as neighbourhood commercial centres and district. However, land for commercial developments will be catered for under employment related land needs.

The major land use under civic and community to be planned for during the plan period are the cemeteries. Looking at the population projections there will be need to plan for over 400 000 burials during the plan period as only a small minority of the population is cremated. Assuming that 1 ha accommodates 1 000 burials approximately 400 ha has to be reserved for cemeteries during the plan period.

Table: 5 Land for Education, Health and Community Facilities

<u>Category</u>	<u>Number</u>	<u>Area (Ha per unit)</u>	<u>Total Land Area</u>
Pre – Schools	117	1	117
Primary Schools	80	6	480
Secondary Schools	20	12	240
Tertiary Colleges	2	25	50
Skills Training Centres	5	5	50
Hospital	2	20	40
Clinics	80	1	80
Police Stations	10	1	10
Refuse Disposal Sites	2	20	40
Recycling	2	10	20
Cemeteries			400
Total Civic and Community Facilities			1 293

3.4.3 Open Spaces

Open Space constitutes an important land use in any city. The open spaces, public and private covers sports facilities such as active and passive open spaces, playgrounds, game parks and conservation areas. Some of the open spaces especially passive open spaces can act as important buffers, green belts or divide different uses.

Open space provision in this Master Plan will be as per design guidelines, they should constitute 5% of the land area being considered for design. Open space provision is relatively generous but is important for the health and amenity of people in the city. Bulawayo's character is derived from its numerous open spaces. However, there is a shortage of open spaces and challenges of maintenance of both active and passive recreational in the city. This plan will make an effort to try and rectify the inadequate provision of open spaces to ensure that the new residential areas have appropriate allocation of land for recreational purposes. The table below sets out the various standards for different types of open spaces.

Table: 6 Land for Open Spaces

Type	Land Activity	Ha per – 000 population
Active Recreation	Sports and Stadia, football, Golf, Cricket, tennis etc	5.0
Passive Recreation	Parks, Buffer zones and other amenity areas	5.0
Community Open Spaces	Playgrounds and Amenity areas	2.0
Total all types		12.0

Taking cognisance of the above, there is need to provide 12.0 ha per thousand for the anticipated 289 021 people that are to be planned for during the Master Plan period 2019 – 2034. This will equate to making a provision for 3 468 ha.

3.4.4 Employment related land needs

On the basis of the population estimates provided above and in the Report of Study, it can be estimated that the economically active population in the city will grow from the current 241 339 to 448 500 by 2034.

It is estimated that the current labour force constitutes about 54% of the economically employed. Given that the Master Plan will seek to encourage investment to facilitate job creation the plan should focus ensuring the creation of more employment opportunities in the formal sector, though this is a difficult task under the current scenario. It is on this basis that an assumption is made in the plan that formal employment will grow to at

least 60% during the plan period. The table below illustrates the formal/informal employment scenarios that is envisaged during the plan period.

Table: 7 Formal/Informal Employment Activities 2019 – 2034

Year 2019		Year 2034		Change 2019 - 2034	
Formal	Informal	Formal	Informal	Formal	Informal
240 000	228 000	386 000	250 000	146 000	22 000

Note: An Estimate of informal employment is based on a share of formal employment @ 94.5% as per 2014 Labour Force Survey

Formal and informal employment opportunities need land to operate. The amount of land required for different types of employment activities should be estimated so as to arrive at an overall land needs figure. The land needs for informal sector employment opportunities will need to cater for more than the anticipated 22 000 increase in the informal sector. As for the informal sector it is becoming the main stay of urban areas in terms of employment opportunities and hence more land needs to be set aside as very little land has been set aside in the past for such activities.

Table 8: Land required for different types of employment Activities: 2019 – 2034

Sector (Formal)	No's	%	Ratio worker/ha	Land (ha)
Industrial	11 680	8.0	20	584
Light Industry	36 500	25.0	30	1 217
Service Industry	36 500	25.0	40	913
Office/Business	17 520	12.0	50	351
Shops/Market	14 600	10.0	50	292
Transport/Distribution	14 600	10.0	20	730
Wholesale/Warehouse	14 600	10.0	20	730
Total	146 000	100.0		4 817

Sector (Informal)	No's	%	Ratio worker/ha	Land (ha)
Street sellers and other Categories which use Existing land or dwellings	100 000	30.0
Workshops	75 000	35.0	80	938
Enterprise Areas	75 000	35.0	80	938
Total	250 000			1 876

The Master Plan should reserve 6 693 ha of land for employment needs during the plan period.

Table 9: Summary of Land Needs: Bulawayo 2019 – 2034

Residential	16 741 ha
Employment	6 693 ha
Open Space	3 468 ha
Social and Community	1 093 ha
Total	27 995 ha

3.5 DEVELOPABLE LAND SUPPLY ANALYSIS

The developable land supply analysis refers to the process of preparing an inventory of vacant, partially vacant and redevelopable land within the Municipal boundary in an effort to determine land available for future development. The analysis constituted of the following:

- i. An assessment of available land in the existing built up areas in terms of their capacities to accommodate a part of the anticipated future growth.
- ii. Site suitability assessment and identification of suitable locations within the Municipal boundary and its hinterland to accommodate anticipated growth.

Four types of “developable” land were identified and analysed separately within the Municipal boundary as part of the developable land supply analysis as follows:

- i. **Vacant Plots** – refers to an allocated but undeveloped stands/plots within the built up area. Vacant plots which have been allocated by the Municipality may be repossessed and reallocated as the agreement of sale conditions have not been met.
- ii. **Intensification** – refers to estimates of a number of “underutilised residential plots” in established neighbourhoods that can be further subdivided into additional parcels of land. Only plots especially those which are above 4 000m² were considered viable for additional subdivision.
- iii. **Infill** – refers to incidental open spaces (vacant pieces of land supply) located in established neighbourhoods. These remnants of vacant land can be either subdivided to create residential and other land uses.

- iv. **Greenfield land** – refers to a piece of undeveloped land, either currently used for grazing, agriculture or just left to lie fallow.

A summary of the developable land inventory and its potential development capacity is provided in table 10 below.

Table 10: Types of Buildable Land and their capacity to accommodate future growth

Mode of accommodation of predicted growth	Area in Ha	Estimated Number of Stands	Correction factor	Estimated Number of Future Plots to be accommodated	Capacity in hectares to accommodate requirements
Vacant	12 340	74 040	80%	59 232	10 000
Serviced/Planned					
Vacant - Unplanned	1 200	7 200	50%	3 600	600
Intensification	3 000	18 000	75%	13 500	2 250
Infill	-	-	-	-	-
Sub Total				76 332	12 850

Source: Consultants computations

3.6 LAND AVAILABILITY

The existing Municipal area comprises of considerable areas of unused land. This is shown in table 11 below.

Table 11: Land Available within the Municipal Area

<u>Land Category</u>	<u>Hectares</u>
Land developed	635 650.00
Land unsuitable for development	2 500.00
Land available for development	4 850.00
Land planned for future development	2 500.00
Land Available for development	2 350.00
Total Land Area within the Municipality	643 000.00
.....	

3.7 Land Available for Development

3.7.1 Layouts

Bulawayo City Council has prepared a number of layouts for residential, industrial and commercial land uses totalling over 2 000ha. Most of the layouts have been approved but

are not yet serviced or servicing in on going. Some of the layouts which have been prepared by the Local Authority cover areas such as Umvimila, Cowdray Park, behind Davies Granite and Old Mutual industrial areas and Belleveau, Remainder of Umganwini, Killarney East, Richmond Integrated, Norwood Tracks 1 & 2 and Willsgrove residential areas.

3.7.2 Vacant Stands

In addition to the planned areas there exists undeveloped residential stands in the various low, medium and high density areas. Some of the older residential areas have vacant stands which are being utilised for infill developments. There also exists some undeveloped stands in established industrial areas.

It is important to acknowledge the opportunity to accommodate a portion of the future growth requirements through repossession of allocated residential which have not been developed as per agreement of sale. The detailed review of vacant land availability is the built up area indicated a total of approximately 5% or 31, 780 ha of allocated but undeveloped or semi developed residential plots.

The above figures point to a level of spare capacity within the existing residential zones which is large enough to accommodate about 5 300 of the future residential demands (derived from the density assumption of 6 residential plots per hectare). However, due to political, economic and other factors it is estimated that the City Council would be able to repossess and relocate only 10% of total plots not developed in reasonable space of time. As a result it is anticipated that only 550 of future residential demands in the Plan area could be met through repossession of undeveloped plots.

3.7.3 Plot Intensification

The Report of Study indicated an opportunity to accommodate future residential growth demand through intensification of large, “underutilised plots” in the existing built up areas. The review of large plots within the Municipal boundary revealed that there are approximately 3 000 hectares of residential agricultural plots which could be further subdivided into 1 200 additional plots.

It should be noted however, that the potential for these plots to accommodate future residential demands is difficult to determine due to limitations related to economic factors as well as the willingness by owners to create additional plot(s) through subdivisions. It is therefore assumed that only 50% of the identified “underutilised” plots might actually be subdivided to absorb a part of future settlement growth. Based on this assumption, it is estimated that only 1 200 of future residential demands in the plan area could be met through intensification of the large plots. The purpose of increased levels of intensification is also intended to promote compact and smart growth in the city.

3.7.4 Infills

The Report of Study showed that there are limited opportunities to provide residential growth demand through infills.

The review of infill sites availability in the built up areas indicated that there is very limited vacant land that can permit single family residential developments. The potential infill sites are dispersed throughout the city and consist of small remnant pieces of unused land that could be subdivided into residential stands.

However, it is unlikely that all the identified sites could be used for rational land uses given their location and size as well as many other constraints which limit their availability. It is therefore assumed that there will be no identified infill sites which will actually be utilised to absorb a part of Bulawayo's future growth needs. Based on this assumption, it is anticipated that a negligible portion of land identified can be used for future residential demand is the Plan area could be met through infill.

3.7.5 Greenfield land

It is estimated that 4 850 ha of residential land requirements will be met through intensification and repossession of undeveloped plots. The bulk of the residential land demands as well as additional land requirements for other land uses will be met through settlement expansion to neighbouring, undeveloped ('Greenfield') areas.

3.7.6 Land Unsuitable for Development

There is approximately 2 500 ha of land which is unsuitable for development within the Municipal area. This is due to the terrain, railway operational land, land subject to flood or close to streams, old dump sites and land that has been mined in the past or is subject to mining claims. Some of these areas are already designated as open space buffer or amenity areas.

In addition to the underdeveloped but planned land within the Municipal boundary there is also a large land area in Hyde Park totalling approximately 4 500 hectares which is unplanned and undeveloped.

3.8 SITE SUITABILITY ASSESSMENT FOR MUNICIPAL EXPANSION

As part of planning considerations, a site suitability analysis for settlement expansion was undertaken. The purpose of the assessment was to establish within the hinterland which are most appropriate for settlement expansion, with minimal environmental impacts or loss of valuable land resource.

3.8.1 Sustainability

The determination of site suitability for development is one of the critical issues in the preparation of a Master Plan as it makes possible the rationalisation of development possibilities. The evaluation was undertaken by means of identifying a set of spatial factors or parameters which influence the suitability of for development. The cumulative effect of these factors determined the degree of suitability and assisted in establishing further categorizing land into different priorities for development.

Site suitability is formalised by relating the suitability to limitations of the land to development. Limitations should be looked at from aspects such as land quality e.g. if slope (one of the parameters) is steep, the limitation it offers is higher than a site which has a gentle slope or is flat. Development on a steeply sloped land would require higher investment costs and hence may be less suitable relative to flat land where the required investment costs would be considerably lower. In addition, the determination of site suitability for development costs can be defined by an analysis of interactions between there sets of mutually related factors namely: location, development costs and environmental considerations. It means in the case of carrying out certain development actions (urban expansion) and control of specific environmental effects (preservation of agricultural land), it is possible to identify suitable and the least suitable locations for these actions. Site suitability incorporates a close connection between site suitability assessment and environmental impact prediction.

In an effort to adhere to the suitability model which will be adopted below is a brief description of its model:

TASK:

To establish areas which are best suited for development (expansion) while promoting sustainable development

FUNCTIONAL GOAL

- i. Preservation of natural resources
- ii. Minimise the cost of expansion

ENVIRONMENTAL EFFECTS TO BE MINIMISED

- i. Loss of agricultural land
- ii. Threat to groundwater pollution

FINDINGS

Four zones on suitability have been established based on limitations which the land presents to development as follows:

- i. Zone 1: Minimal constraints (suitability is high)
- ii. Zone 2: Moderate constraints
- iii. Zone 3: High constraints
- iv. Zone 4: Very high Limitation (suitability is low)

3.8.2 Expansion Criteria used in establishing suitability assessments

In keeping with the functional goals and environmental effects of the adopted model, the following parameters will be considered as a basis of suitability assessments:

- i. Site Slope;
- ii. Land suitability for rainfed agriculture (as defined by MoA);
- iii. Underground water vulnerability;
- iv. Groundwater protection zones (as defined by ZINWA and BCC);
- v. Flood/Erosion Hazard
- vi. Proximity to established neighbourhoods

In accordance with the models objective, it was necessary to rank each of the above factors into suitability classes and then assess in terms of suitability determined by a combination of all the selected locational factors

The output of the applied suitability model is as presented in **Map 3**. The map shows that the area immediately to the east of the existing Municipal boundary has several mining claims which may pose limitations for expansion in that direction. Other areas have moderate limitations for expansion.

3.8.3 Land Shortfall 2019 – 2034

Despite the fact that there remains some pockets of developable land within the current Municipal boundary the Master Plan will need to allocate land outside the existing Municipal boundary to meet the projected land requirements over the plan period. The land shortfall is indicated in the table below:

Table 12: Bulawayo's Land Needs and Availability

Land Needs	27 995 ha
Land Planned	2 500 ha
Land Available	12 350 ha
<hr/>	
Land Needs	13 145 ha

CHAPTER 4: STRATEGIC FRAMEWORK FOR SPATIAL DEVELOPMENT

4.0 Introduction

- 4.1.1** The Report of Study and Chapter 2 of this Draft Master Plan document provided an in – depth overview of the characteristics, functioning and dynamics of Bulawayo Master Plan as a geographic space. The aim was to comprehensively identify the Planning Area’s peculiar planning and development issues, the development opportunities and constraints that could hamper development within the city. A clear understanding of all these provides an indication of what needs to be done in terms of planning interventions in Bulawayo and as such inform the formulation of a spatial development framework as a starting point.

The spatial Development framework for Bulawayo represents conceptual ideas meant to drive and facilitate the realisation of the development vision, objectives as well as operationalise the spatial development strategies during the time frame of the Master Plan. The spatial development framework must be seen as a framework within which spatial planning that is market led and flexible is based. The spatial development framework for Bulawayo should serve as

- i. A forward planning tool which is meant to guide land use issues during the time frame of the plan;
- ii. A spatial logic that would provide an enabling framework for the private sector investment;

- iii. A framework for spatial planning which indicates where and what kind of land use zones and development would be located to facilitate orderly development in the city. Spatial planning in this context, relates to the determination of where various land uses and activities are located, their relation to each other in terms of compatibility and proximity;
- iv. A basis for spatial integration as well as promotion of the social, economic and environmental sustainability of the Planning Area;

4.2 A Long Term Development Vision For The City of Bulawayo

A long term development vision for Bulawayo reflects universally held desires. It is something that most, if not all residents of city and those with a stake in the city will agree to. It is a product of community wishes, desires and long term aspiration of how the residents and those with a stake in the city wish to see the city develop and become by the end of the plan period in 2034. The long term vision for the city was derived from consultations and a stakeholders workshop which was held on 10th October 2019. The stakeholders workshop was attended by Mayor and councillors, senior officials of the Local Authority, the business community, representatives of parastatal organisations, government officials, church organisations and adjacent rural district councils.

Vision Statement for the City of Bulawayo

Bulawayo will continue enjoying its status of being a leader in Local Governance in Zimbabwe. This will be achieved by ensuring that it is well planned, is vibrant, is an all inclusive area of opportunities, and a major industrial and economic hub in the country with secure water supplies and appropriate physical and social infrastructure.

The vision was informed by the developmental challenges that were identified and needed to be achieved, namely:

- Enjoy homely neighbourhoods
- Ensuring functional, good connectivity and ensure a good road network system
- Enjoy a safe environment in all parts of the municipal area
- Enjoy a clean and green Bulawayo
- Have access to economic opportunities
- Improved water supplies for the city

- Have access to services, in particular municipal, health and education services

With delivery of these, the residents of Bulawayo should be able to:

- Be proud of their Municipality
- Be economically empowered
- Protect the natural environment
- Feel their basic needs are being met

This long term development vision for the City of Bulawayo is in line with the general national development objectives of the country, which emphasise prosperity, sustainable development and environmental protection as the country strives to be a middle income country by 2030. It is important to note that the declaration of the city as a special economic zone and the socio economic well being of the residents were important considerations in formulating the vision statement.

4.3 Key Spatial Development Objectives

The key spatial development objectives as they relate to Bulawayo outline what must be achieved in terms of spatial development of the area and is a result of the outcomes of a situational analysis, community aspirations and national development agenda. Equally, the spatial development objectives are interlinked with a number of physical planning principles which translates into a set of development objectives. These objectives set out the tone and act as a springboard for operationalising the Master Plan through various development strategies.

The spatial development objectives and their rationale are set out in the table below.

Table 13: Proposed spatial development objectives

Key Spatial Development Objectives	Description/Rationale
To create an efficient and well structured City	This objective related to ensuring that the city is compact and urban sprawl is stemmed. This objective is also aimed at ensuring that optimal development levels and functionality should be achieved within minimal cost. It further means that land within the Municipal area must be used wisely, whereby land is put to the best use and that optimal utilisation of strategic locations is ensured. The efficiency development objective is aimed at ensuring that issues of accessibility and mobility within the Municipal Area are functionally adequate. The development objective has spatial, functional and social implications. First the

To ensure that Spatial Development is undertaken in an integrated manner

To conserve the city's natural resources, promote environmental stewardship and promote the city's environment in an effort to promote sustainable development in the Planning Area.

To ensure equity in the distribution of economic and social activities in the City.

plan should aim at achieving spatial integration in the Planning Area. The benefits of spatial integration relate to more efficient transport networks and linkages in the city; more cost – efficient services and facilities provision in the city; increased and easy access to various types of activities (places of work, housing, shopping, leisure etc) and the economic benefits of agglomeration. Functional integration relates to ensuring that various elements required for the optimal functioning of the city (transport system, open spaces, utility infrastructure) are planned as an integrated system in the city. Social integration on the other hand implies that the residential neighbourhoods are planned in such a manner non polarisation of social and income groups is achieved in terms of the provision of residential plots.

This development objective requires the use and management of both natural and man made resources in a manner which will not compromise future generations to meet their own needs. It entail that land use and development decisions should promote a harmonious relationship between the built environment and the natural environment. The sustainability objective will focus on conservation of resources, environmental protection and economic sustainability.

This development objective is in line with the national development agenda which seeks to offer all citizens access to quality social services, reduce inequalities and protect the vulnerable and neglected groups. Equitable distribution of facilities, services and investments in the city is important for balanced development. This development objective further assumes that facilities should be distributed in such a manner that they are easily accessible within neighbourhoods. This is with respect to facilities such as schools, health facilities as well as other social and community facilities in

To improve the City's business environment to promote investment and economic growth and create more employment opportunities

terms of where they are located so as to be easily accessible to residents.

The whole purpose of the objective is to help businesses grow as well as attract new businesses as the current economy of the city is limited to non tradable goods and services. These do not facilitate growth and development. Supporting the growth and development of and attracting new businesses will contribute to economic development through job creation, promoting entrepreneurship and promoting entrepreneurship development.

To create a financial framework that allows the City to better manage revenue and expenditure while exploring alternative revenue sources.

The traditional sources of revenue for the City have dwindled including grants from central government. As a result it is important for the city to put in place mechanisms to improve financial management as well as identify alternative sources of revenue.

To undertake infrastructural development to support economic activities, social services and sustain building and activities which promote social cohesion.

Social and Physical Infrastructural facilities constitute important facilities which can promote development. The lack of development in some areas in the city is often a result of lack of infrastructure. The development of physical and social infrastructure constitute an enabling environment for development in the city.

To create an efficient and effective governance system which is transparent and accountable

The Local Authority will undertake its activities in a transparent manner, making available information on policies and actions. This will ensure that the LA acts openly with citizen's knowledge e.g. tenders, the budget and account for their actions, There will be organisational responsibility and assurance that the LA will be efficiently administered and free from corruption.

4.4 Spatial Development Strategies

The spatial development strategies presented in this section are meant to match the spatial development objectives and should indicate how they should be achieved which in turn will inform the spatial development framework. The major thrust of the spatial development strategy is to come up with innovative spatial development strategies and other alternative ways of accommodating the projected population increase while at the same time accommodating

various land uses in line with modern development patterns in an attempt to create a well structured and efficient city.

The spatial development strategies and how they are matched with the development objectives are set out below.

- i. **In – filling and subdivision measures within existing built up areas** – This is meant to ensure that available land is put to maximum use before expanding outside the Municipal boundary and create more plots where opportunities exist to achieve a more compact settlement.
- ii. **Flexibility in land use changes** – During the Report of Study it was established that there are many applications being received for changes of land uses (Special Consent). This is indicative of market trends. In line with market led planning, the city should ensure flexibility towards changes of land use than is currently the case.
- iii. **Shift towards mixed land uses** – Mixed land uses and encouragement of multiple land uses as opposed to a distinct and defined land use must be encouraged as it encourages densification. This could be in cases where different floors in a multi storey building are put to different uses, subject to limitations of compatibility and other conditions. The reasoning behind this strategy is that a range of different land uses will be available within one area in an effort to create vibrant urban spaces. In addition, people will be brought closer to economic activities which is bound to improve economic viability of the particular area. Places which are most suitable for mixed use development are those with high accessibility.
- iv. **Intensification and densification of land developments** – Intensification of land developments will result in a more compact city which translates to efficiency in the provision of infrastructure and savings in time and costs associated with travelling long distances to places of work and shop. This strategy is rational for most new developments to take place within already developed areas either through infilling on vacant or underutilised land or through redevelopment of existing areas or properties.
- v. **Utilisation of Undeveloped land** – This spatial development strategy focuses on meeting the expansion needs of the city by directing growth and development into undeveloped land that is currently used for agriculture or is just lying fallow.
- vi. **Repossession and reallocation of undeveloped land** – The failure by potential developers to adhere to the agreements of sale should ensure enforcement of the provisions of the law. The adoption of such a strategy is meant to accommodate the future land needs of the city. The political and social constraints underpinning

the application of this strategy are noted but these could be overcome by enforcing the provisions of the law.

The adoption of the above strategies to facilitate growth and development in the city will entail that the following actions should be followed:

- i. Ensuring that the city has a greater mix of land uses and intensities of development with high levels of urbanity capable of attracting viable businesses.
- ii. Consolidation and integration of spatial developments by identifying developable land within close proximity to existing services and facilities. This means that spatial expansion should be directed towards areas where there is vacant land contiguous to existing developments.
- iii. Precluding developments from sensitive areas as well as promoting sustainable development.

4.5 Spatial Growth Options

The Plan has to adopt various development strategies as discussed in the previous sections which is aimed at maximising the use of available land in meeting the spatial development needs of the city. The Plan has to realise the objectives of creating a compact settlement form while at the same time meeting the land needs of the projected population of the 1 524 900 by 2034 in spatial terms. It is important to note that as the population of a settlement grows, the settlement itself should inevitably expand to accommodate the population. The challenge is therefore to determine where such expansionary growth should occur or be directed. As part of the Plan preparation process, three (3) spatial growth options for accommodating the projected population growth and related land needs during the 15 year period have been considered and evaluated in terms of their spatial outcomes and the implications thereof.

The first spatial growth option, is the maintenance of the status quo, which means that the Municipal Area would continue along its current growth and development path with little or no change to the current situation. The other two options in contrast, introduce bold initiatives to curb the current spatial development approach. They propose that the City should shift its approach by becoming more pro active in guiding spatial development even outside the current Municipal boundary to meet the various land needs.

This section aims at identifying the most suitable future development path for the City by analysing the three spatial development options against each other assuming that external trends remain constant. Each of the approaches, spatial outcomes and the likely implications thereof in relation to each option is presented below.

4.5.1 Spatial Growth Option 1: Maintenance of the Status Quo

This growth option is commonly referred to as a “Do nothing Approach” basically allows the existing spatial development path to continue without any planning intervention. It assumes the continuation of trends of a reactive approach to spatial development issues continues to dominate. Under this scenario, most of the population and employment growth will be accommodated through expansion in a disjointed incremental, piece meal approach supported by ad-hoc infilling processes. Such spatial expansions are not backed by any rational criteria or considerations. **Map 4** shows spatial growth option 1.

4.5.2 Spatial Growth Option 2: Comprehensive compact Development

Under this spatial growth option, spatial growth will be directed eastwards and towards the north outside the existing Municipal boundary as shown in **Map 5**. Most of the expansion will be directed eastwards where 7 637.1 ha and 6 906.1 ha towards the north and 3 406.0 ha towards the south west and 2 771.1 ha towards the South east into the “Greenfield” area outside the existing Municipal boundary which would mean delineating a new Master plan area boundary. The spatial option will bring the development plan area boundary to a total of 76 285.7 hectares of land. Apart from spatial growth as described above, this option will also seek to achieve compact development through available infill opportunities and intensification.

4.5.3 Option 3: Incremental Compact Development

This spatial growth option seeks to achieve compact development, its approach is incremental as settlements such as Kensington will not be incorporated in the expanded Municipal boundary. Just like option 2, spatial growth is largely directed eastwards and northwards and towards the south and south west. However, this option incorporates an additional 2 588 ha in the west and 1 472.7 ha in the south west. The net result of this spatial growth option is the creation of a new Master plan area boundary as depicted in **Map 6** covering an additional area of 24 781.0 ha of land. The proposed new Planning Area boundary will now cover an area of 80 346.4 hectares of land.

4.6 Evaluation of Alternative Spatial Growth Options

The three spatial growth options presented in section 4.5 above provides are hereby subjected to an evaluation exercise to provide a sound basis for selecting the most suitable spatial growth strategy for shaping the land use activity system and guiding developments within the Municipal Area in a rational manner. Evaluation would provide insights into the comparative advantages and disadvantages of these various growth options. The tools used for the evaluation of the spatial growth options are principally the Multi – Criteria Evaluation Matrix and the Goal Achievement Matrix (GAM). The evaluation process concludes with the selection of the spatial growth strategy assumed to be the most suitable strategy to guide spatial growth and development in the city during the time frame of the plan.

4.6.1 Evaluation Criteria

The spatial growth options are evaluated against a checklist of performance criteria (Multi Criteria) which have been primarily derived from the plans spatial development objectives which should be achieved by the plan. These criteria and the whole process of evaluation of the spatial growth options are driven by concerns relating to performance. The achievement of good performance in this context can be defined as a measure of the degree to which the needs (Physical, social, environmental and economic) of the resident population are met by the Master Plan.

A multi – criteria check list of performance constituting of the following has been used in the evaluation of the various options:

- i. The degree to which each option achieves the goals of the plan;
- ii. The degree to which each option can accommodate the projected population in terms of land requirements during the life span of the plan;
- iii. The degree to which each option represents a logical and rational expansion of the Municipal growth boundaries;
- iv. The degree to which each spatial growth option achieves a compact development pattern within the Municipal Area;
- v. The degree to which each option achieves spatial integration within the Municipality (this relates to an efficient transport network, efficient provision of facilities and services);
- vi. The degree to which each option protects and conserves natural resources, the environment generally as well as the preservation of fertile agricultural land;
- vii. The extent to which each option promotes equity and satisfies community wishes and aspirations;
- viii. The degree to which each option is realistic in terms of implementability and costs – ease of implementation.

4.6.2 Evaluation of Options

Table 13 below shows a Multi Criteria Evaluation Matrix of the three spatial growth and development options which show how each option ranked with regards to the checklist performance criteria. The performance of each option was evaluated against the checklist performance criteria, with performance ratings ranging from 0 – 5, where 0 represents a

bad performance and 5 an excellent performance. In addition, the advantages and disadvantages of each option has been presented as part of the evaluation exercise.

Table 14: Multi Criteria Evaluation Matrix for the Spatial Growth Options

Multi – Criteria Check List/Per		Option 1	Option 2	Option 3
1	Achievement of goals of the Plan	1	5	4
2	Accommodation of projected population in terms of land requirements	0	5	3
3	Logical and rational expansion directions	0	5	4
4	Achievement of a compact city	4	3	2
5	Achievement of spatial integration of all major land	0	5	3
6	Promotion of equity and satisfaction of community needs, wishes and aspirations	0	5	3
7	Protection and conservation of natural resources and preservation of fertile agricultural land	3	4	4
8	The degree to which each option is realistic in terms of implementability and costs – ease of implementation.	1	5	4
Totals		11	35	28

NOTE: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor 0; 0 = Bad

In an effort to achieve a compact settlement, option one which advocates for the maintenance of the status quo has no plans for the expansion of the Municipal boundary meaning that all future developments will be undertaken in a piece meal fashion within the existing boundary. What this option will achieve would be a compact settlement though in a disjointed fashion. On this criteria, option 1 scores the highest on this performance criterion. Options two and three call for the expansion of the Master Plan boundary also aim for compactness as these options seek to ensure the full utilisation of land within the existing Municipal boundary prior to expansion outside.

Option 2 scores the highest in terms of the achievement of integration of all land uses. Option 3 scored the second highest, while option 1 scores the least in this regard. With regard to accommodating the projected population in terms of land requirements, option 1 performed poorly in the assessment which option 2 had a very good performance and option 3 a good performance. It should be pointed out that the over provision of land should not be seen as an issue since “land banking” is a normal practice in town planning. This is supported by the fact that there could be some unanticipated changes in social and

economic conditions as well as changes in population dynamics which may change the projections on which the plan was made. As a result it is safer to over provide than under provide as conditions may change during the plan period.

From the above evaluations and analysis of the three spatial growth options it emerged that option 1 scored the least, while option 2 scored the highest points. **Since option 2 scored the highest points, it was adopted as the preferred option for implementation in terms of spatial growth and development options for the Master Plan during the time frame of the plan.**

4.7 Conceptual Framework for Spatial Development

The spatial development framework was formulated through the identification of existing as well as proposing new structural elements which will facilitate the orderly growth and development of the Planning Area. The structural elements will serve as guides in the planning process and more importantly serve to guide and steer developments that will result in a more functioning of the Planning Area.

- i. Corridors – These are movement routes where there is a positive relationship between the movement routes and activities that will be undertaken within such routes. They are linear strips which connect large activity nodes and traversing settlements. In the context of Bulawayo the following types of corridors were proposed:
 - Mobility Corridors – these are movement routes that facilitate free flowing movement of large volumes of traffic at high speed. Within Bulawayo these may be represented by the major roads connecting the city such as Old Gwanda road, Harare road, Victoria Falls road, Plumtree road and khami road etc.
 - Activity corridors – these integrate urban space and activities, they integrate transport and land use activities. These are areas of high density developments along major transportation routes. They link areas or zones of greater intensity in terms of land uses (nodes). They maximise access by serving as connectors as well as linking major and secondary nodes. The existing **activity corridors** in Bulawayo are Luveve Road, Hyde Park Road, Gwanda – Beitbridge Road, Plumtree Road, Burnside Road, Old Esigodini Road and Matopos Road which lead to the major commercial areas thus linking the two nodes of high intensity and activities.
 - Activity Streets/Spines – These are defined as local streets that provide links to activity corridors as well as secondary nodes along it. Within the context of Bulawayo, these are represented by the streets connecting onto the main

activity corridors and where there is potential for various land uses being undertaken within such areas.

- ii. The Railway lines traversing through the city are also considered as structuring elements as they have assisted in determining the morphology and structure of the city.
- iii. Activity Nodes – As structuring elements, the activity nodes may be described as areas of mixed use developments with a high intensity of activities involving retail, traffic, office and industry as well as residential uses. These are places where most interactions take place in terms of the exchange of goods and services. In most cases activity nodes are located strategically and at intersections to ensure maximum access for growth and development. In Bulawayo, activity nodes constitute of zones of attraction which are strategically located along movement corridors or circulation axes as well as places where mixed uses supported by transport connectiveness take place. These constitute of developing commercial centres in the city centre, district commercial centres and commercial developments along some mobility corridors. There are major activity nodes such as major Government complexes which may be considered s activity nodes. Local activity nodes are represented by neighbourhood commercial centres in various parts of the city.
- iv. Open Space System – This comprises of designated protected areas, environmental fragile areas, flood plains, water courses and river systems as well as designated passive or active recreational spaces. The following constitutes the open space system within Bulawayo as structuring elements:
 - The river courses in the city and their flood plains
 - Designated Parks and open spaces in the City
 - Play grounds (Football, Hockey, Rugby) and other Play grounds
 - Golf Courses

Map 7 depicts the Conceptualised spatial development framework for the city incorporating mobility corridors, activity corridors and structuring elements

CHAPTER 5: THE DEVELOPMENT PLAN - PROPOSALS

5.1 Spatial Development Objectives

5.1.1 The spatial development objectives which have been identified for the city during the plan period are based on the spatial development issues discussed in the Report of Study and in the previous sections:

- i. Assign land to various land uses;
- ii. To improve the visual quality and attraction of Bulawayo;
- iii. To ensure upgrading and improvements in existing built up areas, as well as ensure detailed layout planning for all new development areas;
- iv. To blend the older parts of the city and modern development patterns in order to create a well structured and efficient city which would strike a balance between history/tradition and modernity;
- v. To promote mixed land uses, higher densities and intensification of developments at selected nodes in order to facilitate economic vibrancy;
- vi. To integrate spatial developments by developing land in close proximity to existing services

5.2 Utilisation Of Urban Design Concepts and Principles

5.2.1 In an effort to realise the vision of creating an image and character befitting Bulawayo, it is important that Urban Design concepts and principles be applied in the planning of the area. Urban design is considered a key tool in the development of towns and cities that are functional as these principles seek to make towns and settlements liveable and efficient. These principles and concepts relate to issues such as visual form, safety and security, mobility, accessibility, convenience and all other aspects such as image and character. However, a major concern with urban design is how best to achieve a sense of place that is welcoming and has a strong public realm. The Report of Study established that Bulawayo lacks these, distinctive image and character and there are efforts to promote or preserve its cultural heritage and historic landmarks. In an effort to address this challenge the adoption of urban design principles and concepts by

Bulawayo will ensure that it retains its character and with the designation of the city as a special economic zone it is important that the city retains its industrial status.

The growth and development of the city is dependent on how it is perceived by investors. In view of this and for people to have a positive perception of Bulawayo, investors would want to invest in the area and tourists wanting to visit tourist attractions in the city and abutting areas, a number of urban design themes will be key in the formulation of the plan. These will include the following:

- i. Sustaining a healthy and vibrant economy
- ii. Enhancement of the public realm
- iii. Retaining the much valued history and heritage of Bulawayo
- iv. Improvement of connectivity, accessibility and mobility
- v. Reduction of environmental impacts
- vi. Fostering of community 'we feeling'
- vii. Promoting safety and security

In an effort to address the above urban design themes and achieve the desired outcomes presented in the Report of Study and preceding sections, urban design principles will be adopted as a general approach in the planning of Bulawayo. In this written statement, more detailed and specific areas requiring urban design interventions should be commissioned as separate projects as specified.

- i. **Improving the character and Image of Bulawayo** – Character relates to how easy it is to understand and use urban space. The character of a town or city helps people to know the area through some landmarks, directional signage and major areas of activity. A legible town, city or settlement instills a sense of safety and security as people would know the city and how to manoeuvre within it. At the moment, Bulawayo lacks directional or road signs, purposely erected landmarks or monuments as well as signage announcing wards or locations within the city. In an effort to make the city of kings legible building of Architectural or historic interest, statues and monuments which celebrate its heritage and culture should be erected at strategic sites. Developments such as the National University of Science and Technology and implementation of the special economic zone status will boost the image of Bulawayo in a positive manner. The development of major commercial/business precincts along the major mobility corridors through the application of urban design principles to ensure that the image and character of a prosperous modern town is created through good architectural principles and street scape designs.
- ii. **Establishment of Attractive and Lively places in the city** – Through the adoption of urban design interventions, lively and attractive places in the city will be created. The whole purpose would be to create centres of attraction through mix of uses to ensure that the places are lively in the targeted areas or zones especially along the major activity corridors and activity nodes. In this context the following areas/zones are targeted for such developments:

- The Central Business District
- District Commercial Centres & Local Commercial Centres
- Corridors along the major roads
- To the north of the CBD after 3rd Avenue – area covered by Local Plan Number 18.

Mixed use developments can result in the creation of lively attractive places which can contribute towards the promotion of safe and sustainable communities. Such places remain where people live and work. The most attractive and lively of such places will constitute of those which offer residence, work, shopping and recreational opportunities. Quality public realms will also assist in facilitating social inclusion and stimulate a sense of ownership.

- iii. **Improvements in connectivity within the City** – The reason for the adoption of this principle is that it promotes developments which are integrated and connected with their neighbourhoods and the wider Bulawayo community and beyond. Good connectivity enhances choice; support social cohesion and promote a community ‘we feeling’. The roads should be well connected in a network rather than ending up in cul-de-sacs for easier movement and connectivity within the city. Cul de sacs impede permeability in settlements. As a result in all new development areas within the Municipal, circulation should follow desire lines, allow direct access to public transport routes, mixed land uses, open and public spaces. There should be well defined cycle routes and pedestrian walkways which should be safe and accessible to all who need to use them. During the course of implementation of the plan, all new developments in the city should achieve the connectivity principle in line with the overall intentions of the plan.

Guidance for all Urban design schemes should be aimed at improving connectivity in Bulawayo, as a scheme is beyond the scope of this project. However, elements of the guidelines in the preparation of all layouts in the city.

- Development of a logical structure of connected roads;
- Ensuring that adjoining neighbourhoods are well connected through a system of good road network;
- Provision of cycle and pedestrian routes;
- Integration of transport networks with the land uses they serve

- iv. **Provision of Active Public Open Spaces** – Active open spaces are important as they provide breathers which should be enjoyed by residents within their neighbourhoods. The location, safety, comfort and convenience which people enjoy and experience

determines the utilisation of open spaces. Public spaces should offer attractive environments with a variety of activities to attract people e.g. restaurants to be complimented by quiet areas to rest and where people can just seat and relax. In all neighbourhoods areas have to be identified and developed as public realms or public spaces.

- v. **Environmental Responsiveness** – The design of urban areas should be such that impacts of urban activities on the environment are greatly reduced. Environmental responsiveness should ensure that the city retains its distinctiveness by ensuring that natural environments are retained as much as possible and trees are planted along major routes. In addition measures such as mitigation of stream and stormwater pollution and improvements in energy efficiency make settlements more sustainable. The following will be adopted as part of the plan proposals:

- Ensuring sustainable developments through the promotion of urban environments to ensure that it is responsive and protects natural resources and eco - systems within the planning area
- Waste separation, recycling and efficient waste disposal
- Conservation of energy sources and reduction in atmospheric pollution

To achieve the above, the following should be undertaken:

- Protection of all environmentally and ecologically sensitive areas in the city. These include rivers and streams and their flood plains within the planning areas and Khami dam. This means that physical developments should not be permitted in these areas.
- Tree planting within the development plan area, particularly within open spaces and the road network. A variety of tree species exotic and indigenous should be planted to contribute towards environmental friendliness and aesthetics of Bulawayo.
- Education on the importance of waste separation, recycling and proper waste disposal

5.3 Development Strategies for Existing Built Up Areas

Bulawayo like most towns and cities in Zimbabwe, has a dual structure which exhibits a duality in the co – existence of the old and modern new development areas, whose design is influenced by modern planning concepts associated with most urban areas. While the older parts of the urban areas are characterised by mixed land uses, inadequate social and physical infrastructure, undefined road hierarchies, inadequate open spaces and storm water drainage. The new residential neighbourhoods have clearly defined land uses, social and physical infrastructure provision is based on the urban design standards, there are clearly defined road hierarchies, open spaces and infrastructural networks are

also provided. However, in some of the newly developed areas, service provision has not been to the expected standards as most areas which have been developed by the Municipality or private developers do not have all the requisite services. In addressing planning challenges identified in the Report of Study, the redevelopment and development strategies which will be discussed in this section will consider the historical development of the neighbourhoods.

During the preparation of the Report of Study, the following were noted as requiring attention – slow uptake of the Bulawayo Master Plan (2004 – 2019). These include Iminyela, Mabutweni, Makokoba, Getrude, Sidojiwe and Vundu flats. The Report of Study also indicated minimal relationship between Bulawayo and its hinterland – the city has not stimulated significant economic development in its hinterland. However, a relationship in terms of service provision within the periphery in terms of a Memorandum of Agreement with Umguza Rural District Council is expected to improve service provision. Bulawayo's locational advantage – at the intersection of major transportation routes needs to be fully exploited for the benefit of the city. An assessment of the implementation status of the operational Bulawayo Master Plan (2004 – 2019) cleared showed that there is still a number of planned projects which are still under implementation or not implemented.

5.3.1 Upgrading of the Oldest Suburbs & Residential Units (Flats)

It is recommended that the efforts which are underway towards upgrading the oldest residential suburbs and flats such as Makokoba, Iminyela, Mabutweni, Vundu, Sidojiwe and Getrude hostel etc should continue. As currently executed, there is no clear upgrading plan in place which sets out how this will be done. An upgrading exercise should have a clear concept around which the upgrading exercise is to be undertaken. The upgrading exercise should clearly indicate tentative proposals related to plot development namely type of housing development, housing densities, plot sizes, open spaces, public facilities, drainage and the road network. A successful upgrading program should take cognisance of issues relating to affordability.

The active involvement of the intended beneficiaries or communities is key for any upgrading program. These people should be actively involved in the formulation of development proposals and standards to be adopted. The involvement should include decision making on the type of upgrading they would like to see being undertaken not only to provide information to the planners. For example looking at Makokoba one could ask if the envisaged upgrading should preserve it's traditional character or modernise? Preservation of the traditional character is important in terms of cultural tourism as this would attract tourists to the area. As a result upgrading is not a simple process but complex and must be preceded by a comprehensive feasibility study. As a result, in view of the complex nature of upgrading programs it is recommended that a detailed feasibility study on how the upgrading of Bulawayo's oldest residential areas and flats should be

undertaken. However, the written statement will give guidance on strategies that may be adopted during the upgrading process.

It should be noted that in any upgrading exercise of existing built up areas, it is not easy to come up with a scheme that meets all the planning standards and requirements. For example it is not always possible to achieve the minimal road standards or required road reserves without disturbing buildings or plot fences which will have implications on the building lines. In addition, the process of assessing as a basis for compensation, relocation can be a lengthy and costly exercise. These can result in resentment by those affected and also lead to delays in plan implementation. In addition, in view of the small size of plots resulting in lack of space and the fact that developments have in most cases preceded very little or any form of planning in the existing built up areas hence the existing standards cannot be strictly applied in the upgrading exercise. As a result, taking into consideration the above factors the most appropriate strategy in terms of upgrading the oldest built up areas will be to ensure the least disruptions to existing developments, fences and other structures. Other strategies to be adopted will be that of rationalisation of the road network system in the built up areas where some of the existing roads will be improved for the development of access, secondary or collector roads to collect and distribute transport in the neighbourhood and link it to nearby neighbourhoods. However, it should be noted that it would be difficult to achieve the standards of access and secondary collector roads and road reserves. Admittedly, such roads would not adhere to the required standards, though they would be wide enough (at the minimum) to cater for the required services while at the same time not affecting plots or structures within the properties. Where space would be available, stormwater drainage would also be designed on such roads. The other strategy recommended would be that of creating infills where possible, in order to provide additional plots and facilities.

5.3.2 Repossession of Undeveloped, Abandoned Stands, Dilapidated or Derelict Buildings

The reluctance or failure of the City to repossess undeveloped, abandoned, dilapidated or derelict buildings is a common problem in terms of land related matters. The major factor which accounts for non – development or maintenance is lack of financial resources. Repossession of undeveloped stands, seems to apply mainly to private developments as for the public sector repossession is a major challenge politically and people will always come up with reasons. The Municipality has made some efforts to facilitate developments through punitive tax for undeveloped land in the city. Regarding abandoned, dilapidated or derelict buildings, compliance notices have been issued as per statutory requirement for such structures as they contravene Section 48, the dangerous buildings and section 49, Dilapidated and Unsightly Buildings and Defective Sewerage Systems of the Model Building By – Laws, 1977, Section 214 of the Bulawayo (Buildings, Roads and Streets) By – Laws 1971. Though notices have been issued to the property owners there have been no improvement to the structures which are of concern to the Local Authority. Some of the challenges regarding the above mentioned properties is that

the owners or relatives cannot be traced. However, it is important that the Local Authority engages the owners of the undeveloped plots, abandoned, dilapidated or derelict buildings. The Local Authority should establish means of informing the general public and property owners about the need to repossess or redevelop such properties and the implications of such a process. It can be realised through a protracted dialogue/campaign between the Local Authority and the general public.

5.3.3 Planning for the Informal Economy

The Bulawayo Master Plan (2000 – 2015) contains some proposals for the informal sector but unfortunately due to increased unemployment there has been an increase in informal sector activities in the city. Of great importance to planning for the informal sector is the recognition of the migratory nature of the sector. Informal sector operators/activities are constantly on the move as they depend on market availability; hence the challenge in establishing fixed structures for some of the activities in the sector as such a fixed development would not be compatible with the requirements of the sector. In addition, the establishment of fixed structures would mean an investment on the part of Local Authorities and in turn vendors would have to start paying rentals and service charges a requirement which most informal sector operators are not willing to comply with. This often results in the abandonment of such investments. The establishment of associations provides an enabling environment to ensure that their voice is heard in Council deliberations. Planning for the informal sector in the city should include flexibility in terms of where the traders can operate from without compromising the health and safety issues in the city. In planning for the sector, it is important to ensure that they are allowed to operate from areas where they can realise maximum returns without compromising the state of the surrounding areas in terms of cleanliness of the environments, obstruction of vehicular and pedestrian traffic and safety of the general public. The informal sector is blamed for littering, congestion – compromising the aesthetic appeal of most areas that they are operating from. It is recommended that by working closely with their associations, the traders should put in place measures addressing environmental issues which are of concern to the authorities and the general public. A regulatory framework needs to be put in place by the City in close collaboration with the Association. This recommendation is made bearing in mind the significant contributions being made by the sector to the economy and poverty alleviation.

5.4 Integration of Existing Built – Up Areas with New Development Areas

One of the major challenges often experienced relates to how best to integrate existing built up and proposed new development areas. One of the main strategies for realising the integration of the existing built up areas and new development areas will be undertaken through the location/development of activities which would stimulate interaction between the areas. Physical integration can only be achieved through good linkages and planning of well connected road network systems and sharing of some essential facilities such as schools, health facilities, recreational facilities and churches.

The proposed road linkages and efficient public transport system constitute an important vehicle to facilitate integration between existing and new areas.

The development of new areas within and outside the Municipal area e.g. Glencoe, Cowdray Park, Magwegwe North, Luveve, EMhlangeni, Selborne Park Phase 4 and Reigate, Emthunzini, Rangemore, Hopeville has stimulated demand for land for residential development through subdivisions within the urban periphery. There has been an increase in subdivisions within Upper and Lower Rangemore though there is need for these subdivisions to be co-ordinated by ensuring that they follow a structure plans or any existing land use plans. These developments have also put pressure on the City of Bulawayo as developers would like to connect to Municipal services since Umguza RDC does not have the capacity to provide basic services such as roads, water and sewer. With regards to the physical integration of these areas into the Bulawayo community, one of the core strategies to be adopted is to integrate all these areas into the expanded Master Plan boundary. This will result in these areas being fully integrated as part of the Bulawayo community with all the benefits including the provision of services and control of developments. At the moment, people in these areas already enjoy services within the city as they have access to all the common facilities e.g. schools, clinics, shopping facilities. However, once they are integrated they will be part and parcel of the Bulawayo community hence will enjoy full access to the services. To facilitate and complete this process of integration, road accesses to these areas from the existing built up areas are necessary

5.5 Guidelines for Development of Existing Transit Corridors and Activity Nodes, New Transit Corridors and Nodes (TOD Concept)

Map 6 above shows the conceptual spatial development framework as well as the distribution of existing and proposed activity corridors and nodes. This section will provide a more detailed description of the proposed roles and functions of each transit corridor and node. The guidelines are provided for the development of these in an effort to link cluster developments in order to promote mixed use zones. The idea is to promote areas of economic and social activities in order to ensure that there are economies of scale.

5.5.1 Central Business District

- Areas after 3rd Avenue towards Masotsha will form the nucleus of the development of a revitalised and expanded CBD aimed at retaining its primacy in terms of higher order retail, civic and community, commercial/office activities and residential components of higher density.
- In an effort to ensure that developments in the district commercial centres and along major transport corridors do not drain the CBD, major renovations and new

construction activities of a higher quality which are capable of supporting existing businesses and attracting new ones will be given priority.

- An Urban design framework and a Local Development Plan for the CBD should be commissioned which focuses on public space, landscaping, building design guidelines etc should be given priority
- The Development of a main bus terminuses, satellite bus ranks and other key public spaces should be integrated components of the expanded and revamped public transport system.

5.5.2 Secondary Activity Nodes (District Commercial Centres)

- To be developed as mixed precincts (retail, office and service activities). This may also include residential.
- Provision of quality public spaces within the nodes
- Areas have potential for intensification of development

5.5.3 Local activity Nodes (Neighbourhood Shopping Centres)

- To serve in the provision of basic services within walking distances from the residential area for the majority of the population.
- Easily accessible and has a large range of basic services to serve each neighbourhood.

5.5.4 Mixed Use Development Precincts

- The first precinct is to be developed after 3rd Avenue, towards Masotsha Avenue as a mixed use development and developments to include office, civic and community, commercial and residential with no industrial activities;
- Design considerations to include traffic impacts, access and parking, architectural character and landscaping, infrastructural capacities and compatibility of land uses amongst others.
- Developments in this zone can go up to three floors
- The second mixed use precinct is to be developed along the entire spine of the Bulawayo – Beitbridge activity corridor and specifically on the first row of plots fronting the corridor (**See Map 8**).
- To be developed as residential, civic and community and commercial land uses with no industrial activities;
- Design considerations to include traffic impacts, access and parking, landscaping, infrastructural capacities and compatibility of uses

- Redevelopment of existing plots into multi storey buildings of up to three floors could be permitted (anything more than that should be an exception). Introduction of mix uses (retail, office and residential) within multi storey buildings should be encouraged. This should be firmed up in the Local Plan for the area.

5.6 Land Uses and Land Zones

5.6.1 The following specific land uses are to be developed during the time frame of the plan and land uses have to be designated as per proposals maps. These are as follows:

- i. **Truck Inn Sites** – There has been an increase in the number of trucks transporting goods to the city. In view of congestion and road safety hazards posed by heavy articulated trucks stopping and parking along the major roads and parking on 15th & J.M.N. Nkomo, proper truck stops have to be developed. The truck stops should have all the necessary facilities such as restaurants, ablution facilities and accommodation. While some sites have been allocated for the development of truck stops, there is no development to date which has resulted in many parking on the outskirts of the CBD. There is need for Council to reposses and readvertise the approved truck in sites to facilitate development in future.
- ii. **Integrated Sports Complex** – This facility is to be developed on a 24 hectare site. The designated site should comprise of an international standard soccer/football pitch and athletics track with grand stands, facilities for all sporting codes such as netball, volley ball, tennis and training pitches. Other facilities to be developed would include a sporting hall for indoor games, restaurants, administration offices and Olympic size swimming pool. The integrated sports complex should have a full complement of training facilities, hostels and staff accommodation. The sports facility to be developed must be geared towards sports training and development as well as for competitive sports capable of attracting international sporting events to Bulawayo. The Ministry of Youth, Sports, Arts and Recreation in collaboration with the City of Bulawayo should be given the responsibility of developing the integrated Sports Complex, including the preparation of detailed plans for the proposed development.
- iii. **Game Park/Sanctuary** – The game/sanctuary part is to be developed in an area currently zoned for nature park on the need to protect the environment. The identified area covers 388.4 ha of land to the North West, along the Bulawayo – Victoria Falls road. The development of the calls for the introduction of wildlife species such as Kudus, Zebras, Giraffes and Springbucks etc to the area but with the exclusion of the Big Five. Other animal and bird species for which the area already provides habitats. This area should only serve for game viewing and educational purposes with walking and driving trails as well as limited recreational facilities for braaing etc. Toilet facilities in the game sanctuary will utilise conservancy tanks in order to protect groundwater resources. It is expected that the development of the sanctuary will boost tourism in the City. The City's Parks department in collaboration with the

Department of Wildlife and National Parks will take a lead in the full establishment of the game park.

- iv. **Satellite Bus Ranks** – In view of the proposal to develop the basch street bus terminus popularly known as Egodini under a Build Operate and Transfer (BOT), it is necessary to provide Satellite Bus Ranks within the CBD precinct.

Major Civic and Community Land Uses

- 5.6.2 Some of the sites for the construction of police stations and hospitals have already been identified and the plan fully adopts the sites. A total of 26 hectares police station sites have been provided for in the various residential neighbourhoods, while some sites have been allocated for the development of hospitals within the neighbourhoods.

Open Spaces

- 5.6.3 Regarding the open space system, parks and recreational facilities, it should be noted that there are specific sites fully developed for recreational purposes in the city. Most of the open spaces have been designated as public open spaces within existing built up areas. However, there are challenges of maintenance of the open spaces which has resulted in them being used as dumping areas. The Local Authority should prepare an inventory of undeveloped public open spaces which should be leased out to interested developers for development. These should be provided with the requisite infrastructure such as park benches and landscaped for use as passive recreational areas. In addition, the capacity of the City should be improved to ensure that there is proper management and maintenance of the designated. In addition, the entire flood plain areas of streams within the city should be identified and developed for passive recreational purposes. These should be identified and shown on the maps – there should be no allocations within buffers. To ensure that greenery is maintained as part of the open space system riparian vegetation areas such as the inxwala site should be retained and never destroyed as they present scenic, aesthetic and ecological values. The existing built up areas and the new layout areas provide for playgrounds and parks. The Local Authority should make deliberate efforts to ensure that these planned playgrounds, parks and open spaces are developed, managed and maintained as planned.

Industrial Use

The largest planned industrial area in the city is Umvimila. During the plan period servicing of the area should be given priority. The declaration by Government of Bulawayo as a special economic zone is aimed at rescucitating industrial operations in the city by looking at existing industrial developments to ascertain if any space is available to accommodate the special economic zone operations.

Agro – Industrial Zone

This zone is designated in an area which is in close proximity to Khami Dam. The essence of this land use is to promote arable agricultural production while at the same time allowing for industrial processing of agricultural produce. It is expected that viable agricultural holdings will be subdivided in this zone.

Urban Agriculture

There are several areas within the Municipal boundary zoned for urban agriculture.

Sanitary Landfill

A site measuring 30 hectares designated for the construction of a sanitary landfill. Developments which are expected at the landfill should include the landfill, landfill conservancies and material recovery facility. This plot will also include a buffer zone that will surround the landfill.

GOAL A: LAND

“To ensure the availability of suitable land to meet the future needs of Bulawayo until 2034”

Goal Explanation

This goal is fundamental and critical to all other goals as growth and development depend on it. Without adequate land to meet varied needs Bulawayo would suffer from slow or constrained growth and inability to attract investments and put pressure upon the existing natural environment.

The objectives and strategies of the goal need to ensure that there is adequate quantities of land for various uses such as residential, commercial, industrial, social and recreational activities.

GOAL A: LAND AVAILABILITY

Objective A1/1	To identify suitable and developable land within the built up areas for Infilling wherever possible.
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Strategy A1/1 Consolidation of development within existing city boundary.

This strategy seeks to utilise as much as possible all the developable land within the Municipal boundary before expanding to areas outside the Municipal boundary.

Policy A1/1

Identified vacant land within the built up areas of Bulawayo should be developed first before considering expanding outside the existing Municipal boundary. In an effort to utilise land within the Municipal boundary a number of layouts have been prepared by the Municipality. Some of these areas have a number of stands as per layouts already prepared. These include:

Remainder of Umganwini	Residential
B2 of Bellevue	Residential
Nkulumane (CABS/Old Mutual)	Residential
Hyde park (Old Mutual)	Industrial
North western Area- Umvumila	Industrial
Cowdray park	Residential
High Mount	Residential
Norwood Tracks	Residential
Richmond	Residential
Magwegwe west	Residential
Volaire Estate	Residential
Emhlangeni	Residential
Woodville	Residential
The Shirt	Residential

In addition, there are various pieces of land without layouts found in several parts of the city which may need to be considered for intensification. These include:

- Richmond- between Falls and Umguza river
- Goodhope farm (parts of)
- Killarney East
- Hyde park- west of Pumula
- Large public open spaces such as that found in Suburbs
- Railway operational land (unused portions)
- Wide river courses wetlands- need to be investigated
- Various smaller vacant pieces of land dotted around the city

Policy Elaboration

The essence of this policy is that no new development should be allowed or embarked upon in areas outside the municipal boundary before all undeveloped land that is capable of development had been fully utilised. However, there may be exceptional cases to this principle such as where a new development occurs in an area under the jurisdiction of another local

authority or ownership of a private developer. In such an event it is imperative that the concerned rural district council liaises with Bulawayo City Council. Another example could be a large development that cannot be accommodated within the city such as a large new industrial area which may attract the much needed investment.

Policy Justification

This policy is enunciated to achieve a number of benefits such as

- a. Maximize utilization of existing infrastructure and services
- b. Realise economic and efficient use of land
- c. Curtail urban sprawl and establish a compact city
- d. Maintain productive agricultural land for as long as possible

Policy A1/2 To encourage sub division of large plots into smaller units

Strategy A1/2 Densification

There are areas in the low density areas which have large plots. This strategy is aimed at ensuring that large plots are subdivided into smaller units to reduce urban sprawl.

Policy A1/2

The local authority should devise attractive incentives to stimulate interest amongst large land owners to subdivide. This strategy and policy will result in densification and compactness with effective utilization of existing infrastructure. Depending on the soil types in an area subdivisions of up to 2000m² on septic tanks should be considered depending on the soil types and percolation rates. In addition,, the development of flats and town houses should be favourably considered in terms of the existing local plans thus further achieve densification.

A number of residential suburbs in the city lend themselves to densification through subdivision and these include Matsheumhlope, Riverside, Burnside, Lockview, Waterford, Killarney, Kingsdale, Trenance, Newton west amongst others. Despite that there is encouragement of subdivisions, reference should be made to the relevant local plans and subdivisions regulations.

Policy Elaboration

The policy on subdivisions of large properties supports the existing policy on identification and furthermore identifies areas that need preparation of local plans. These include Richmond/Norwood, Douglasdale and southern areas such as Newton and Newton west. However, it is important to note that some of these small holdings or plots practise intensive urban agriculture which is contributing meaningfully to the city's local economy.

Policy Justification

Land for residential development in the city has become scarce and at the same time urban sprawl continues to be rampant. This is despite the fact that many suburbs in the eastern parts of the city have very low densities with large properties by far exceeding 4000 square metres. Land for housing development can be made available by using large areas comprising of small holdings that are not used productively by sub dividing them into smaller stands to accommodate more dwelling units. As stated above a policy on densification needs careful planning to allow for new infrastructure such as roads, water mains and sewers as well as additional social services. Details of stand sizes and required additional facilities will be provided for in the local plans for specific areas. Development of town houses to promote further densification should be adopted in some low density areas particularly in the vicinity of commercial centres.

Policy A1/3: Large properties or stands that lie undeveloped within the city shall be subject to higher rates

Strategy A1/3: Property rates will depend on the size of land**Policy Elaboration**

It will be prudent for the city council to establish a register of large properties that are underutilised. Owners of such properties should be engaged by the local authority to deliberate on the advantages of creating smaller properties through subdivision and avoidance of higher rates. Local authority also to work on attractive incentives for subdivision.

Policy Justification

This policy will go a long way in discouraging land speculation and promote investment and development. Higher rates will encourage large land owners to develop their properties thus achieving densification leading to a compact city where infrastructure and social services are efficiently utilised.

Policy A2/1	To identify areas adjoining the city with suitable land for expansion of the Municipal boundary
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Strategy A2/1 Outward expansion of the city**Policy Elaboration****a) To the south of the city a number of areas are undergoing a relatively fast rate of housing development and these include:**

- Emthunzini
- Lot 27A Lower Rangemore
- Lower Rangemore
- Mbundane
- Upper Rangemore
- Hlalo Township
- Nkiwane Township amongst others.

However, large areas of agricultural properties remain undeveloped in terms of urban infrastructure and housing such as areas lying to the west of Meikles Road and a belt stretching westwards from Mbokodo abattoir.

- A concept plan has been prepared for Rangemore area and shows a clear road network linking with nearby Bulawayo's high density residential areas of Emganwini and Nkulamane. However, there is need to monitor the extent to which developers are implementing in line with the proposals of the concept plan. Lot 27 shares a boundary with Pumula South and Nkulumane 12 and layouts have already been prepared and approved. Dunstan and Dunkirk also form a natural potential expansion for the city in the southward direction.
- In Lower Rangemore Lot 27A, Remainder of Lot 27A and Emthunzini a total of 3 214 hectares of residential land is currently being developed and this is expected to continue during the master plan period. A layout for Lot 27A providing for approximately 4 000 stands has been prepared.
- In Upper Rangemore there are some 1 030 hectares of land available for residential development whilst 8 private properties in the area have approved layouts with a total of 412 hectares and development here will continue in the master plan period.
- There is a large piece of land available in Hyde Park stretching from Pumula to Mazwi Nature Park measuring approximately 5 160 hectares which could be developed into low cost housing. The challenge facing this land is difficult sewerability since the area lies on lower ground than the Southern Areas Sewage Treatment Works (SAST). However, due to great demand for low cost housing efforts must be made to find means of connecting this area to the existing sewage works or to the proposed Northern Areas Sewage Treatment Works (NAST). The new development will incorporate the existing villages of Robert Sinyoka, Methodist and Mazwi.
- Dunstan and Dunkirk are to be set aside for residential agricultural purposes for the foreseeable future, say 25 to 40 years. Sights Farm lends itself suitable for future urban development as it adjoins Hyde Park and Mazwi Nature Park.

- Intini and Douglasdale form a suitable area for future urban development to the south although their zoning may remain residential /agricultural. Currently, plots of varying sizes in this area are used for horticulture, small stock, specialised farming such as horse breeding, cattery and dog kennels. Future development of this area must be linked to Waterford and Matsheumhlope.
- Sauerdale Block shares a boundary with the city's low density areas of Hillside South and Burnside thus could therefore be considered for immediate inclusion into the city's Southwide development.

b) To the northwest and north of the city

- Helenvale block: As mentioned in the previous master plan Helenvale block has approximately 5 800 hectares of land immediately adjacent to Cowdray Park which form a natural expansion of the city. A large portion of this area is privately owned and the developer has initiated residential development with layouts providing for over 7 000 stands. Development of this area needs to be undertaken in close collaboration with Bulawayo City Council to ensure functional linkages with existing development of neighbouring Cowdray Park, Norwood and proposals for Norwood tracks. The advantage of Helenvale block is that it lies on relatively flat land which can be readily connected to the proposed Northern Areas Sewage Treatment Works (NAST). Also a small portion of the extreme south east of the block can be connected to Cowdray Park Sewage Ponds. Nyamandlovu and Victoria Falls Roads provide good road links to the area. The only major disadvantage to the area is its distance from the CBD that would increase transport costs and provision of bulk infrastructure.
- Newlands and Siphaziphazi along Victoria Falls railway line and adjoining Helevale block also make a natural area for the city's future expansion and in terms of zoning industrial uses may be appropriate in this site.
- North of the city exists a vast area of largely agricultural land lying both east and west of Airport Road stretching from Umguza River and Trenance covering Reigate, Umguza Estate, Umguza Irrigation Plots, Umvutsha and Mapani. On the eastern side of Airport Road Reigate and Hopeville medium and low density residential development is currently taking place. In Hopeville construction of some 1 040 houses occupying approximately 150 hectares is currently being undertaken and this development is expected to continue into the master plan period, whilst around 500 medium density houses are being constructed in Reigate. There is scope of further housing development to the north of this area.
- The area to the west of Airport road is currently largely agricultural but forms a natural area for Bulawayo's expansion to the north extending up to the Airport and this is supported by proposals of Local Plan number 10- Northern Areas as well as the 2000 to 2015 Master Plan. This area was incorporated into the city for election purposes in 1999

through Statutory Instrument 2012 of 1999, although it was not taken over by Bulawayo City Council for administration purposes. It is imperative that BCC works on modalities to assume administration of this area so that the city has more authority in guiding its development.

- The major land use proposal for this area is residential and ancillary covering all densities grading westwards with high cost/ low density on both sides of Airport Road followed by medium and high density development westwards respectively. An Export Processing Zone (EPZ) site is proposed closed to the Airport along the main road. It is also proposed that a site be identified closed to Trenance for a cemetery to complement the newly established Umvutsha Private Cemetery.
- The advantage of this area is that it is generally flat sloping northwest wards and can be readily connected to Aiselby Sewage Treatment Works. But due to the magnitude of the expected development in this area as well as parts of North Eastern and Eastern areas. It may be prudent to consider connecting outfall sewers to NAST in the long term.

c) To the north east of the city

- Upper Nondwene Estate to the north of Woodville has suitable land for the city's expansion in the north east direction and can be readily connected to Woodville major infrastructure. The land is general flat and adjoins Montgomery.
- Montgomery to the east of Woodville has approximately 1300 hectares of land for future urban development. Currently the area is predominantly agricultural with old and new plots averaging to 2 to 4 hectares and as such can be zoned residential/agricultural although details may be provided in a local plan that is recommended for this area. Also Montgomery can easily be serviced by sewer to Aiselby. In terms of water the area can be connected to the proposed reservoirs, water works and water pumping mains which can be connected to Cowdray park pump station.

Harare Road provides good accessibility to Montgomery and neighbouring areas. The area is also close to existing development of Mahatshula and Woodville hence it would be contiguous to existing urban pattern. In terms of public transport, Montgomery can easily be serviced by the existing system that is already serving Cement Siding. In addition Upper Nondwene and Woodville areas are well linked to a good road network towards the airport that will support efficient public transport service. The only notable disadvantage of this area is its distance from the CBD and industrial area that could result in high transport costs.

d) To the east of the city

- Wills Grove farm is approximately 3 800 hectares and is privately owned. Its owners have prepared a layout for residential development and this provides for some 8 000 stands. This proposed development is expected to continue for many years during the master plan period. Wills Grove has relatively flat land and it can also be linked to

nearby residential areas such as Killarney and Sunninghill and would be contiguous with existing urban pattern.

- Farm 2A to the east of Killarney is owned by Bulawayo City Council although it is under Umguza Rural District Council jurisdiction. However its development for residential development will be relatively easy due to its ownership. It is relatively flat and can be connected to proposed Wills Grove development and Killarney without much difficulty. It should be noted though that there is substantial land degradation caused by mining operations, both legal, claim holders and illegal gold panners.
- Kennington is largely agricultural with major activities being piggery, poultry, semi-intensive livestock production and horticulture. The area is considered suitable for inclusion into the city's boundary because of its closeness to the city and in terms of zoning this would be maintained as residential/agricultural.

Policy Elaboration

With regards to areas identified under this policy it will be necessary for council to confirm ownership of various properties and embark on processes of negotiation for land acquisition wherever possible. Where the property owners are able and willing to undertake urban development themselves the local authority should collaborate with them offering professional and technical advice in order to achieve coordinated development. However as much as possible land within the city boundary should be developed first expect in the circumstances outlined in policy A1/1. The phasing of the development of expansion areas will be determined by council development programs following preparation of appropriate council development plans.

Once funds are available the city should purchase land wherever possible to ensure land banking for future city expansion purposes.

Policy Justification

The report of study demonstrated that land available within the Municipal area cannot accommodate future land needs and hence there is need for additional land outside the Municipal boundary. The land needs have been calculated based on the current population and projected population by year 2034. This population growth will entail a need for considerable additional land for housing, industry, commercial, social and community services and other employment related activities. The vacant land existing within the city at present will not be able to cater for anticipated development during the planning period.

Policy A1/3/1:	To Ensure Land Is Available For Long Term Expansion of the City
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Strategy A1/3: Long Term Options for the expansion of the City.

Policy A1/3/1:

- a) The city council will engage the government to restrict intensive resettlement (villagisation) to a 40 km radius away from the city.

To the west up to Hilda's Kraal and Nyamandlovu, to the north Queens and Ntabazinduna, to the east Esigodini and to the south up to Figtree. Such a policy will slow down/ alleviate rapid rural population increase in the vicinity of Bulawayo so that its infrastructure and services are not overstretched. Central government should also ensure that basic social services like primary schools, clinics as well as community facilities like general dealer shops are established at these resettlement areas. The area within the 40km radius will be expected to support intensive and semi-intensive commercial agriculture such as irrigation, market gardening, small stock production (poultry, piggery, sheep and goats) and dairy farming.

Where rural settlements already exist within this 40km zone the responsible authority should ensure that there is no further expansion in terms of allocation of new plots.

Policy Elaboration

Intensive resettlement (villagisation) entails establishment of rural plots with homesteads; fields and grazing areas invariably in a relatively dense pattern. Usually there is a lot of environmental degradation caused by uncontrolled tree cutting, overgrazing resulting in erosion. However, where there is proper agricultural extension services in resettlement can be averted. In terms of demographic sudden population increase requires establishment of effective on-farm and off-farm employment in order to sustain livelihoods. But there is no formal employment in these areas and the resettlement beneficiaries are forced to migrate to nearby towns and cities to seek for jobs hence causing overcrowding and overburdening the urban social facilities.

The study should examine demographic, economic and infrastructure elements of the established 40km zone. This should analyse the existing economic activities such as agriculture and mining and determine those areas with a potential for urban development. Migration patterns, past present and future will form part of the demographic study. The study should develop and evaluate a number of growth options including general expansion, expansions along lines of communication and satellite towns. Appraisals of finances, institutional, transport and environmental factors must be done. Implications of the options for future action by the city council and other stakeholders must be identified.

Policy Justification

Intensive resettlements that are far from the city are likely to cause less problems to the neighbouring areas.

The city will commission a detailed study to examine the land uses in the 40km zone, determine agricultural productive areas, suitability for future urban development. The study will also deal with demographic and infrastructure issues considering local, regional and national aspects.

A good research of the area surrounding Bulawayo will provide city council with necessary knowledge of opportunities and constraints for future urban development. Equipped with such knowledge the local authority and other stakeholders will be able to make appropriate decisions on the growth options of the city in the long term.

GOAL B: LOCAL ECONOMY

To establish a strong and sustainable local economic base in Bulawayo

This policy is justified on the fact that a vibrant local economy would create more jobs and provide additional income to the city so that it may afford to provide improved services. The city council can influence local economic activities by creating an enabling environment, undertaking support activities and ensuring that land and services are available to the investors. Creating a strong and sustainable local economy is key for the city's continued prosperity. In this plan ten major anchor pillars or value chain on which Bulawayo's future economy is hinged have been identified.

GOAL B: THE LAND ANCHOR PILLAR: VALUE CHAIN

Objective B1/1: To ensure adequate and suitable developable land is made available for various categories of industrial and commercial activities

Strategy B1/1: Provision of adequate land.

Policy B1/1: To provide land for industrial, commercial and other economic activities to meet expected needs during the plan period.

a) General and Mixed Industry

- i) Unused railway operational land stretching from Donnington to Luveve Road. Patches of vacant pieces of land within this area could provide substantial amount of industrial land but the local authority would be required to negotiate with National Railways of Zimbabwe (NRZ)
- ii) 880 hectares of unused land in Umvumila stretching from EPZ site to Masiyephambili Drive.
- iii) 240 hectares of proposed EPZ site along Airport Road.
- iv) Land sandwiched between Plumtree Road and the Railway line running from Ianvale Farm to Hlekweni turn- off. This site could be used as an industrial park due to its location as a gateway into the city from the south.
- v) The industrial areas of Hyde Park (Old Mutual site) and Umvumila (EPZ) need to be prioritised as they have been lying idle for many years although they are fully serviced and partially serviced respectively.
- vi) 400 hectares in a new estate in the Cement Siding area
- vii) 100 hectares in Willsgrove Area
- viii) Cowdray industrial area
- ix) Land to the west of Cowdray Park along Victoria Falls railway line up to Siphaziphazi Siding

b) Light Industry, Service Industry, small businesses, workshops and the informal sector

- i) 10 plus hectares allocated in and around the town centre, district commercial centres and local commercial centres.
- ii) Various small sites for Employment Creation Zones (Enterprise Zones) for small business and informal sector to be identified in the old suburbs as well as in new residential areas.

c) Commercial sites

- i) Commercial land is to be allocated in the new areas of city expansion
- ii) Land will be allocated for several local commercial centres in layouts for new residential areas

- iii) Truck Inn sites have been identified along major roads into the city but so far none has been developed and these need to be prioritised.
- iv) New district commercial centres need to be identified in new expansion areas
- v) Council should identify land for informal sector particularly informal traders, plan and provide basic infrastructure
- vi) City council to encourage owners of undeveloped stands in the CBD to develop them and upgrade those structures that appear to be underdeveloped.

Policy Elaboration

Industry: Various factors must be considered when identifying industrial land, such as soil types, wind direction, accessibility and rail link in some cases. There are advantages in locating most manufacturing industries close to each other so as to maximise use of services and access provision. There is need for good transportation linkages as well as an effective public transport system for industrial-residential areas linkages. The agglomeration of industrial estates offers advantages in terms of servicing, ensuring a reasonable separation between industrial areas which many be noisy and polluting from those which may be a nuisance in terms of noise, vibration and emission of smoke or soot and other uses such as residences and social services. However at the same time there can be more pressing need to locate industry at points where they are easily accessible to labour.

Commercial: Commercial activities constitute the dominant land use in the Central Business District (CBD). Council should encourage owners of undeveloped or underdeveloped stands to develop or upgrade them. In view of the ever increasing distance from the centre city to residential areas, district commercial centres and local commercial centres are being established in different parts of the city. This will assist in bringing higher order goods close to the residents. In addition to district commercial centres, local commercial centres will be created within residential areas and these will accommodate other economic activities such as service industries, informal sector stalls, surgeries and libraries amongst others.

Warehousing/Wholesale Distribution: These types of economic activities take place within the general industrial areas. When allocating land for these uses care must be taken to ensure that they are situated close to main roads, airport for cargo services and railway.

Small and Medium Enterprises (SMEs): Small and medium business enterprises (SMEs) are carried out in different parts of the city and require varied types of land. Their location ranges from industrial, commercial and even residential (through special consent). Careful planning is needed to cater for varying needs of SMEs. Programmes or projects should be established to assist emergent businesses by providing necessary basic infrastructure and structures. The provision of industrial incubators or factory shells could enable aspiring entrepreneurs to start up and engage in manufacturing, processing and servicing operations.

Informal Businesses: Informal traders and other informal enterprises are usually found on incidental unoccupied land within built up areas, road verges and pavements. Such a situation is likely to continue, but it is necessary for the local authority in close collaboration with the representatives of vendors to identify land within commercial areas for allocation to the informal sector. The city's informal sector policy recognises the positive impact that informal trading has on individuals and communities. The by law mandates Council to adopt policies that reflect the socio economic development of the informal traders in the informal trading areas (where they) will be facilitated. It also provides for public participation in the formulation of informal trading policies to ensure that the concerns of those affected are taken into account.

Policy Justification

In order to support a vibrant and sustainable local economy, it is imperative that the master plan makes provision for adequate land in varied locations to cater for the various economic activities. The Report of Study identified a number of areas for future industrial development as mentioned above. These areas are both within and outside the municipal boundary and it is ensured that they will be accessible to labour from various residential areas. Availability of suitable and serviced industrial and commercial land is bound to attract investment to Bulawayo and the local authority should develop attractive incentives for developers. The critical contribution of the informal sector to the local economy has been highlighted and as such it is appropriate that land be allocated to this activity.

Also it should be remembered that Bulawayo has been granted Special Economic Zone status and thus land should be allocated to economic activities that support this position. New industries that are linked to raw materials coming from the hinterland should be prioritised in the allocation of land in appropriate areas. Such industries include abattoirs based on livestock especially cattle, goats and sheep, textiles based on cotton, furniture based on hardwood forests of teak and mukwa and mineral processing for example gold.

The allocation of land to various types of economic activities such as industry, commerce, warehousing and tourism will certainly stimulate construction of factories warehousing, offices and shops and lead to employment creation and poverty alleviation.

Policy B 1/2 Promotion and development of the tourism industry in the Planning area

Strategy B 1/2 Development of tourist related facilities and preservation of culture, historic and heritage sites.

Policy Elaboration

Bulawayo and its immediate environments is endowed with immense potential for the development of a thriving tourism industry and has a great potential for international and local tourism. If well exploited, this potential hold the key to the creation of jobs and also unlocking the economic growth potential and economic diversification in the planning area. This should be promoted through provision of sites for hotels, motels, lodges and restaurants resort areas as well as game parks or sanctuaries. The first strategy in developing the tourism industry in Bulawayo should ensure that tourism potential and assets are identified and inventorised to be followed closely by the development of tourism products that are informed by available tourism assets. The next important strategy will be the development of marketing and branding strategies to create awareness both nationally and internationally about the various tourism attractions in the city and immediate environments.

Apart from the conventional tourism products like wildlife – based tourism, marketed elsewhere in the country, Bulawayo and its immediate environments has the potential of creating a market for itself in terms of cultural tourism. Bulawayo and its immediate environments has a significant number of historic and cultural sites. Such sites include:

- i) Several tourism sites to be identified suitable for hotels, motels and lodges examples are a site along Harare Road at Intersection with Bulawayo Drive (Killarney), site on hill in Donnington West, Victoria Falls road west of Falls garage.
- ii) A Nature Park (Mazwi) within Hyde Park area
- iii) Resort areas such as Khami Dam, Hillside Dam, Tshabalala Sanctuary and Umguza Nature Park.
- iv) Cultural centres/ villages in various sites around the city

Other assets in Bulawayo which could be used to promote cultural tourism and the heritage of the area are the historic buildings. Conscious plans should be developed for historic buildings to be properly maintained, protected and restored as they play an important part in terms of attracting tourists. It is also proposed that a photo gallery where pictures relating to the historical development of Bulawayo can be displayed for public viewing and appreciation.

The designated Game Park/Sanctuary should also serve as a tourist attraction where tourists can go for game viewing and bird watching. The park should be provided with driving and walking trails as well as park benches. Other opportunities for the development of tourism in the Planning Area are in the areas such as Eco Tourism, Transportation and tour guiding, hotel and conference

facilities. The tourism industry has to be private sector led with the government providing an enabling environment for the sector to grow and develop.

Owners of listed historic buildings in the city must be made to realise the importance of the historic value and significance of such buildings. As a result the owners of listed buildings should be sensitised by the National Museums and Monuments about the importance of preserving historic buildings as a way of ensuring that the heritage of Bulawayo is kept alive.

Policy Justification

Bulawayo and its immediate region is endowed with a lot of potential for the development of thriving tourism industry. In addition Government has identified the tourism as one of the key sectors that could become the drivers of future growth.

In addition, it is important that the shaping of our communities reflect our cultural identities and heritage. Though the city is fast urbanising, there is still need to retain those aspects of our culture which have shaped our value systems and for our heritage to be celebrated. Policy is aimed at transforming Bulawayo into a tourism destination in its own right.

Policy B1/3 Wherever possible the city should re allocate vacant, industrial, commercial and

other business stands before new sites.

Policy Elaboration

Potential investors should be directed as a matter of priority to existing vacant sites before considering new undeveloped areas. There are currently vacant industrial stands in the following areas

- Hyde Park (Old Mutual)
- Umvumila (EPZ-256 stands)
- Cowdray Park
- Kelvin East

The development of new areas within the Municipal boundaries should be prioritised such as Umvumila, Railway operation land, Plumtree road site, various hotel and motel sites as well as truck inn sites.

Policy Justification

Servicing of new sites is expensive. Therefore, where industrial and commercial land is already serviced it is more economical to develop such land first before moving to new sites.

REGIONAL VALUE CHAIN



Objective B1/4 To encourage development of effective regional links.

Policy B1/4 The city will encourage, promote and support improvement of external transport links and telecommunications to other areas of Zimbabwe and internationally.

Policy Elaboration

Bulawayo is strategically located and this makes it a transit point for national and international trade. Also this strategic location allows for Bulawayo to work as an assembly point for northern markets of Zambia, Congo and Angola. Due to its strategic location Bulawayo has recently been declared a Special Economy Zone. Also as a result of its locational advantage in a national context the city reaps benefits of transit trade, tourism and other spin off economic benefits.

It is therefore necessary to upgrade and improve major road links to Harare, and on to Zambia, Victoria Falls, Mutare and further to Mozambique and South Africa via Beitbridge.

Bulawayo has been National Railways headquarters for many years and its importance has been enhanced by the development and operation of the Bulawayo-Beitbridge Railway. It is necessary to improve both passenger and goods rail services to Botswana and South Africa. The full electrification of the Harare-Bulawayo railway needs urgent attention. Also council should make regular consultations with NRZ on the parastatal's plans for its physical development in the city. There are plans to expand Mpopoma marshalling yard and upgrading Bulawayo main station.

Bulawayo airport has been upgraded to international standards and is expected to accommodate larger aircrafts and process more than 1.5 million passengers per annum. There are plans for commercial developments, warehousing and hotel developments to improve activities at the airport in future. There are restrictions to the use of land within the airport's vicinity in line with Civil Aviation Authority regulations and therefore any proposed development in the airport's neighbourhood should be done in close liaison with the airport management.

Telecommunication in the city has improved since the introduction of digital systems. But because technology in this field is constantly changing, council should make efforts to keep abreast of latest technological changes thereof and lobby for early adoption in the city.

Policy Justification

A vibrant local economy will always rely on good linkages and relationships with the hinterland, the national economy as well as neighbouring states. Economic activities in this areas such as agriculture, mining, tourism and industry greatly influence and affect Bulawayo's economic vibrancy and hence creation of wealth and jobs.

THE AGRICULTURAL VALUE CHAIN

Objective B1/5 To promote and support strong links with agricultural activities.

Strategy B 1/5 Allocation of Land for Urban Agriculture.

Policy B1/5 The city will encourage, promote and support linkages between the local economy and agriculture in the hinterland and nationwide.

Policy Elaboration

Traditionally, Zimbabwe in general is an agro-based country whose socio-economic fortunes have been traditionally tied to agriculture. Several industries in Bulawayo including food, beverages, textiles, milling and abattoirs are based on agricultural products which come from varying parts of the country. Bulawayo is surrounded by major farming belts such as Umguza, Esigodini, Marula/Figtree belts and Nyamandlovu where most of the contemporary and future agricultural production takes place. These farming belts traditionally supported the agro-based industries in the city and allowed for the creation of numerous jobs and supporting infrastructure. Furthermore, urban agriculture (particularly market gardening) has been on the rise in the city and continues to increase. By definition urban agriculture refers to the production and marketing of food crops and other animal products in an urban area. The Urban Agriculture Forum formed in 2005 has continued to support the formation of community gardens and supports the Gumtree plantation agriculture project.

The city acknowledges urban agricultural's importance component to the urban economy. This activity is seen as contributing to poverty alleviation and local economic. The city has also formulated the urban agriculture policy which supports promotion of urban agriculture. The policy initiative was aimed at promoting urban agriculture as an important component of urban development and to ensure food security as well as to ensure that food is available to the urban poor. In addition, urban agriculture is now seen as a formal or legal form of urban land use which should be included in the City's poverty alleviation and social development strategy. However arguments against the promotion and practice of urban agriculture. These revolve around the effects of pesticides and chemical fertilisers on the environment and health of urban residents. However, when considering agriculture in the future economy of Bulawayo, city council will benefit from availing land creating supportive institutions and infrastructure along the agriculture value chain.

In light of the fore going, the plan has zoned some land in close proximity to the sewerage treatment works for urban agricultural purposes. The site should be subdivided into economically viable portions for leasing, Treated effluent from the treatment works could be used for irrigation purposes in the cultivation of suitable crops which would be marketed within the city and some used as raw materials for the industry.

Policy Justification

Urban Agriculture can provide fresher produce, more greenery and recycling of household waste to be used as manure. A vibrant agriculture in the region, the city's peri-urban areas and within the city itself will provide raw materials for Bulawayo's industries. Also the presence of major agro-based council controlled entities such as Ingwebu breweries (dependent on small grains) allows council to support local agricultural activity around small grain production. The agricultural value chain is also highly significant as it has become a major safety net for vulnerable groups (women, youths and elderly) who survive on agricultural trade.

In addition, a policy guideline will go a long way in helping planners to plan for this land use activity and to sensitise residents on the derivable benefits of engaging in urban agriculture.

MINING AND NATURAL RESOURCES VALUE CHAIN

Objective B1/6 To encourage and support exploitation of minerals and natural resources in the Hinterland.
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Policy B1/6 The city will support and encourage exploitation of natural resources that provide raw materials to the city's industries and engage all relevant stakeholders in this sphere of economic activities.

Policy Elaboration

Related to the agriculture value chain is the mining and natural resources value chain whose composition includes large, medium and small mines (particularly gold), quarrying, river and pit sand extraction as well as exploitation of hardwoods such as teak and mukwa. A significant number of Bulawayo's citizens are employed in the surrounding mines whilst others are operating small and medium sized mines that creates jobs and incomes. Processing plants for gold have been established in the city.

Furthermore, discovery and facilitation of natural gas (methane) extraction in Matabeleland North has availed opportunities for development of up and down stream mining value chain players in the city of Bulawayo. BCC will benefit from availing land creating a supportive institutional environment and developing support infrastructure along the mining and extractive value chain. Such infrastructure should include modern marketing points while the supporting institutions would include agreements that supports a minimum processing delays. Particularly in cases where resources are obtained outside Bulawayo (eg Matabeleland North for hardwood and Matabeleland South for precious minerals). BCC would also need to encourage setting up of local value addition centres for minerals and also solicit players in the processing and utilisation of gas related products.

Policy Justification

A strong mining and extractive economy in the region and the city's hinterland is bound to benefit Bulawayo by creation of manufacturing and processing industries that will create wealth and jobs. The policy further strengthen Bulawayo's new position as a Special Economic Zone that is linked and depended on raw material from the surrounding areas. Furthermore by products may be obtained from mining activities for example from methane gas can be provided plastics, petrol chemicals and fertilisers.

ANCHOR PROJECTS AND INDUSTRY VALUE CHAIN



Obective B1/7 To identify anchor projects and closed/ declining industries for revival.

Policy B1/7 The city will support and encourage development of anchor projects and revival of declining/closed industries and development of new ones.

Policy Elaboration

A number of industries and organisations have for many years been closely connected with Bulawayo's days of industrial glory. But in the past one or two decades these have closed or downsized their operations. Of late there has been efforts to rejuvenate these anchor industries and organisations that once served and anchored the economic development of the city. Their revival will undoubtedly impact positively on the economic development of Bulawayo. These industries and organisations include Cold Storage Commission (CSC), Zimbabwe Iron and Steel Cooperation (ZISCO), National Railways of Zimbabwe (NRZ) and Zimbabwe International Trade fair. Also in this group are private companies such as Dunlop, Monarch, Merlin, Archer, General Belting, Steel force, Cairns Foods, Security Mills and Bulawayo Clothing amongst others. Some of the above mentioned organisations e.g. ZISCO, NRZ may represent entire national entities and are not directly controlled by council. None the less BCC anticipates their revival and makes adequate socio economic plans to harness the positives brought in by such anchor projects. Beverage industries namely Delta, Schweppes and Ingwebu breweries appeared to have remained performing fairly well during tough economic times and BCC should lend them support and encouragement wherever possible.

The anchor organisations have historically been shown to be the major pillars of consumerism (which has receded of late) in Bulawayo through the absorption of labour and the support for up and down stream industries in the city. In this regard the city must provide necessary support services and infrastructure that will allow anchor project and industry revitalisation processes to succeed. Such support could come in the form of amongst other things land concessions, local investment incentives, tax breaks and support infrastructure. There is also need for deliberate plans to create future water harnessing bodies that will aid the development of anchor projects/industries.

Policy Justification

Industry has been the traditional backbone of Bulawayo's economy hence the affectionate city's nickname "Ko Ntuthu Ziyathunqa" meaning the place where smoke from the industries is always rising into the sky. Closure or declining of industries in the city due to an adverse economic environment and obsolete equipment has caused serious hardships to a large section of the population due to loss of jobs and income and therefore an increase in urban poverty. Revival of industry in the city and indeed Zimbabwe at large will definitely improve the socio economic well-being of people living in the city.

Policy B1/7(b) Small and medium enterprises.

The city council shall continue to develop and/or encourage development of premises or structures for a variety of small and medium scale enterprises.

Policy Elaboration

It is a well-known fact that generally many industries and commercial businesses started at home or in some temporary premises. In these circumstances often problems of safety, compatibility, storage and environmental concerns are encountered, leading to a need to move to appropriate structures/ premises. Intervention of central government and local authority is required to provide land, finance and often start up units such as incubators, factory shells, workshops as well as transport and markets. It is sometimes necessary to link SMEs to the productive sector or existing large industries so that they may manufacture or produce some small components of their products. For the first few years, SMEs need to be subsidised in terms of rent, rates and taxes to allow them to be self- reliant.

Policy Justification

SMEs have played a critical role in the national economy during difficult years and are expected to continue to be vital for future growth of the economy. They have created jobs and incomes and thus alleviating urban poverty. SMEs also collaborate with the formal private industrial and commercial sector and are creating beneficial linkages that further strengthen the economy. They are less costly to establish and they are labour intensive. Support of SMEs is in line with government policy of empowering the upcoming business people.

Policy B1/7 (c) Informal sector

Policy Elaboration

The city will provide an enabling environment for the informal sector in Bulawayo to ensure improved incomes for participants and potential transitions to the formal sector for the most successful.

Specifically the city shall:

- a. Designate appropriate sites for informal traders in consultation with the informal traders themselves and relevant stakeholders. The activity areas shall be in the CBD, district commercial centres, local commercial centres, bus termini and open spaces in residential areas. The designated areas will be provided with basic infrastructure such as water and toilets.
- b. Strive to develop enterprise training for informal traders in collaboration with NGOs, donors and private companies. The training will ensure that informal traders have necessary skills for long term sustainability and where possible transformation to the formal sector.
- c. Establish Employment Creation Zones/ Enterprise Zones for formal manufacturing and service activities that do not impact negatively on the surrounding industrial and residential areas. Basic infrastructure like electricity and ablution services will be a priority to ensure compliance with public health regulations.

Policy Elaboration

This policy in general advocates support of the informal sector than to be hostile towards it.

In promoting and supporting the informal sector, the city should take cognisance of the need to maintain public safety and health and a pleasing environment. The city should ensure that there is good sanitation facilities as informal traders' sites. These trading areas must be kept under review and expanded wherever feasible and in the interest of the sector as a whole.

Trading needs of this sector are very high and must be highly subsidised and therefore support from donors and other organisations will be vital. Enterprise centres should be basic or simple in their design (durawalls and minimum facilities) and should therefore be sited or located with care. They should be located close to or within residential areas and provide good access to potential markets.

The informal sector by law in the City is based on a developmental local governance approach to the facilitation of (i) access to job and entrepreneurial opportunities within the informal sector (ii) harmonising relationships between informal and formal trading sectors and migration of informal into the formal trading sector.² The City has an informal sector by law which was developed through an extensive consultation process. The policy focuses on

² DEGI (2019) – The State of By Laws and their contributions to Urban Resilience in Zimbabwe

creating opportunities for the informal sector in order to contribute towards economic growth.

Policy Justification

A large proportion of people in Zimbabwe's urban centres depend on the informal sector for their livelihoods comprising approximately over 50 % of the current labour force. This sector therefore deserves to be supported by the local authority in several ways.

The City of Bulawayo faces realities of urban informality – major economic contributor to the city. It recognises informal trading as a positive development in the micro business sector by contributing to the creation of jobs. The City also acknowledges that the sector has the potential to expand its economic base and to contribute to the creation of globally competitive businesses. There is need for a well managed informal economy which is integrated into the economic, spatial and social development objectives of the City.

As the city moves forward there is need to incorporate inclusive city planning and design so that informal sector activities are provided with appropriate infrastructure and amenities. The city should avoid looking at Informal trading space as an after thought.

ICT AND RELATED VALUE CHAIN

Policy B1/8 The city will promote and support development of ICTs within its own

management and other organisations in the city.

Policy Elaboration

ICT and related activities include establishment of call centres, web based technology design, App design, Ict solutions and youth Ict incubation programs. From the foregoing it is evident that ICTs value chain is still in its infancy given that the major components such as call centres and incubation hubs are still unknown, few and in certain areas cases absent totally. This sporadic distribution and popularity of ICT based solutions gives them extreme potentials for empowering Bulawayo's future economy given the highlighted technologically savvy local youths and non-global success stories of ICTs. Council should avail space for setting up of local incubation hubs for promising ICTs products in which council could be co-owners using locally developed ICTs solutions (eg local web design, call centres – supported by our command of the global English language ie the case of India etc). BCC could also support this upcoming sector by building youth capacity in ICTs and funding (with support of government and development partners) ICTs supporting schemes.

Policy Justification

In addition to traditional value chains one area that some stakeholders consider critical is that of computer related information services. It is thought Bulawayo (particularly the youths) is awash with technologically savvy individuals who have managed to build internet based solutions to local problems. It is argued that these solutions have massive potential and could make contributions to local employment and ease of doing business if the necessary required support was rendered to them. It is of paramount importance therefore that BCC supports the developments of ICTs and that council itself moves in accordance with ICTs challenges regarding general council activities.

The city will support an enterprise culture in Bulawayo. It will promote design and technology innovation and awareness within the business community. Special sites will be created to attract high quality innovative enterprise for both industrial and business applications as follows:

- a. Willsgrove Science and Technology Park with special links to NUST.
- b. Victoria Falls road Business Park

Policy Elaboration

In order to promote Bulawayo as a centre for new technology, the city council must make arrangements for special seminars and establish a City Technology Forum that will ensure that promotional activities are undertaken and that appropriate locations for such enterprises are available. The establishment of Willsgrove Science and Technology Park close to NUST will encourage application of research to the formation of new enterprises that create the much needed jobs. This activity must include joint ventures and development of skills training.

A Business Park along Falls Road must be characterised by a well maintained attractive landscaped environment and high standards of building design.

Policy Justification

It is a well-known fact that strong economies are based on research and technology development. Research has revealed that economies with a high content of Research and Development (R and D) are innovative, produce more new products, have higher levels of productivity, expand their employment base more rapidly and ultimately are more competitive than traditional and low technology businesses.

THE ARTS AND CULTURE VALUE CHAIN

Policy B1/11 The city will be engaged in the development of arts and cultural activities, promote and support local and international tourism.

Policy Elaboration

The arts and culture value chain is composed of the following amongst others

- Matopo national park
- Heritage sites and buildings such as National Museum, Art Gallery, Stanley Square, the High Court, Post Office, the Thermal Power Station, the Bulawayo City Club and others.
- Historic Sites including Khami Ruins, Dlodlo Ruins, Old Bulawayo
- Zulu-Ndebele trek
- Theatres like Academy of Music, Bulawayo Theatre and Bulawayo Amphitheatre
- Cultural Centres notably Amakhosi Theatre and precinct
- Amagugu Cultural Village
- Broadcasting represented by ZBC-Montrose Studios and Skies Metro FM
- Big ticket events such as Bulawayo Arts Awards, Music Awards, ZITF (including Mine Entra and A'sambeni Africa)

From the above, the multiple components of the arts and cultural value chain of Bulawayo is clearly very significant. Bulawayo is also thought to be one of the most culturally diverse cities in the country being home of almost all cultures in the country therefore having a natural advantage when it comes to arts and culture. Furthermore, the history of Bulawayo and its connection with regional migration for one or two centuries has the ability to build the tourism potential. This is supported by the fact that these historical sites boast of beautiful scenery and wildlife in close proximity that can create a cultural value chain that makes significant contribution to the local and national tourism industry. However, it is of concern that there is generally a lack of serious commitment when it comes to preserving and marketing historical sites (the hanging tree, Inxwala Park, Makokoba, all huge trees dotted around the city and old gold mine diggings etc).

Policy Justification

Given the notable potential of the arts and value chain and other components mentioned above, it will be beneficial for BCC to double efforts in local tourism related activities. Such marketing efforts could be assisted by the already existing relations with twin cities such as Durban which has championed the marketing of Durban as a tourist destination in South Africa. Therefore, going into the future it is very important to visibly see the BCC footprint on the activities related to the components of the value chain mentioned earlier together with other activities.

GOAL C

***To ensure that provision is made for
adequate Social and Community facilities
to meet the city's needs during the plan
period.***

Goal Explanation

The provision of social facilities has social and economic dimensions. These have to be tackled in the fields of Education, Health, Leisure and Law and order. The proposals would be made within the context of the of seventeen Sustainable development goals which United Nations is working on achieving by 2030 namely quality education as well as good health and well being.

STRATEGIES FOR GOAL C: SOCIAL AND COMMUNITY FACILITIES

The four main strategies which are being proposed to help provide appropriate and adequate social facilities:

STRATEGY C1

This strategy aims to make provision for Pre-School, Primary, Secondary and Tertiary Educational facilities that will ensure that the Bulawayo community benefits from educational services in line with the standards or above that offered in any other city in Zimbabwe.

There is need for the provision of various educational facilities in the city in line with the national standards to ensure that students are not disadvantaged. The policies under this strategy will seek to ensure that all new developmental areas have adequate provision for educational facilities and those which are lagging behind will be given priority.

STRATEGY C2

To provide adequate health facilities that are accessible to all residents to ensure a healthy Bulawayo community.

This strategy is aimed at ensuring that sufficient land is allocated in the plan to allow the construction of new or upgrade some health facilities in all developed areas such that local people have easy access to primary health care and may also access higher level and specialist health facilities within the city. In addition, permission through special consent will be granted for the establishment of health facilities e.g. surgeries, clinics and hospitals in the residential neighbourhoods.

STRATEGY C3

To provide adequate and a variety of sports, recreation and entertainment facilities for leisure.

Leisure time refers to the time during which people are not at work. In the case of the unemployed or under-employed this amounts to a considerable time. This strategy has two main aims - ensuring that the youth are kept busy to prevent crime especially for those not at work as well as maintaining a healthy lifestyle for the general population. The provisions of sports, recreation and entertainment facilities is meant to meet the needs of those who need leisure pursuits to relax.

STRATEGY C4

To promote the cohesion and development of local communities through the provision of a range of appropriate social facilities and social services.

This strategy is aimed at ensuring that communities can be empowered through a range of facilities such as Youth Centres, Community halls and old people's homes. The vulnerable and old aged should be protected and supported through the provision of welfare and the strengthening of law and order.

STRATEGY C5

To identify land and financial resources to ensure that households are accommodated in decent dwellings.

Land needs for housing were based on meeting the potential for 75% of households who live in separate dwellings. The strategy embraces utilising various strategies towards the provision of affordable housing to the residents.

GOAL C: SOCIAL FACILITIES: STRATEGY 1**EDUCATION****POLICIES TO MEET STRATEGY C 1: APPROPRIATE & ADEQUATE EDUCATIONAL FACILITIES**

There are four policies to meet this strategy:

Policy C 1/1	The City Council will facilitate for the development of Early Childhood Development (ECD) facilities to meet the needs and demands of communities.
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Policy Elaboration

Pre – schools fall under the Early Childhood Development (ECD) programme under the Ministry of Primary and Secondary Education. In 2004, Zimbabwe formulated a national ECD policy framework which requires all primary schools to offer a minimum of two ECD classes for children from 3 to 5 years old. The aim of the policy was to make official the ECD programme. The provision of two years of pre – primary education, ECD A and B was instituted as a policy directed at all primary schools in an effort to establish two ECD classes for children in the 3 – 5 year age group. The basis for the formulation of the ECD policy was a recommendation of the Commission of Inquiry into Education which was undertaken in 1999. The commission found that there are many children in rural and poor communities who did not have access to Early Pre-school education has been demonstrated to provide children with an important impetus in their social and intellectual development.

From the Report of Study findings as at 2018 there were 100 registered Early Childhood Development (ECD) facilities in the city. The provision of ECD facilities by private organisations, churches, donors, NGO's and other community organisations shall be encouraged. The City in consultation with the Ministry of Education and Culture will ensure that all the operational ECD facilities are registered and they conform to the prescribed educational standards. Youth centres, community halls and other public buildings may be utilised for ECD use with the consent of the Municipality. In addition, such facilities may be accommodated through changes of use from residential to pre-school use through special consent procedures. In an effort to provide an enabling environment for ECD development sites will be provided when new residential layouts are prepared.

In support of this policy and in an effort to provide an enabling environment for the establishment of ECDs, teacher training colleges are now training ECD teachers.

Policy Justification

The proposals for pre - schools in this plan on the national ECD policy framework and on the assumption that the Pre – School going age (3 - 5) population will increased from 5 to 10% by the the end of the plan period. The assumed standard that each pre - school will have is 1 pre school per 10 000 people. Therefore, taking the middle growth variant provision projected population of 1 524 899 by the year 2034, Pre –school going children will be 152 490. Using population figures as indices future population growth, stated assumptions and standards it means that 152 pre - schools will be required in the city by the end of the plan period.

If the existing 100 pre - schools are discounted an additional 52 pre - schools have to be provided for Bulawayo. These facilities have to be located in strategic locations which neighbourhoods on plots that have been designated for civic and community. However, some of the requirements will be met through an infilling programme on identified vacant plots/open spaces within the existing built up area or through changes of land use. Some of the ECD facilities are expected to be developed in the planned expansion areas and future growth areas in areas that will conveniently serve the target population.

Working parents should have a choice that enables them to maintain employment and have children.

The Department of Housing and Community Services should continue to oversee the activities of ECD facilities by ensuring that standards and regulations are adhered to in all the facilities. In addition, there is need for forging partnerships and involvement of NGOs, the private sector and religious organisations in the provision of day care centres in the city.

Primary Schools and other ancillary facilities within the residential neighbourhoods.

Policy Elaboration

As per provision of Section 75 (1) of the Zimbabwean Constitution, the Master Plan will make provision for sites for the development of primary schools in an effort to ensure all children of primary school going age children attend a Primary School within walking distance from their homes. The standard of providing one primary school for every 600 households will be adopted. In addition due consideration will be given to existing standards that a school should have a maximum of 22 classrooms with a maximum enrolment of 40 pupils per classroom within the age cohort 6 – 13 with an enrolment of 880 students. Using the projected total population and assuming that 20% of the population will be primary school going age it means 304 980 pupils will need to be provided for by 2034. Theoretically this translates to 347 primary schools which have to be provided by the end of the plan period. Discounting the 80 which already exist, 267 primary schools will have to be provided.

In most of the public primary schools there is a high classroom/pupil ratios which is way higher than the recommended ratio as per standard, making the classroom/teacher ratio to be too high. As a result there is need to increase the number of classrooms in existing schools to meet the current requirements set by the Ministry of Primary and Secondary Education.

The primary schools will measure 6 hectares each and the plots for the development of primary schools will have to be reserved within the expansion areas on designated local authority sites to serve each neighbourhood. The exact location of the new Primary Schools will be addressed during the preparation of Local Development Plans and residential layouts. In terms of siting of the primary school, due consideration will be given to the layout design manual guidelines. The schools shall have playing fields and other ancillary features within the site.

The following measure should also be adopted with regards to existing primary schools:

- i) In all schools where there is lack of space for expansion for the provision of additional facilities, vertical expansion by way of constructing double storey buildings particularly should be adopted.
- ii) Provision of gardens for agriculture, science laboratories, computer laboratories, store rooms, libraries at all primary schools.
- iii) Additional classrooms to be constructed to cater for ECD as well as address current shortfalls in those schools which are undertaking hot seating.

Policy Justification

Primary School provision is a basic necessity and right of every child in accordance with national constitution.

secondary schools, to offer Ordinary Level and Advanced Level classes during the plan period.

Policy Elaboration

Secondary Schools will be provided on the basis of the national standard of 1 secondary school for every 5 primary schools. Going by the assumption that the projected population of senior secondary school going students will constitute 15 percent of the total population by the end of the plan period, 228 735 will need to be catered for. Assuming that a student capacity of 1500 for a school with Advanced Level a maximum of 152 secondary schools will be needed by the end of the plan period. Discounting the eighty (80) existing secondary schools in the city, 72 local authority sites need to be reserved for the development of secondary schools.

Most of the secondary schools have classroom/pupil ratios which are way higher than the recommended ratios, making the classroom/teacher ratio to be too high. As a result there is need to increase the number of classrooms in existing schools. Therefore, there is need to increase the number of classrooms in existing schools to meet the current requirements set by the Ministry of Primary and Secondary Education. The plan recommends for an extension of plot sizes which do not meet the minimum plot sizes for the construction of additional classrooms to address challenges of a shortage of classrooms which has resulted in hot seating. In addition, the schools need to accommodate additional facilities such as libraries and school gardens amongst others. The alternative of meeting the shortage of both classrooms and other facilities is through vertical expansion by way of constructing double storey buildings.

The Master Plan does not indicate the specific location of these schools, this will be done during the preparation of Local Development Plans and residential layouts in future new expansion areas. An allocation of 10 hectares for each secondary school has been allowed, which will need to accommodate all the buildings, ancillary activities, play grounds, sports fields etc.

The aim will be to ensure that some secondary schools have facilities to undertake Advanced Level Studies. This policy will also mean upgrading some existing secondary schools which do not have A Level facilities in the event that the nearest secondary school is very far. Secondary school provision should be located within each residential neighbourhood so that students have easy access to the schools.

Policy Justification

Secondary school students in Bulawayo have a right of access to quality secondary school education especially under STEM to national standard level. Anything less will weaken Bulawayo's social and economic position and prejudice students for opportunities in the science discipline and labour market. Full Advanced Level facilities at every school is an important aspiration to ensure the competitive position globally.

Policy C 1/4

The City Council will set aside land for the development of a range

of Tertiary Education facilities designed to meet the needs of school leavers and adults under continuous education. In particular the Council will support the development of:

- a) Government Vocational Training Colleges**
- b) Skills Training Centres**

Policy Elaboration

The demand for higher education to University and Polytechnic level has increase throughout the plan period. In addition, there has been a proliferation of colleges which offer computer training, catering and other vocational schools. There is need for these vocational schools to be checked and properly regulated by the Ministry of Higher Education. Vocational Training Colleges will be established in line with government policy. The proposed sites will be shown on the Proposals Map. The actual sites will be demarcated when detailed layouts are prepared. Bulawayo City Council in consultation with the Ministry of Higher Education will play a leading role in lobbying and ensuring that Vocational Training Colleges are established.

Establishment of facilities for skills training should be encouraged and supported in order to benefit the disadvantaged within the labour, poor community groups and individuals. The government promotes and supports the establishment of Vocational Skills Training Centres. This initiative needs to be built upon and developed so that there is wide coverage across the city. Courses covered should reflect the needs of the city's industrial and commercial sectors. Communities and poor individuals require general training in enterprise skills that will enable them to develop business and community development ideas.

Appropriate sites shall be set aside for the establishment of Skills Training Centres. The centres will be designed to provide a wide range of skills training courses to youths in the city. The centres will be aimed at providing school leavers, small business entrepreneurs and the informal sector operators with appropriate skills.

The private sector will also be encouraged to develop other tertiary educational facilities. However, these will need to be checked and properly regulated by the Ministry of Higher and Tertiary Education to ensure that the courses they are offering are accredited and standards monitored to ensure they offer appropriate and well managed services. There is a need to have a mix of technical and professional courses to meet the demands of the industry.

Whilst land allocations are a pre-requisite for the establishment of skills training facilities, the support of various sectors is also required. Small business and other entrepreneurial courses may be developed through the Ministry of Small and Medium Enterprises and SEDCO in collaboration with some financial institutions. Donors, NGO's and other supporting agencies may be approached to assist in the development of appropriate skills in the informal sector.

Policy Justification

To attract investors a good manpower base needs to be established in the city by ensuring that appropriate skills and technical capacity is readily available. The colleges would ensure that the graduates are well equipped with skills that will offer them good opportunities to be absorbed into the labour market.

The colleges to be established should cover the needs of school leavers and adults. More emphasis should be placed on training courses which will be aimed at providing trainees with skills that will make them more marketable or to become self employed. As for self-employment it is important to recognise the increasing role of the informal sector in Bulawayo's economy. The available training institutions should assist some of the graduates who would enter the informal market to ensure an improved transition to the formal sector.

All levels of the community must have access to appropriate skills training courses such as brick making, brick laying, plumbing, welding, carpentry, tailoring, basketry and knitting. Also courses are required in poultry keeping and management, rabbitry, bee keeping, mushroom growing and gardening. In some cases the need is to equip people with a broader generic set of enterprise skills that will enable them to survive the harsh economic climate. This will assist those in the informal economy to improve their income and in some cases transform into formal businesses.

In an effort to ensure the availability of technical and skill training opportunities to large sections of the populations sufficient land should be allocated to such ventures. The development of technical and skill training opportunities in Bulawayo will be an added advantage to potential investors who need skilled labour. The establishment of technical and skill training opportunities would compliment the ones which already exist at institutions such as West Gate, Bulawayo Polytechnic, NUST and the School of Mines. Technical and skill training institutions require widespread support from some agencies but Bulawayo should spearhead and mobilise the necessary support for the establishment of the institutions.

GOAL C: SOCIAL FACILITIES: STRATEGY 2**HEALTH**

POLICIES TO MEET STRATEGY C 2: APPROPRIATE & ADEQUATE HEALTH CARE

There are two policies to meet this strategy:

Policy C 2/1	The City's Health Department in collaboration with the Ministry of Health and Child Care, National Aids Council, the Zimbabwe National Family Planning Council and other stakeholders will prepare a comprehensive health policy for the city. A key element to the policy will be the formulation of local strategy to meet the challenges which are being experienced in the health sector.
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Policy Elaboration

The Local Authority will take on board various stakeholders in the health sector in an effort to combat diseases such as Hypertension, Diabetes, TB, HIV/AIDS and Cancer to formulate strategies to improve operations in the health sector. The involvement of various stakeholders is meant to ensure that general health issues are placed within the wider context of health care for the benefit of the Bulawayo residents. Therefore a comprehensive approach will be adopted that makes appropriate linkages and connections to all aspects of health in the city.

Policy Justification

Hypertension, TB, HIV/AIDS and Cancer pose a major threat to the general well being of the Bulawayo community such that there is a need for a deliberate attempt to bring various stakeholders on board.

Policy C 2/2	The Local Authority in collaboration with the Ministry of Health and Childcare shall ensure that adequate resources are allocated to equip existing and construct proposed health facilities. The responsible
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authorities shall ensure that the hospitals and clinics have good facilities and appropriately qualified and support staff. In particular provision will be made for:

- a) Additional Hospitals to meet future population growth
- b) Expansion of some clinics to include maternity facilities
- c) Additional local clinics to meet future population growth

Policy Elaboration

In making proposals for the provision of health facilities in Bulawayo, the projected population of 1 524 900 and the fact that Bulawayo is the 2nd largest city in Zimbabwe whose health facilities cater for the South Western part of the country as well as issues coming out of the Report of Study. Provision is made in the Plan for 3 additional public Hospitals, located towards the north, west and south of the city. In addition, the Local Authority will support private sector driven initiatives to develop hospitals, specialist medical facilities and surgeries in the various parts of the city.

With a projected population of 1 524 900 by the year 2034 and a population threshold of one clinic for every 50 000 inhabitants 31 clinics will need to be provided. Discounting the 20 that already exist, 11 more clinics need to be provided for. These should be developed in the proposed future expansion areas and sites designated in the detailed layout plans.

Policy Justification

The construction of more hospitals in the city would greatly reduce pressure being experienced at Mpilo and the United Bulawayo hospitals. In addition, additional clinics would cater for basic medical care thus reducing pressure on the major hospitals. The current ratio of health facilities to the population in Bulawayo is much less than the stipulated national standard. Due to high rates of urbanisation being experienced in the country, the situation in the health sector is likely to get worse unless new facilities are provided and drugs are made available during the plan period.

Adequate and appropriate health care facilities are vital to ensure that the quality of life of the local population improves. Current health facilities are not adequate, they cater for large catchment areas and this is further exacerbated by the severe shortage of staff.. An improvement in the health facilities of Bulawayo would also ensure increased productivity rates and help stimulate the local economy

GOAL C: SOCIAL FACILITIES: STRATEGY 3

SOCIAL SERVICES

POLICIES TO MEET STRATEGY C 3: APPROPRIATE & ADEQUATE CIVIC AND COMMUNITY FACILITIES

There are five policies to meet this strategy:

Policy C 3/1	Community Facilities shall be established within the residential neighbourhoods.
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Policy Elaboration

The facilities to be developed shall include community halls, youth centres and public libraries. The location of the facilities will be done in such a way that they are easily accessible.

Policy Justification

Community facilities are essential for the recreation and progressive development of community life. They may also contribute to the economic development of local areas by encouraging local action on issues and individual advancement.

The community halls should be developed in residential neighbourhoods as they constitute an important meeting place for residents and various stakeholders during various meetings. The Local Authority needs to work closely with the Ministry of Youth, Sport, Arts and Recreation towards improving youth centres to youth interaction centres. The youth centres should be revamped and equipped with modern youth friendly resources and equipment such internet and computers, sports fields so that the youths can play ball games as well as modern gym equipment. As for libraries they have to be upgraded so that they operate as electronic libraries, should be manned by qualified librarians, outdated text books should be weeded out and more recent books put in the libraries. A business section to train SMEs how to run their businesses should also be introduced while IT section should have a computer lab to offer training to members of the public and user services for outreach services for those communities, free wifi children' section to assist them with their homework and a schools section where a library would link with schools. The above proposals would improve the library operations as members of the public may utilise the computers for research which will ensure full utilisation of the library.

Policy C 3/2	The City Council will liaise with private developers, the Department of Social Welfare and Non Governmental Organisations for the development of retirement/Old People's Homes. The homes shall be developed to meet the requirements of the Department of Social Welfare.
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Policy Elaboration

This policy is aimed at soliciting for support from various stakeholders to ensure that the Local Authority proves an enabling environment to meet the needs of elderly. The better-off older people can generally afford to use private homes for the elderly. However, due to the current state of the economy the growing number of older people who are poor is presenting a major challenge to the city and government's social welfare department hence requires a collaborative approach to assist these senior citizens.

Policy Justification

The need for additional Old People's Homes may be justified on the basis of waiting lists at existing old people's homes and this is expected to increase in future, due to a disintegration of the extended family system.

Policy C 3/3	Provision will be made during the plan period for the allocation of land for the development of cemeteries while a crematorium should be fully operational.
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Policy Elaboration

The city has run out of burial space. Efforts to avail additional land have been undertaken through the expansion of existing cemetery sites. However the expansion areas have since filled up and hence new sites have been identified in Marvel and Pumula South. Looking at planning standards which stipulate that when planning for cemeteries, every 10 000 people should be allocated 1 hectare of land for a cemetery. Theoretically using the projected population of 1 524 900 this means that 153 hectares will have to be provided by the end of the plan period. The land requirements for this purpose will be acquired in the new expansion areas in the Helenvale Block section and near Umutsha.

However, while land has to be set aside for cemeteries, the city should ensure that a crematorium is fully operational. This would ensure that people who need the service are accommodated.

Policy Justification

The increasing number of deaths and the fact that due to urbanisation most people are now residing in the urban areas which means that additional land needs have to be set aside for the provision of cemetery sites within the Master Plan boundary. It is envisaged that the situation of high death rates will prevail throughout much of the plan period.

A crematorium is important to members of the community as some prefer to utilise the service.

Policy C 3/4

Law and Order shall be supported through the following measures:

- a) Provision of sites for the development of police stations in all new residential areas.**
- b) Encouraging the formation of neighbourhood watch committees in all the residential neighbourhoods.**

Policy Elaboration

There is need for all new residential neighbourhoods to be provided with a site for a new police station or police post. The current situation where people have to travel to other neighbourhoods to report their cases is presenting a challenge to most members of the community. The Police also need to work closely with the area councillors to encourage residents to establish neighbourhood watch committees. The neighbourhood watch committees will act under the rules and guidance of the Zimbabwe Republic Police.

Policy Justification

The increasing crime in residential areas is a reflection of several social and economic factors. As a result this should be addressed through putting in place measures to ensure the safety and security of local residents. The active involvement of residents in maintaining surveillance and other activities to deter and apprehend criminals in their neighbourhoods, in close collaboration with the police, is an important way of combating crime.

The police must be available to all local communities and to be seen to have a presence in their areas. A local police station or post is therefore vital for all areas and land must be made available for such developments.

Policy C 3/5**Land shall be set aside for the development of post offices.****Policy Elaboration**

There is need for all new residential neighbourhoods to be provided with sites for the development of new post office. The post offices should be part and parcel of the design of local community centres.

Policy Justification

While traditionally post offices were known for providing an efficient postal service delivery system in cities there has been a change of focus of these facilities. Post offices are now providing insurance services and some have become agencies for a number of organisations such as ZINARA, CVR, NSSA, Government pension and offers banking services for POSB. In the financial sector, the post offices have become agencies for banks such as FBC, Stewart and CABS as well as international money transfer services. This range of services is essential in the residential neighbourhoods and hence the need for sites to be set aside for the establishment of such facilities.

In addition, the establishment of information centres at post offices will ensure that people can access internet facilities, scan and well as photocopy.

GOAL C: SOCIAL FACILITIES: STRATEGY 4**RECREATION**

POLICIES TO MEET STRATEGY C 4: APPROPRIATE & ADEQUATE SPORTS AND RECREATION FACILITIES

There are five policies to meet this strategy:

Policy C 4/1	Land will be set aside for public and private sporting activities.
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Policy Elaboration

Land will be reserved for a number of sporting disciplines to meet the needs of the current and future population during the plan period at a ratio of 1.2 hectares per thousand people. This will be undertaken bearing in mind that traditionally land in the high density residential neighbourhoods was mainly reserved for playgrounds, namely soccer which resulted in other sporting disciplines being played by children of the elite. To address the imbalances all types of sporting facilities will be allocated land according to need and demand.

The lack of public funds to meet all sporting needs means that the City Council will have to work in collaboration with many different organisations such as ZIFA, Tennis, Rugby and Volley ball associations and other providers to ensure that the city has a good range of sporting facilities. An integrated sports facility and other large land users will need to be accommodated in the new residential areas that are envisaged in the Master Plan.

The precise locations of the specific sporting facilities will be determined during the preparation of Local Development and Layout Plans.

Policy Justification

The provision of land for sporting activities is vital for professional development, health and well being of the youth and Bulawayo community in general. Sports plays an important role in the lives of many, especially the youth and this must be catered for.

The provision of good and varied sports facilities will also meet the needs of many of the city's unemployed youths and may assist in preventing more unsociable activities taking place.

Policy C 4/2	All the residential neighbourhoods will be provided with active open spaces for use as Children's Areas.
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Policy Elaboration

During the design of new residential layouts, a provision will be made for children's play areas that are centrally located for easy accessibility and safety.

The standard to be adopted will be 0.5 hectares per thousand people. The play areas should be equipped with play equipment. Where the city is not in a position to provide play equipment and maintain the open spaces community groups or private developers shall be sought to develop and equip the open spaces and to maintain such equipment.

Policy Justification

Small areas of children's play areas within residential neighbourhoods provide areas of collective space that are accessible, safe and secure. This is unlike streets and other public areas where children play which are increasingly subject to traffic and other dangers.

The element of community ownership or privately managed open spaces within the policy will assist in preventing vandalism and theft and help maintain the open spaces and equipment.

Policy C 4/3

Existing public open spaces will be improved and maintained for improved utilisation while land for public open space in new residential neighbourhoods shall be set aside in the form of parks and game reserves for relaxation and recreation. In some instances the parks will also also act as buffers for streams and rivers.

Policy Elaboration

While land has been set aside in the various residential neighbourhoods for public open spaces there is no maintenance, appropriate infrastructure such that most of the open spaces have been turned into dump sites. There is need for the Parks sections to revive the parks so that they can be serve their purpose.

Public Open Space is provided in the Plan at a ratio of 6.8 hectares per thousand population. Areas which have been reserved for urban parks and game reserves are indicated on the Master Plan Proposal Map. Other incidental areas will be included in future layout plans.

The nature of urban parks will vary. In some cases such parks will have facilities for relaxation hence they will require some expense in terms of upkeep. In other areas the management of the open spaces will be kept to a minimum to ensure ease of access, the maintenance of footpaths and the clearing of litter and other rubbish. Areas which shall be left as buffers will often be areas of near streams that will provide environmental safeguards to streams and other landscape features.

Policy Justification

The provision of public open space is a vital amenity for the community. Many people who do not participate in sporting activities nevertheless require space to undertake passive leisure pursuits.

The provision of public open space will provide breathing spaces to assist in breaking up the monotony of built-up areas.

Public open space also provides an environment for various forms of flora and fauna that are appropriate to a broadly urban context and help enrich the life of the community.

Policy C 4/4

The dual use of school sports facilities by the school and the local community will be adopted in areas where there are inadequate sports facilities.

Policy Elaboration

Residential neighbourhoods which do not have adequate playing fields and other sports facilities shall liaise with School Development Associations for the use of school playing fields and other school sporting facilities. The community and other sporting organisations shall use the facilities outside normal school hours and during weekends. These facilities will be utilised under the supervision of the school authorities and at a minimal fee to assist in terms of maintenance.

Policy Justification

The oldest residential neighbourhoods do not have adequate provision of the sports facilities while the cost of providing sports facilities in residential areas has meant that many communities do not have access to sports activities. Local schools have playing fields and other sporting facilities that remain unused outside school hours and yet also find it difficult to meet the costs of upkeep and maintenance. The opening up of such facilities, at a reasonable cost, will meet the needs of the school and the community.

Policy C 4/5	Entertainment facilities will be permitted in the City Centre, District and Local Commercial centres subject to approval by the Local Local Authority. Within the city the development of food courts, entertainment and other ancillary uses shall be permitted in the business zones subject to the approval by Council.
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Policy Elaboration

The development of entertainment facilities in the city is provided by the private sector and are therefore demand driven. In an effort to meet the needs of the private sector, the Local Authority will provide an enabling environment by ensuring that their location is accessible and the sites available are attractive.

Policy Justification

Entertainment is a vital part of community life and also provides income to the City Council in the form of rates and license fees.

GOAL C: SOCIAL FACILITIES: STRATEGY 5**HOUSING****POLICIES TO MEET STRATEGY C 5: ADEQUATE & APPROPRIATE HOUSING****Policy C 5/1****16 741 ha of land will be reserved for residential development during the plan period as follows:**

- 13 393 hectares for high density residential development
- 2 511 hectares for medium density residential development
- 837 hectares for low density development

Policy Elaboration

The Housing Need calculation is as follows:

a) Current number of Households (in 2017)	=	184 692
b) Existing number of dwellings	=	135 000
Shortfall	=	49 692
c) Future growth of households (2019 – 2034)	=	448 500
d) Number of dwelling required	=	313 500
Assumption: Based on providing 75% of all households with a separate dwelling		

The total housing need of 235 000 additional housing needs during the plan period equates to approximately 15 675 dwelling units per annum. It should be noted that this will be a difficult task under the current circumstances. However, the purpose of the plan is to ensure that enough land is allocated to project population (demand).

Total land requirements is based on meeting the need for 80% high density, 15% medium density and 5% low density. The average stand size for high density is 200m², 600m² for medium density and 2 000m² for low density. On this basis and allowing 30% for roads and other incidental open spaces approximately 16 741 should be reserved for residential development.

Additional land to meet the projected housing needs is indicated in the Proposals Map. Land reconnaissance surveys and tests to identify areas suitable for various housing densities as well as the relationship to existing development areas to employment nodes, shopping, recreational and social facilities.

Policy Justification

Land for residential development constitute the main land use in an urban area. As a result one of the main requirements of a Master Plan is to ensure that adequate land is allocated for residential development. The adoption of 75% households needing a separate dwelling is arbitrary not based on any research as some household may opt share based on culture or relationship.

Policy C2/5 Flats and housing in the oldest residential neighbourhoods will be improved such that:

- Houses which have communal facilities are provided with wet cores
- The oldest houses/flats with structural defects will be improved

Policy Elaboration

Houses in areas such as Iminyela, Mabutweni, Makokoba as well as the oldest flats such as Sidojiwe, Burombo, Getrude and Vundu will be looked at. While there has been some upgrading efforts at Iminyela, Mabutweni and Makokoba the flats/hostels will have to be looked at as they were built to cater for bachelors but they now cater for families which has made them fall below human settlement standards. Depending on their condition of houses/flats these will need to be demolished or improved depending on the structural condition. These will have to be given priority in the upgrading process.

Policy Justification

The houses or flats in the oldest suburbs were constructed to cater for bachelor accommodation but these have since been occupied by families. The hostels were constructed as temporary accommodation for people working in the city while their families lived in the rural areas hence the reason why one finds that there is a common kitchen and a communal toilets which are no longer applicable from a health aspect. There is need modern facilities to be provided as it is the right of every citizen to live in decent accommodation

Policy C 3/5 The City Council will explore a variety of ways in meeting the needs of the majority of households through the development of low cost housing.

Policy Elaboration

Some of the options that will be explored under this policy include:

- Provision of rented accommodation.
- Entering into joint ventures/partnerships (Public, Private partnership)
- Entering into partnership with Building Societies and other financial institutions

- Civil society organisations and broadened involvement of private sector.

Policy Justification

This policy is important as a long term strategy towards the provision of decent and affordable housing. The major challenge at the moment is the effective demand for housing by the majority of households requiring a separate dwelling. Th failure by the Local Authority to provide affordable house may result in the construction of illegal outbuildings.

GOAL D

To make provision for an efficient transportation system that meets the needs of the people during the plan period.

Goal Explanation

Transportation refers to the means by which people and goods are moved from one point to another in the city. It covers different modes namely private cars, public buses, train, private commuter omnibus, taxis, motor cycle, bicycle and walking.

Supporting infrastructure to the various modes of transport must be provided to ensure that public transport operate effectively and efficiently. These include public transport termini, car bus stops, parking areas, motor cycle and bicycle parking areas.

STRATEGIES FOR GOAL D: TRANSPORTATION

Three strategies are put forward to help ensure a sound and efficient transportation system operates in Bulawayo.

STRATEGY D1

To enhance and improve the general road network in Bulawayo to improve internal links and reduce the impact of heavy traffic traversing through the city.

The future transportation system in Bulawayo will continue to be strongly linked to a road-based system. As a result it is important to ensure that the road network operates in an

efficient and optimum way. Some new roads will be required during the plan period and other roads will need to be improved while other roads will need to be closed.

STRATEGY D2

To promote an integrated transport system that will meet demand through transparent regulation.

The transport system in the city shall be integrated, interlinked, economic and responsive to the needs of the Bulawayo community. Public Transport by road will aim at phasing out the smaller forms of transportation in favour of larger buses, trackless trams thereby reducing fares, traffic congestion while improving public transport provision. The public transport system shall be developed in line with international trends through smart ticketing and operating systems.

Policies on road, rail and air travel will seek to enhance Bulawayo's linkages nationally and internationally.

STRATEGY D3

To develop and improve traffic management systems, including the control of heavy vehicles in the city, vehicle parking, provision for cyclists and pedestrian facilities to improve access and safety.

Traffic levels have increased and are expected to increase during the plan period resulting in congestion, shortage of parking provisions and increased risks to cyclists and pedestrians. A set of effective policies is required to address such issues.

GOAL D: TRANSPORTATION: STRATEGY 1

MAIN ROAD NETWORK

POLICIES TO MEET STRATEGY D 1:

There are six policies to meet this strategy:

Policy D 1/1	To establish a road network system that allows safe movement for all road users and inter-linked to other transportation modes to ensure good access to all sectors in the city and has the capacity to meet the anticipated increases in road traffic to year 2034.
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Policy Elaboration

This is a general policy statement designed to ensure that a good road network system which is inter – linked is established to ensure good access. The road network will allow for the movement of all modes

Policy Justification

Despite that the road network system in the city allows for a smooth flow of traffic, increases in traffic volumes may result in congestion in the near future. In an effort to maintain the smooth flow of traffic in the city due consideration has to be given to the upgrading of some roads.

Map 9 shows the various road proposals as discussed in Policy D 1/3, D 1/4 and D 1/5.

Policy D 1/2

The future road network in the city will comprise of ring roads and cross links.

Policy Elaboration

There has been an increase in buses and heavy vehicles passing through the city centre and some residential areas. Whilst road transport is important for the life-blood of the city's economy it is important to note that the design capacity of some roads does not permit heavy traffic. It is also important that each distinctive zone remains acceptable to people that work, shop, live and socialise there.

The Master Plan will adopt an inter-linked transport network to provide maximum possible protection of the CBD. In addition, there is need for protection of areas against loss of amenity arising from heavy vehicles and other through traffic.

Ring road and cross-linkage proposals should be retained and improved to provide a network of roads that avoids bisecting homogenous local areas and is more attractive to through traffic than would be the use of local roads through such areas. In addition, ring roads would ensure a diversion of traffic from areas such as the CBD in the event that they do not have any business in the area.

Policy Justification

The ring road proposal need to be developed in the city to provide communication between the main 'radial' roads. Ring roads would improve traffic in the city centre as traffic which has no business in the city centre does not need to traverse through the CBD as well as linkages between residential areas. As the city expands the need for an outer ring road to link the new areas is essential for the main communication link. Feasibility studies on the proposed roads need to be undertaken.

Policy D 1/3

Provision will be made to strengthen and improve the following ring road systems in the City:

- i) **Inner City Ring Road around the perimeter of the CBD.**
- ii) **The outer ring road to be linked to Bulawayo Drive.**

Policy Elaboration

The inner ring road around the CBD should be developed to attract traffic originating from outside this area which has no business within the CBD. In an effort to achieve this the full development of an inner multi-lane ring road system should be undertaken. The ring road

would comprise Samuel Parirenyatwa Street, Fourteenth Avenue linked through to Basch Street, Basch Street extended to meet the Old Victoria Falls road.

The works envisaged would comprise:

- i) Completion of the current proposals linking of Falls Road to Basch Street.
- ii) Re-alignment of Old Esigodini Road from Ascot Way via a new road adjacent to First Avenue, Suburbs across an embankment and bridge over the Matsheumhlope river into the eastern end of Fourteenth Avenue. This proposal will also entail modification of the current Ascot Road junctions with Esigodini Road and with Third Street. *(This will be done subject to the preparation of a Local Subject Plan)*
- iii) Linking of 14th Avenue to Basch Street.

The proposed inner ring road will provide an attractive by-pass routes for heavy vehicle and other traffic with no business in the central area. The revised accesses will also have some additional benefits resulting from the elimination of hazardous signalised junctions in Ascot at Third Street and Esigodini road. The re-aligned Esigodini Road will reduce the volumes of through traffic in Third Street through suburbs and avoid the double bend where Third Street bends into Twelfth Avenue.

The outer ring road for the city would be constructed basing on Bulawayo Drive. This would be aimed at linking the various parts of the city to the areas proposed for incorporation into the new Master Plan area.

Policy D1/4

Additional, new roads will be constructed as follows:

- a) Extension of Cowdray Park Corridor to join Masiyephambili and Victoria Falls road.
- b) Extension of Cowdray Park Corridor to meet the 60m road and the outer road to link to Nyamandlovu and Victoria Falls road.
- c) Extension of the outer ring road to link to Intemba Drive
- d) New road to be constructed to link to Victoria Falls road and the Airport road as per proposal in Local Plan No. 10.

Policy Elaboration

Whilst some major roads will be constructed to improve accessibility to all parts of the city, there would be need for some secondary roads to be constructed to improve connectivity. The proposed roads would be aimed at improving traffic circulation for all road users.

Policy Justification

One of the most important consideration for the Master Plan is to ensure that a good road network is proposed to ensure the various parts of the city are accessible. Despite the adequacy of the current road network some roads need to be constructed to link to the major roads hence they become the main radial spokes of the road communication wheel.

Policy D 1/5

Some of the City's roads will be upgraded, improved or their configuration altered, such as:

- a) Airport Road**
- b) Circular Drive**
- c) Old Esigodini Road**
- d) Cecil Avenue through Hillside**
- e) Hope Fountain Road**

Policy Elaboration

Some of the proposals of the Master Plan would entail upgrading and improving some roads to cater for the increased volumes of traffic. Subdivisions in Hillside, Manningdale, Waterford and

Burnside will lead to increased traffic volumes hence the need to upgrade and improve Circular Drive.

The airport road has to be improved to provide a fast motor road from the Airport. In addition residential developments which have been made in the North and North Eastern areas would ensure increased volumes of traffic.

Policy Justification

In view of some developments and proposals which have been made in some of the areas, which are likely to attract larger volumes of traffic hence the need to upgrade and improve some of the roads. The various developments in Hopeville as well as proposals for the development of an EPZ along the airport road would attract heavy vehicles. Residential developments would increase private and public transport on the road. Circular Drive would also provide an outer ring road and traffic which does not have business in the city is likely to use it in addition to anticipated traffic in Burnside and Douglasdale resulting from subdivisions.

Policy D 1/6

Flyovers which were under construction should be completed at all railway intersections where primary and district distributor roads cross railway lines. These will be:

- a) Where outer ring road (Bulawayo Drive) crosses the railway lines in Mahatshula and Plumtree road**
- b) Where Cowdray Park Corridor crosses Masiyephambili the railway line near the intersection of Masiyephambili and Cowdray Park Corridor near Princess road**
- c) Where Airport Road crosses the railway line near Tegela**
- d) Where Old Falls Road crosses the railway line near United College of Education**

Policy Elaboration

Some intersections where railway lines cross primary or secondary distributors have become black spots. This is even more pronounced where the volumes of traffic are high. The proposed ring road to link to Bulawayo Drive is likely to generate large volumes of traffic from the Northern areas such that appropriate measure may need to be undertaken at the railway crossings. The Cowdray Park corridor has high volumes of public transport and with the proposed extension of the road to the areas proposed for incorporation volumes of traffic are likely to increase and this calls for the need for a fly over bridge to ensure safety.

Policy Justification

Serious accidents have been experienced at some rail crossings in the city. The completion of fly over bridges and construction of new flyovers bridges will be undertaken in an effort to reduce accidents at rail crossings. It is important to ensure that motorists are safe through the construction of flyover bridges. The above policy should be implemented where high traffic volumes pass through rail intersection hence the local authority should ensure the safety of motorists.

GOAL D: TRANSPORTATION: STRATEGY 2**PUBLIC TRANSPORT****POLICIES TO MEET STRATEGY D 2:**

There are six policies to meet this strategy:

Policy D 2/1	<p>The City Council will implement the public transport policy as well as formulate a public transport plan to ensure that the people of Bulawayo have access to transport services that is safe, reliable, convenient and affordable.</p> <p>The Plan will embrace a variety of forms of public transport, including conventional buses, commuter omnibuses, trains, and taxis. Due consideration will be given to the introduction of other modes of public transport such as trams.</p>
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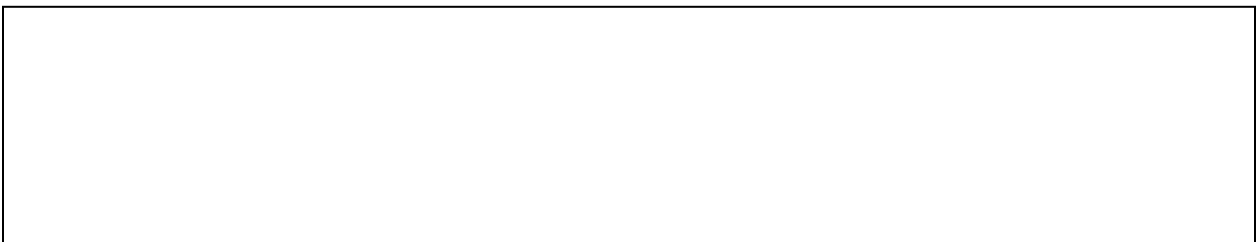
Policy Elaboration

The City should formulate a Public Transport plan that is long-term and seeks to take into account current and future problems such as unreliable public transport modes, traffic congestion, efficiency, pollution and safety. The public transport plan should be discussed widely with government, ZUPCO, public transport companies and other stakeholders. The needs of the people, as commuters and travellers, must be paramount but consideration must also be given to the current providers of services, such as the commuter omnibus operators, ZUPCO and other bus and taxi operators. In drawing up the Plan consideration must be given to:

- Integrating public transport.
- Limiting traffic congestion by opting for larger vehicles or other modes on routes where commuter numbers justify this approach.
- Consideration of alternative systems of mass transit such as trackless trams and a fixed rail system as a longer term option for the city.

Policy Justification

The City Council requires a Plan that will help to guide future public transport provision. There is a need to have in place a plan that seeks to ensure that the needs of the travelling public are taken account of now and in future.



Policy D 2/2 The City Council will provide bus terminuses for local and long-distance buses and commuter omnibus transport.

The existing facilities for commuter and long distance bus terminuses in the city will be kept under review. In addition land will be set aside for the development of terminuses in new development areas.

Policy Elaboration

The City's commuter and long distance bus terminuses shall be located at strategic points on the outskirts of the CBD. However, the area which is envisaged to be developed to cater for the various modes of public transport is at Basch Street (eGodini) to ensure that public transport vehicles do not hinder the flow of traffic in the city centre. However, all such sites need to be kept under review as they occupy important spaces that may eventually be redeveloped for the expansion of the CBD or as sites for important investment opportunities.

As Bulawayo extends to the new development areas the layout designs need to include sites for public transport terminuses, which will generally be located at strategic places, such as district or local shopping centres.

The City Council may develop facilities in close collaboration with private developers to provide bus terminuses with appropriate facilities and to charge the necessary user-charges to the operators. The user-charges need to ensure that the capital outlay and recurrent maintenance costs are recouped.

Policy Justification

The siting of bus terminuses need to be carefully planned and not left to ad hoc decision-making. This will ensure that operators do not dictate the location of such terminuses and that commuter omnibuses do not stop randomly within the city centre. However, the commuter omnibuses companies such as Tshova Mubaiwa, BUPTA and Bulawayo Transit as well as ZUPCO must be consulted and involved in the decisions.

Bus terminuses are generally located on the edge of the CBD, but land values and land needs are dynamic, requiring the City Council to keep such locations under review.



Policy D 2/3

The City Council will work closely with the National Railways of Zimbabwe to ensure that the freight needs of industrialists and companies in the city are kept in line with demand.

The need for Common User Facilities (CUF) shall be closely monitored with a possibility of establishing a CUF being determined by liasing with the NRZ and potential users at the appropriate time.

Policy Elaboration

In view of proposed new industrial areas in the Master Plan and the desirability of locating some of these close to railway lines and railway loops the need for additional rail freight facilities, including a CUF, shall be monitored. The specific location of new facilities such as dedicated railways sidings and a CUF will be determined by the City Council and NRZ in discussion with local users at the appropriate time.

Policy Justification

Whilst current facilities on railway operated land can adequately accommodate rail freight demand, the future situation may require additional facilities. In the long run increased economic activity, coupled with improved road network and the development of the Bulawayo – Beitbridge railway line and improved road may increase demand for rail freight facilities.

New industrial areas may need to be linked to the rail network and additional sidings and/or a CUF established. The transport of bulk goods by rail remains a cost-effective option for companies and in the national interest so far as road maintenance and safety is concerned.



Policy D 2/4

The City Council shall maintain regular liaison with the National Railways of Zimbabwe to ensure that rail passenger transport services between Bulawayo and other national and international destinations are improved and meet the needs of the city.

Policy Elaboration

The City Council shall advocate the improvement of rail passenger services operating into and out of Bulawayo so as to enhance the status of the city as a commercial, industrial and tourist centre.

Maintenance and improvement of rail passenger services to locations within Zimbabwe shall be sought so as to protect the interests of those sections of the community who rely on this mode of transport.

Representations should be made to NRZ to improve Bulawayo's rail links to South Africa and Botswana, through Plumtree and Beitbridge by providing regular passenger rail services.

Policy Justification

Bulawayo's social and economic interests require that the city is well linked to other centres on the regions rail network. Rail passenger transport offers a relatively cheap and generally safe mode of transport.

Policy D 2/5

The City Council will maintain discussions with the Department of Civil

Aviation and other appropriate agencies and users to ensure that the airport is upgraded in line with recommendations of the Airport Master Plan. The City Council shall seek to ensure that Bulawayo Airport is upgraded to international standards.

Policy Elaboration

The Airport Master Plan for Zimbabwe recommended the upgrading of Bulawayo Airport to international standards. This should include the lengthening and strengthening of runways, upgrading the freight and passenger handling facilities, improving the technological facilities and providing areas for additional warehousing and other commercial developments.

Upgrading of the airport started in 2001 until 2013 when all the works were complete. The upgrading mainly consisted of civil works such as increasing the terminal building, improving power reticulation, construction of access roads and drainage channels, construction of sewer ponds as well as increasing parking facilities from 250 to 500. There were no improvements to the runway.

Policy Justification

The upgrading of Bulawayo Airport is an essential element in the city and the region's drive to attract new investment. An improved airport will help to attract additional tourism, encourage new activity in horticulture and other products requiring rapid transport to overseas markets and improve prospects for new industrial and commercial development.

In addition the airport is looking forward to being an aerocity where some commercial, warehousing and hotel developments would be undertaken to improve activity at the airport.

GOAL D: TRANSPORTATION: STRATEGY 3

TRAFFIC MANAGEMENT

POLICIES TO MEET STRATEGY D 3:

There are four policies to meet this strategy:

Policy D 3/1	The City Council shall undertake a study of the long term car parking needs for the City Centre.
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Policy Elaboration

The City Council should undertake or commission a City Centre Car Parking Study that will:

- a) Establish current car parking spaces, both on-street and off-street.
- b) Project future losses to on-street parking caused by planned pedestrianisation or traffic management measures.
- c) Consider alternative off-street options.
- d) Establish the best means of managing parking to generate maximum revenue
- e) Consult and involve all relevant stakeholders, including commercial and business interests in the city centre, motorists and pedestrians.

Policy Justification

The city does not have a serious parking problem at the moment. However, the volume of traffic, especially of private cars and commuter omnibuses is increasing. This is likely to lead to more demand for city centre parking facilities. The proposed pedestrianisation of the Jason Moyo/8th Ave intersection will take up some designated parking bays and this will put pressure on available car parking spaces within the core of the CBD.

Policy D 3/2	Provision shall be made for overnight parking facilities for heavy vehicles at designated sites.
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Policy Elaboration

Sites have been set aside in the Master Plan for parking and associated facilities for heavy vehicles along all the major roads in the city. However, the sites have not been developed which has resulted in heavy vehicles parking within the CBD. The city council shall ensure that the sites allocated are developed to cater for this increasing need. The associated facilities shall include a food court, water supply, toilets, lighting and a security fence.

Once overnight parking facilities have been established the City Council shall ensure that heavy vehicles and trailers do not park in city centre on-street sites.

Policy Justification

Large vehicles and trailers left in the city centre at night and for longer periods are unsightly, dangerous and can take up valuable parking spaces for smaller vehicles.

A custom-built parking area, adjacent to accommodation, fuel and restaurant facilities also provides improved conditions for the truck drivers.

Policy D 3/3	The City Council shall prepare, adopt and keep under review a Traffic Management Plan for the city, with special emphasis on the city centre.
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Policy Elaboration

The aim of a Traffic Management Plan will be to ensure the smooth flow of traffic at all times, reduction of accidents and a reduction of conflict between vehicles, pedestrians and cyclists.

As traffic flows increase there may be a need to consider the following measures:

- Installation of traffic lights at major black spots
- Traffic calming methods, such as humps or road markings, lane-narrowing etc.
- One-way streets
- Reducing on-street car parking

It is important to review the Plan regularly so as to address emerging problems caused by increased traffic or changes in traffic flows on certain streets. Traffic Counts need to be undertaken and various stakeholders must be consulted in the planning process. The views of stakeholders need to be taken into account before the finalisation of the plan and its subsequent review.

Policy Justification

Whilst current traffic flows are reasonably smooth in Bulawayo, with incidental cases of traffic jams an increase in car ownership could change the situation. The management of traffic can have an important bearing on road safety.

GOAL E

To provide sustainable Physical Infrastructure to facilitate social and economic development

Goal Explanation

The provision of sustainable public infrastructure is one of the objectives of the seventeen Sustainable Development Goals (SDGs). The City looks at the provision of infrastructure from a global perspective hence aligns itself with these development goals. The plan is to guarantee good quality infrastructure service provision, by providing adequate water and sanitation, affordable clean energy.

STRATEGIES FOR GOAL E: SUSTAINABLE INFRASTRUCTURE AND SERVICES

These strategies are aimed at facilitating the provision of sustainable infrastructure provision in Bulawayo.



STRATEGY E 1

To ensure that Bulawayo has sustainable water supply that will be able to keep pace with growing demand and the effects of climate change throughout the plan period.

The primary thrust of this strategy will be to support a range of policies designed to address the water shortages which are being experienced in the city in line with the Sustainable Development Goals. This will include support to ensure completion of the Gwaai – Shangaan Dam, a component of the Bulawayo –Matabeleland-Zambezi Water supply project, exploring alternative water sources and water conservation measures. A Water demand management system of the City shall be developed to reduce water consumption, losses to mitigate impact of climate change, population growth and increasing consumption.

STRATEGY E 2

To make provision for the growing need for an effective and environmentally sound waste collection and disposal system that meets international standards.

Waste collection and disposal present increasing problems due to lack of vehicles and equipment and ever increasing population. Policies designed to promote re-cycling, waste separation and the identification of suitable, well managed disposal sites for domestic and industrial waste are required.

STRATEGY E 3

To develop and implement sustainable energy provision strategies that are in line with climate change and economic growth requirements.

Planning and provision of alternative energy sources will form a key focus area for Bulawayo throughout the plan period. The City shall continue to engage ZPC, ZETDC and the Government on energy matters to support the City's growth and development. An energy and climate change strategy including energy demand management and investment in green energy will be key to sustainable growth given the national electricity supply constraints.

STRATEGY E 4

To support and campaign for the constant upgrading and improvement of Bulawayo's telecommunications and internet services to ensure the city can be competitive in the global market.

Telecommunications linked to the knowledge industry provide the key to long-term investment and economic sustainability of the City. Policies are required that provide an enabling environment for the development and improvement of telecommunication and internet services that will place Bulawayo's needs as high priority among the service providers.

INFRASTRUCTURE VALUE CHAIN

Objective E: To provide appropriate infrastructure to land allocated for economic development.

Policy E Land allocated for economic use shall be provided with key services such as access roads, supplies of water, sewerage, electricity and telecommunications. The city will seek wherever feasible to develop such services in collaboration with development partners.

Policy Elaboration

Physical infrastructure such as good roads, water mains and sewers as well as electricity are crucial to any economic and social development. Investors are also attracted to cities with good infrastructure. The problem faced by the city is limited funding for the construction of new roads and installation of water mains and sewers as well as maintenance of services. However the city has adequate, reliable and clean water supplies although in some years water shortages are experienced. Efforts are underway to command other sources to augment supplies to meet the ever increasing demand of the city. It would be prudent for the Bulawayo City Council to seek methods of financing the rehabilitation and expansion of the road network and water system. Deliberate focus is also to be placed on rehabilitation of railway support infrastructure and services (stations), given the significance of the railways going into the future. In addition more flagship projects (airports, depots etc) that support transport centrality of Bulawayo must be commissioned and implemented. Reliable power supplies are essential to sustain industrial and commercial activities. Zimbabwe Electricity Transmission and Distribution Company (ZETDC) is responsible for the supply of electricity and this is also complemented by a thermal power station in the city.

Policy Justification

For the city to attract local and international investors it must provide a market that is fully serviced and accessible. Such serviced land should be accompanied by attractive incentives that will assist to lure investors.

It is evident that infrastructure and construction are critical components in the future economy of Bulawayo buttressed by its centrality as a transport route. Furthermore, good infrastructure facilitates efficient movement of goods and people as well as conveyance of utilities and services. Presence of a vibrant construction industry ensures continued development of necessary structures and infrastructure to sustain economic activities.

GOAL E: SUSTAINABLE PHYSICAL INFRASTRUCTURE: STRATEGY 1**SECURE WATER SUPPLIES****POLICIES TO MEET STRATEGY E 1:**

The policies to meet this strategy shall be:

Policy E 1/1

The City shall support a water supply security drive through:

- a) The completion of the Gwayi-Shangani Dam, pipelines and pump stations to convey bulk water from the Gwayi River in the north close to the Zambezi, terminating at the north western boundary of Bulawayo at Cowdray Park.
- b) A link pipeline from the Zambezi River at Deka Mouth, to the main pipeline from Gwayi-Shangani Dam.
- c) Addressing the issue of waste water discharge into Khami Restoring the use of the Dam as a water supply source.
- d) Diversify water resources to lessen dependence on surface water. Schemes to be pursued include development of ground water supplies from the Karoo/Kalahari aquifer along the main pipeline corridor and from the Nyamandlovu aquifer to the north west of Bulawayo.
- e) Climate research and monitoring of geo hydrological conditions

Policy Elaboration

The City Council shall remain resolute in its drive for a long-term solution to their water supply challenge. The City shall continue to support the implementation of the Gwaai-Shangani Dam and the associated pipeline and pumping stations.

Strides have been made with the previously proposed pipeline from the Mtshabezi Dam to the Umzingwane piping system having been completed.

Water in the Khami Dam remains untapped as a water supply source due to pollution from sewage. The City shall develop a new unit at the Southern Sewage Treatment Works to enable water at the Khami Dam to augment the city's water supplies.

The City shall continue to work with partner, public, private or NGOs in improving water conservation and to implement ways of re-cycling water to such an extent that it reduces dependence on expensive water to be drawn from the Gwaai-Shangani Dam or the River Zambezi.

Policy Justification

A sustainable and reliable supply of water is essential to the functioning of the city. Water is the backbone of manufacturing industry for which the City is known for, and it is key to maintain supply in the efforts to retain and increase investment

A multi-strategy approach recognises the importance of the issue and seeks to deploy as many complementary approaches to solving the problem as possible.

Policy E 1/2	The City Council shall develop a water management system of the City
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which shall focus on reducing water losses, consumption and recycle for none potable use in order to mitigate impact of climate change, population growth. Recycle domestic sewage with a target of 20% of the total water demand requirement for Bulawayo to be met with focus on feeding into non potable re-use by industries, parks and gardens by year 2034.

Policy Elaboration

Water conservation shall be supported through:

- a) Improved water leakage detection and remedial actions
- b) Pipe network repair and renewal
- c) Encouraging water conservation through water pricing.
- d) Imposing rationing and restrictions when water supply levels fall below a two year supply provision.
- e) Promotional campaigns
- f) Education in schools, workplaces and institutions.
- g) Public Private partnerships in recycling domestic water for industry and agriculture

Water recycling will be pursued through feasibility studies and the sourcing of funds. A public awareness and information campaign will be conducted to overcome consumer resistance.

Policy Justification

Although the delivery of a reliable and sufficient supply of water from the Gwaai-Shangani dam may end Bulawayo's recurrent water shortages the cost of such water will be very high. Considerable impact on water supply needs can be made through conserving the water we have and current efforts to develop such strategies will need to be implemented and built on during the Master Plan period.

Policy E 1/3

Land shall be set aside for the establishment of a major water treatment works to the north of the city that will deal with the water arriving from

the planned Gwaai-Shangani pipeline.

Policy Elaboration

Over the plan period it is anticipated that a significant proportion of Bulawayo's water supply will come from the north, via the Gwaai-Shangani dam. At present there is only a small water treatment plant at Nyamandlovu dealing with a maximum of 15,000 m³/d from the aquifer. A feasibility study will be required to consider the options for the siting of a major new Water Treatment Works in the north. This will need to be linked into the final planned designs for the entry point of the Gwaai-Shangani water supply into the city's water system.

Policy Justification

Whilst the current capacity of the existing water treatment works dealing with the southern catchment is more than adequate to meet present supplies from that quarter there will be a need for a northern catchment plant. **Map 10** shows the various water works proposals.

Policy E 1/4

Land shall be allocated for the development of new water reservoirs to serve the proposed expansion areas indicated in the Master Plan.

Policy Elaboration

The planning of the proposed development areas to the north and east of the city will need to accommodate sites for new water reservoirs to ensure that the areas have an appropriate supply of treated water.

Policy Justification

Water supply to some of the northern areas of the city is already subject to some problems due to inadequate water reservoirs serving the area. The situation will be exacerbated by the proposed major developments in the northern part of the city. There is a need, therefore for water supply facilities to keep pace with developments in the north and east of the city during the plan period.

GOAL E: SUSTAINABLE PHYSICAL INFRASTRUCTURE : STRATEGY 2

CATCHMENT MANAGEMENT FOR SUSTAINABLE WATER SUPPLY**POLICIES TO MEET STRATEGY E 2:**

There is one Policy to meet this strategy:

Policy E 2/1 Integrated land and water management in the city's water supply catchments
Will need to be improved to enhance supply in a context of increasing demand
and climate change

Policy Elaboration

Bulawayo sits on an unenviable position where its sources are located in other provinces. This means that the city may not be in a position to influence catchment protection in supply dams. Given this unique position of the City, it is necessary for it to immerse itself in catchment protection activities around the supply dams. The prosperity of the city depends partly on a reliable supply of water. The City has to find means and ways of getting involved in integrated land and water management in supply dam catchments. This may mean developing partnerships with other local authorities to deliver integrated land and water management in supply dam catchments.

Policy Justification

The development of Bulawayo partly depends on a steady supply of water. This water supply largely depends on sustainable catchment management around dam catchments. Hence, the City needs to play a part in promoting judicious catchment management in supply dams.

GOAL E: SUSTAINABLE PHYSICAL INFRASTRUCTURE: STRATEGY 3

WASTE DISPOSAL AND SANITATION

POLICIES TO MEET STRATEGY E 3:

Policy E 3/1	The City Council shall provide adequate sewerage treatment facilities to meet needs and growth of the City.
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Policy Elaboration

The City shall form a branches approach looking at the building existing treatment capacity and creating capacity for growth.

The first branch, on existing capacity, work has been done in effort to meet this objective in the previous planning period. Thorngrove waste water treatment plant was refurbished in line with policy in the previous planning period. This intervention caters for the shortfalls and will not address the anticipated increases in Bulawayo's population. Other plans that will require implementation to meet these requirements are shown on **Map 11** and these include:

- An additional 12 Mℓ/day capacity will be added at SAST 1 and 2 through further refurbishment of the mechanical and electrical installations.
- An additional 0.18 Mℓ/day capacity will be added at Waterford waste water treatment plant

The second branch, will be focused on construction of new plants:

- Killarney waste water treatment plant to carry the Aisleby catchment and located near the eastern boundary of Bulawayo
- New Cowdray Park treatment plant which will pave way for decommissioning of Magwewe, Luveve and existing Cowdray Park

There is also need to ensure that effluent disposal system complies with the (Effluent and Wastewater Standards) Regulations GN 687/77 and the Public Health Regulations GN 637/72.

Policy Justification

The existing sewerage treatment works are chronically overloaded organically at the moment and they are already operating at full capacity. The development of new areas during the plan period would make it impossible for the existing works to cope with additional effluent hence the need for new sewerage treatment works to be established.

Policy E 3/2	The City Council shall adopt an integrated, planned technological approach to renewal and repair of the sewer reticulation systems.
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Policy Elaboration

The City of Bulawayo shall evaluate the city's existing sewer reticulation resources for use in a comprehensive, scalable GIS focused on asset management and modelling system. The city in its planning shall adopt modern methods of infrastructure management which include a full GIS system of the sewer reticulation network. The GIS will be used by the city for capital improvement planning and to track maintenance and repair operations.

Policy Justification

Some of the main sewer lines in the high-density areas were designed for a population which is far less than now and moreover, were built many decades ago. The need to replace such a system is justified mainly on health grounds. The regular spillage of raw sewage presents a threat to the public health of the city that cannot be tolerated.

GOAL E: PHYSICAL INFRASTRUCTURE: STRATEGY 4**ENERGY SUPPLIES**

POLICIES TO MEET STRATEGY E 4:

There are three policies to meet this strategy

Policy E 4/1

The City Council shall liaise closely with ZESA to ensure that the expansion plans of the city are accommodated through an expansion of the electricity network.

Policy Elaboration

The City Council shall hold regular meetings with ZESA to ensure that the electric power needs of the city are constantly adjusted to meet new demands. The planned expansion of the city to the north and east will be communicated to ZESA, who will be asked to plan for the reticulation of these areas at the appropriate time.

Policy Justification

ZESA is an important stakeholder in terms of implementing the Master Plan proposals. The parastatal needs to appreciate the planned growth so that they can make appropriate plans themselves.

Policy E 4/2

The City Council, in collaboration with ZETDC, shall ensure that all new dwellings have the capacity to be connected to an electricity supply. Existing dwellings that are not connected shall be linked to electricity supply reticulation where there is a demand.

Policy Elaboration

The policy requires that the City Council and ZETDC collaborate to ensure that the current and future electrification of Bulawayo is complete and meets consumer demands.

Policy Justification

Electricity is the primary source of energy for urban areas and should be made available to all residents and businesses.

Though the existing electricity infrastructure has the capacity to meet the requirements of the city, this should be upgraded to meet the demands as a result of expected growth and development. Electricity should be extended to the proposed new development areas during the planning period. Due consideration should be given to the provision of dedicated lines to facilities such as tertiary institutions, health facilities and water works etc

Policy E 4/3

The City Council shall support renewable energy sources and other alternative forms of energy wherever this is feasible and cost-effective.

Policy Elaboration

The City Council shall consider alternative or supplementary energy sources for all their physical infrastructural development projects such as, such as schools, clinics and traffic lights. This matter shall be kept under regular review as technological developments occur and costs change.

Where it can be demonstrated that alternative energy forms offer attractive and cheaper alternatives for the poorer sections of the community then the City Council will actively pursue and facilitate such developments.

Policy Justification

The high and rising costs of electricity and paraffin are putting such energy forms beyond the reach of many of the poorer sections of the population. Consequently there is an increasing demand for wood fuel. This is leading to increasing deforestation in the areas around the city. This policy should be implemented in close collaboration with Government to ensure that alternative sources of energy are affordable to the majority of the citizens.

GOAL E: PHYSICAL INFRASTRUCTURE: STRATEGY 5**TELECOMMUNICATIONS****POLICIES TO MEET STRATEGY E 5:**

There are two policies to meet this strategy

Policy E 5/1	The City Council shall liaise with telecommunications service providers to ensure that the capacity of the telephone and associated computer systems matches demand and the technology is up to date.
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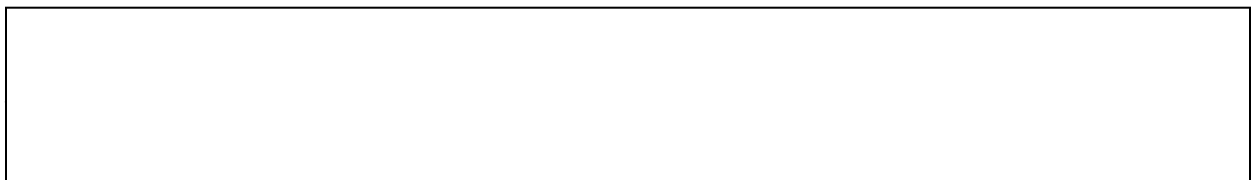
Policy Elaboration

The City Council shall advocate and facilitate the regular improvement and updating of its telecommunications systems. To this end the City Council shall keep abreast of the latest technological developments and maintain a dialogue with the main service providers to ensure Bulawayo's needs are always met. Domestic and commercial needs shall be recognised in this regard and policies defined that help to stimulate investment in the latest forms of information technology.

Policy Justification

It is proposed that Tel One increases capacity in the medium to long term in order to be able to service new development during the plan period. Telecommunications have rapidly developed to a point where they are now vital to every form of business. E-Commerce and the use of the world-wide Web for knowledge and communication are growth areas that Bulawayo must engage in for its long-term survival.

The development of digital telephone systems will aid progress in this direction but new technologies using cables and satellites have to be brought on-stream for Bulawayo to market itself in the global economy. It is to be noted that with the introduction of fibre optic cables, telecommunications will be improved further.



Policy E 5/2 **Provision shall be made for the construction of new Post Offices in District Commercial Centres and Local Commercial Centres and wherever there is a demonstrable demand.**

Policy Elaboration

The City Council shall liaise with the Tel One to ensure that the current shortages of post offices in the high density suburbs is remedied. In addition, the City Council shall plan, with the Tel One, to build new post offices in the areas to be developed to the north and east of the city during the plan period. The aim of this policy shall be to establish a network of post offices that are accessible to every resident, without major travel and which provide services at minimal inconvenience in terms of waiting-time.

Policy Justification

Post offices are an essential service for most residents and the lack of sufficient facilities is mainly a burden to the poor. Improved services will lessen costs in terms of travelling and time wasted in unnecessary queues.

**GOAL E: PHYSICAL INFRASTRUCTURE: STRATEGY
ASSET MANAGEMENT**

POLICIES TO MEET STRATEGY E 6:

There are two policies to meet this strategy

Policy E 6/1

The City shall takes steps to adopt good public infrastructure investment planning. This shall be achieved by identifying and document types and location of the City's various utility assets and drawing up asset inventories. The condition of assets will be recorded and performance benchmarks determined.

Policy E 6/2

The City shall develop an infrastructure asset management programme which shall oversee infrastructure such as roads, electricity and water. Preventative maintenance to save costs and minimize outages will be undertaken.

GOAL F

To develop Bulawayo into an environmentally conscious and environmentally sustainable city.

Goal Explanation

The term Environment is used holistically to include the biophysical, social, economic and political dimensions. The biophysical environment typifies the interdependent link between biotic and abiotic components of the environment and forms the basis upon which the city's aesthetics is perceived. It includes the interactions within and between the atmosphere, lithosphere, biosphere and the hydrosphere. These interactions enable judgements to be made about the city's environmental performance. The social settings or context in which people live is crucial as it determines the development of social capital and society's worldview, which is important in determining how society interacts with the biophysical components of the environment. Related to this, the environment is increasingly becoming a political issue since political factors influence the design and implementation of environmental protection programmes. Economic aspects of a society influence environmental performance and in turn, the environment of the city affect the economy. All the four dimensions of the environment are stretched in the city of Bulawayo and this undermines sustainability. This goal seeks to achieve a delicate balance among the different dimensions in pursuit of the sustainability goals. Specifically, this goal will address environmental challenges arising from urban agriculture, littering, industrial pollution, domestic waste management, illegal sand abstraction, quarry and gold mining and sewerage pipe bursts in the city.

STRATEGIES FOR GOAL F: THE ENVIRONMENT

Three strategies are put forward to protect, enhance environmental sustainability of the City.

STRATEGY F 1

The concept of sustainable living will be promoted by ensuring that all development is environmentally sensitive and that all stakeholders in Bulawayo are conscious of the need to protect and enhance the environment.

This strategy seeks to make a concerted effort to place environmental issues at the top of the agenda of both the City Council and all its stakeholders. Policies and plans will reinforce the national environmental obligations enshrined in the Environmental Management Act cap 20:27. The implementation of local environmental action planning to produce local driven environmental sensitive development plans will underwrite this strategy. Local environmental action planning should begin at ward level such that the ward environmental action plan feeds into the district and ultimately into the Bulawayo City Environmental Action Plan (BEAP).

STRATEGY F 2

The development of a robust land monitoring system to reduce illegal mining and illegal sand aggregate poaching activities within the city's master plan.

The deepening economic crisis in the country has seen many people engaging in illegal and environmental means of living such as illegal mining and illegal sand extraction within the master plan area of the city. This has led to land degradation, making it difficult and unsuitable to use the land for purposes initially planned. Hence, there is need for unrolling an effective monitoring and rehabilitation plan.

STRATEGY F 3

Environmental pollution arising from industry, sewerage and domestic activities should be controlled and their impact on communities and the environment minimised.

The city may not preclude pollution entirely but stricter controls, stronger enforcement and improved monitoring can assist in reducing air, water, noise and other forms of pollution.

STRATEGY F 4

Integrated land and water resource management in city water supply catchments will need to be improved to enhance supply in a context of increasing demand, degradation and climate change.

The city is water stressed owing to climate variability, overutilization, degradation, population increase and lack of requisite resources to improve water development infrastructure. Whilst water supply catchments are out of the city master plan area, the city should take an initiative to judiciously manage these areas to promote sustainable water supply to the city. The catchment areas are under threat from degradation, which may lead shortening the dams' life span owing to siltation

GOAL F: THE ENVIRONMENT: STRATEGY 1

ENHANCING THE CITY'S CAPACITY TO MEET ITS ENVIRONMENTAL OBLIGATIONS

POLICIES TO MEET STRATEGY F 1:

There are two policies to meet this strategy:

Policy F 1/1

The City Council shall support and promote the local environmental action planning to develop environmental sensitive policies/ plans in pursuit of sustainable development.

Policy Elaboration

In pursuit of this policy, the City Council shall draw up an environmental action plan. The action plan should begin with programmes at ward level that will feed into the Metropolitan action plan and subsequently the Bulawayo environmental action plan (BEAP). The environmental action planning process will identify a list of ward development priorities in a participatory manner, which feed into the next planning level up to the overall citywide environmental action plan. The process of environmental action planning will have a multiplier effect of promoting reversal learning among the participants. It is envisaged that this type of planning will help to identify real development priorities (as opposed to perceived) at a local level in a participatory manner. If these development initiatives are implemented within the context of available resources, it is hoped that sustainable development goals for the city could be achieved. Guidelines to implementation of environmental action planning could include:

- Selection stakeholder groups and interests within the ward
- Planning workshops to identify local development priorities at ward level
- Development of a ward environmental action plan
- Consolidating ward plans into a district environmental action plan
- Development of the BEAN

NB: Plans at each level should be implemented and a robust monitoring and evaluation system set up.

Policy Justification

Sustainable living/ development is a concept that the City Council is already committed to and this policy seeks to strengthen and extend that commitment through participatory environmental action planning. Participatory approaches engender stakeholder commitment, which in turn foster sustainability.

Policy F 1/2

The City Council shall ensure that its environmental obligations enshrined in the national constitution and attendant pieces of legislation such as Environmental Management Act, Public Health Act are implemented.

Policy Elaboration

The City Council should develop close working relations with service providers to improve environmental performance in the city master plan area. It will be important for the council to share its environmental plans with government service providers and develop partnerships for implementing these to achieve necessary synergies. This will reduce duplication of activities and competition for space in pursuit of sustainable development. Such a shared arrangement may also help to reduce the gap between local and central government in terms enforcing environmental legislation.

Policy Justification

The implementation of city environmental programmes in partnership with government service providers will reduce conflicts between central government and local government in environmental issues. Many local authorities have often found themselves at loggerheads with government service providers over poor environmental performance.

GOAL F: THE ENVIRONMENT: STRATEGY 2**PROTECTING MUNICIPAL LAND****POLICIES TO MEET STRATEGY F 2:**

There are five Policies to meet this strategy:

Policy F 2/1	The City Council should develop a robust land use monitoring system to reduce illegal mining, sand poaching and other illegal developments in areas within the city's master plan.
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Policy Elaboration

The City Council shall ensure that no unregulated land development activities are undertaken within its master planning area. The proliferation of illegal quarrying, mining, sand poaching and unregulated development need to be monitored and curtailed to reduce negative environmental footprints in the city.

Related to this, the city will need to safeguard its long-term expansion needs. In this regard, it shall liaise with the appropriate Government Departments and Rural District Councils to prevent uses of land within its hinterland that will prejudice future growth.

Policy Justification

The Council is fast losing prime development land to illegal land developments such as illegal quarrying, mineral and sand mining and other illegal developments, rendering the land unusable as per the master plan. This may undermine the long-term city expansion.

Policy F 2/2	The City Council shall undertake a programme of street improvement in the city to protect and enhance soft and hard landscaping and ensure good quality and harmonious advertising. In particular the Council shall:
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- a) **Protect and improve the tree lining of main streets by protecting existing and replacing old and damaged trees. New trees shall be planted along main streets that currently lack them.**
- b) **Protect and improve the landscaping along all main thoroughfares in the city.**
- c) **Provide good quality signage and street furniture along all roads in the city having special regard to the positioning, aesthetics and harmony of signs.**
- d) **Before approving the erection of large billboards in the city the Council shall pay special regard to the environmental impact of the signs.**
- e) **The city should be repackaged as a prime tourist destination.**

Policy Elaboration

The policy will require important co-ordination between the Roads and the Town Planning Departments of the City Engineer's Department, Information and Publicity and the Parks Sections.

Policy Justification

The maintenance and improvement of the built environment in Bulawayo will owe much to the quality of environment in the roads and streets. The extent to which residents and visitors perceive Bulawayo to a green city and environmentally friendly can be greatly influenced by the provision of tree-lined main roads. These provide a clean and friendly aspect as well as welcome shade in a hot climate. Many of Bulawayo's main thoroughfares are well landscaped and this helps to shape the image of Bulawayo as an attractive city. These features must be retained and improved wherever possible. The quality of the street environment can be seriously eroded by the placement of poor, jumbled and ill thought-out street signs and poor quality street furniture such as street lights, litter bins and other assorted structures. This may consequently improve the City as a tourist attraction centre.

Policy F 2/3	The fragile environments within Bulawayo such as steep, hilly areas and the stream banks will be protected for use as public open spaces. The Local Authority shall enforce the Municipal by- laws that prevent tree cutting and control stream bank cultivation.
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Policy Elaboration

The key to the success of the policy lies in establishing effective monitoring and enforcement measures as well as a programme of education among local communities. The issue of public safety in such areas is an important consideration and efforts must be made to ensure that the design and maintenance of such areas takes this matter into account.

Policy Justification

Areas that are so designated cannot be used for development. They can act as important passive recreation zones by providing walkways and seating areas in pleasant surroundings at relatively low cost.

Policy F 2/4

The City Council shall support agricultural activity within the Municipal area, subject to the following conditions:

- a) Agricultural activities shall be permitted to small holders and plot owners, but applications for residential**

sub-divisions will be encouraged where and when appropriate.

b) Specific areas of land will be allocated for the urban agriculture. Such areas will be decided upon through an agreement between the local residents and the City Council.

c) The Local Authority will permit other undeveloped areas to be temporarily used for urban agriculture until such time that the land is required for development. However, the Local Authority shall monitor the areas to ensure that the pegs are not removed. Urban agriculture on land close to the streams will not be permitted in an effort to prevent soils erosion and siltation of rivers.

Policy Elaboration

Residential sub-divisions will be promoted and encouraged in areas of smallholdings in line with current and future Local Development Plans. Urban farmers need to be encouraged to practise organic farming to promote sustainable farming

The City Council will need to maintain and review from time to time its Urban Agriculture Policy. The key area of enforcement of the limits to urban agriculture will need to be ensured so as to protect the environment.

Policy Justification

Agricultural activity on smallholdings is permitted through existing-user rights and contributes to the local economy. However, many smallholdings are not highly productive and occupy land that has become prime land for residential development. There is a need to promote and encourage owners of smallholdings to subdivide their land for residential use in line with approved local plans, thereby preventing unnecessary urban sprawl and allowing a natural progression of the city.

Policy F 2/5 The City Council should engage on a planned rehabilitation initiative for disturbed land within the master plan. This may include rehabilitating excavated land and deforested areas.

Policy Elaboration

Fundamental to the success of the policy is the identification of degraded environments within the master plan area and developing requisite plans to restore the land. Community based initiatives should also be encouraged in this end.

A close partnership needs to be forged between the City Council, Environmental Management Agency and the Mining Commissioner to find ways to tackle the problems posed by legal mining activity in an urban setting. Apart from dangers to public safety mining activities, old and current can jeopardise the City's development plans. Land restitution and the proper sealing of shafts are key areas to tackle

Policy Justification

Rehabilitation is an option that could promote urban expansion without necessary encroaching into surrounding local authorities' space. Such efforts will contribute towards long-term sustainable development of land resources in the city. Old mining areas present a hazard unless they are properly closed, old shafts stopped up and dumps reclaimed. New mining areas must be made to adhere to full environmental standards of land restitution and control of pollution to avoid dangers to public health and a degeneration of the environment.

GOAL F: THE ENVIRONMENT: STRATEGY 3**REDUCING POLLUTION****POLICIES TO MEET STRATEGY F 3:**

There are five policies to meet this strategy.

Policy F 3/1	The City Council will strengthen its local by-laws and its enforcement capacity to reduce air, water, and noise pollution to an acceptable minimum.
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Policy Elaboration

Pollution levels are managed by using both national and local regulations. The City Council should review its current by-laws that seek to control pollution and strengthen them where appropriate. Enforcement capacity within the Environmental Health section of the City Council should be strengthened. . Particular attention needs to be paid to the illegal pollution of the city's water systems.

Policy Justification

Pollution endangers public health and makes the city less attractive to residents, visitors and potential investors.



Policy F 3/2 **The City Council will ensure that polluting activities, such as industries and sewerage treatment works are located away from the residential areas. The direction of prevailing winds will be taken note of and buffer zones will be established around such activities to minimise the impacts.**

Policy Elaboration

The planning of permitted polluting activities will be guided by the need to mitigate their impacts. This can be achieved by ensuring a separation between “dirty industry” and other obnoxious uses and residential areas, using buffer zones and up-wind locations.

Policy Justification

Some polluting activities are inevitable in a city and the task therefore is to ensure that their impacts are reduced. One way of doing this is through spatial policy.

GOAL F: THE ENVIRONMENT: STRATEGY 4

WASTE DISPOSAL**POLICIES TO MEET STRATEGY F 4:**

There are three policies to meet this strategy

Policy F 4/1	The City Council shall develop appropriate waste management strategies to ensure a sustainable and clean environment.
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Policy Elaboration

This policy has been developed with regards to the need for timely collection and disposal of solid waste. The Report of Study noted the challenges in terms of a shortage of refuse bins in the city centre, manpower and refuse collection trucks which has led to partly outsourcing to the private sector through community trucks in some residential neighbourhoods.

However, despite such efforts the city is still experiencing challenges in terms of refuse collection and disposal.

Policy Justification

There is need for the city to gain in status of being the cleanest urban areas in the country by undertaking various activities which will improve waste management mechanisms.

Policy F 4/2	The City Council shall adopt new waste disposal sites, to meet need during the plan period. All current and future sites will be
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operated in accordance with modern environmental standards and rehabilitated after their use has terminated.

Policy Elaboration

City shall adopt a “cradle to cradle waste management approach. Efforts shall be focused on reversing the failures from the past. These will include fencing off landfill sites, sinking of monitoring boreholes and installation of weighbridges to measure waste received. Land allocation for the development of landfills will be undertaken to cater for landfill conservancies and material recovery facility on site. This will allow the City to measure waste generation trends accurately which will inform further policy decisions.

The management of waste disposal sites should conform to the latest environmental standards, ensuring that rubbish is quickly covered, waste paper and plastic containers are prevented from blowing out of the site and pests, such as rats are kept under control. Scavenging should be strictly controlled in the interests of health and safety. Where scavenging may be permitted it shall be practised according to clear rules and regulations.

Industrial and hazardous waste needs to be carefully monitored to ensure that the waste is appropriately deposited. Severe fines must be imposed on companies that dump materials illegally.

Policy Justification

The existing main refuse disposal site is located in Richmond and has a short life span. New refuse disposal sites were identified for the city during the previous plan period and will require implementation in the short term.

Industrial refuse, which is toxic or hazardous, is of special concern from a public health and environmental view and disposal must be carefully monitored.

Policy F 4/3

The City Council shall support the re-cycling of domestic waste, wherever practical and feasible. This will involve encouraging

the separation of recyclable materials at source as well as facilitating for the establishment of re-cycling centres.

Policy Elaboration

The City Council shall support waste re-cycling in technologically appropriate ways. Local households will be encouraged to separate certain categories of waste and local community collection points shall be established.

Studies shall be undertaken to establish whether re-cycling centres are cost-effective and feasible and if so such centres will be developed.

Policy Justification

Modern consumption and packaging generates increased levels of waste which results in refuse disposal sites filling up faster than projected. Recycling can reduce the need for waste disposal sites. Recycling can offer new jobs and economic opportunities to people. In addition, recycling helps to promote environmental sustainability and increased awareness of environmental issues.

Policy F 4/4

The City Council should put in a place a mechanisms to ensure timely domestic refuse collection, provide adequate waste receptacles in

public spaces and also promote innovative domestic solid waste management such as waste separation from the source, reduce, recycling, reuse of waste, composting

Policy Elaboration

Erratic domestic refuse collection by the municipality has led to poor methods of domestic solid waste management such as illegal waste dumping at roadsides and in the bush resulting in pollution. Council needs to improve its waste collection system and provide requisite waste receptacles in public spaces to reduce littering. Communities need to be educated on waste management including waste separation at source, reduce, recycle, reuse and composting as viable waste management options. Waste receptacles should be provided in public spaces such as streets, bus stops and parks among others.

Policy Justification

Poor solid waste management is one of the major problems in the city and hence the application of this policy will go a long-time in reducing the city's environmental footprint. The enunciated approaches are relevant given the fuel shortages that are partly blamed for failure to collect domestic waste timeously.

Policy F 4/5	Development of a properly engineered landfill with methane recovery facility.
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Policy Elaboration

Properly engineered sanitary landfilling has been universally accepted as a means of providing a viable final resting place of solid waste. The land fill should have all requisite ancillary facilities such as weigh bridges, methane gas collection system and security. A gas collection system is important since it may allow for the generation of energy for the city in a context of energy shortages in the country. Scavenging should be carefully managed and controlled.

Policy Justification

There is need to develop an engineered sanitary landfill that will preclude contamination of ground water resources. A methane gas collection system, can potentially help the city to produce its clean energy from waste, which can be used in the city or sold to other companies. This could generate revenue for the city. In addition, organised scavenging may also improve revenue flows into the city council.

GOAL G

FINANCE AND MANAGEMENT

To establish a forward thinking management for Bulawayo with adequate resources to meet the development needs of the city.

The goal related to finance and management is critical for effective management and implementation of the master plan and sustainable use of financial resources. The management of the whole development process is critical in the implementation of the master plan. The capacity to think and act strategically is important.

In an effort to ensure the success of the above goal the financial and human resources which the local authority should have in place is crucial. This goal seeks to provide a framework which is aimed at ensuring that important resources are available in Bulawayo.

THE FINANCIAL SERVICES VALUE CHAIN

There are five strategies

Strategy G1: Improving revenue to fund projects, projects and improve service delivery

Strategy G2: Identification of development opportunities for marketing Bulawayo

Strategy G3:Formulation of Incentives.

Strategy G 4: Employment of qualified and committed staff

Strategy G 5: Continous Professional Development

Policy G1/1 The city will continue to seek ways and means of obtaining or raising finances to fund projects, programs and service delivery.

Policy Elaboration

Financing has proved to be one of the most critical stumbling blocks in the creation of future economic growth. In so far as revenue collection is concerned it is realised that the use of mobile banking, internet banking and electronic transfers have been embraced by the Bulawayo City Council and Zimbabwe at large. BCC has noted that these systems have been embraced by rate payers making payments much easier although many ratepayers however still find it difficult to settle their bills as a result of the liquidity crunch. Adaption of these methods of payment by ratepayers is expected to continue to reduce costs of collecting money for council and in turn save stakeholder money and time. Despite this revenue collection improvement, many ratepayers still cannot afford to pay BCC on its services due to contemporary economic challenges facing Zimbabwe resulting in ballooning debts.

There is a call or a suggestion for a preferential interest freeze or total removal of interest for debts for households deemed living under extreme poverty and the underprivileged. Further it

is suggested that council continues with its programme of resident labour to offset debts held, in public works projects. Also it has been suggested that concessionary rates are offered to the business sector to encourage entrepreneurship (particularly for the youths and emergent business people) until such time that economic conditions have improved. The informal sector must be brought into the ratepayers' group by providing them with good working conditions and accepting and fully recognising them (no cat and mouse chases). However, it is noted that rules and regulations guiding operations of informal sector activities particularly informal traders are consistently being reviewed and this is bound to improve revenue collection from this sector.

City of Bulawayo's commercialisation of some of its business entities like Ingwebu Breweries is highly commended as it is expected to continue contributing to council's improved revenues. It may be prudent for council to consider embarking on other revenue/income generating projects like hospitality sector, mining, abattoirs amongst others and even enter into joint venture where possible. If national institutions allow, it will be essential for Bulawayo to set up its own financial service institutions to support local socio economic development through viable entrepreneurial projects and necessary investments. As this issue is governed by broader frameworks at national level, the prospects of devolution of power in the future makes this proposal worth considering on the part of BCC.

Policy Justification

The absence of a strong financial position poor or weak revenue collection system and limited revenue sources coupled with absence of financial guarantees and cheap loans especially during economic strain is disastrous to local economic growth. Serious efforts need to be made to increase reliable sources of revenue and improve methods of revenue collection.

Policy G 1/2	The city council in collaboration with other stakeholders will identify development opportunities in addition to the city's development prospectus and market these to potential development interests.
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Policy Elaboration

To start with the city has to attend to the Prospectus of Future Developments provided in the appendices. Development projects identified include hotels and motels, nature parks, residential suburbs, housing/industrial infrastructure, community facilities, road port/inland port, renewable energy/Makokoba Redevelopment, Jason Moyo Street Mall Development amongst others. It is critical to move the proposed projects from a mere prescribed development strategy to an implementable programme. This has to be done through the development of an overall implementation plan for future development that is time bound, adequately funded and with individuals assigned particular responsibilities. Since a move will allow BCC to periodically review progress of proposed developments in line with population growth.

There is need to develop flagship projects that will attract interest and linked investment. The proposed Matabeleland Zambezi Water Project, former Ascot Race Course Redevelopment (Repurposing), several projects under “Bulawayo Special Economic Zone”, regeneration of old entities and creation of new businesses.

Promotion and marketing of Bulawayo can take several forms and the city council and partners need to apply those they deem feasible and effective. Prospective investors must feel welcome to Bulawayo and information should be made available easily. A lot of advertising, mail shots, seminars and conferences as well as displays at fairs and other showcase events are necessary.

Policy Justification

The Prospectus of Future Development in Bulawayo seems to capture the majority of local economy development issues, most of these projects have been put out to tender and some of them are being implemented. There is need to identify new projects and add them to the development prospectus.

It is important that new investment is attracted to the city in order to expand the local economy and create wealth and jobs. Because Bulawayo competes strongly for scarce investment with other cities in Zimbabwe and regionally, it is essential that the city makes itself attractive and markets its advantages that make it preferable to local and international investors.

Policy G 1/3: Incentives

The city of Bulawayo will continue to review its incentives package to potential investors these incentives include:

- Discounted prices on land based on potential number of employees
- Rebates on water and rate charges

In the EPZ incentives will include a corporate tax holiday of 5 years and a low flat rate of 15% thereafter, exemption from Capital Gains Tax, up to 100% repatriation of profit and dividends, up to 100% foreign ownership duty- free importation of capital equipment and machinery assorted with EPZ operations and duty free access for all raw materials, intermediate and finished goods required in export production process and in the construction of EPZ facilities. The incentive package will be constantly reviewed to accommodate the needs of potential investors.

Policy Elaboration

Incentives offered by Bulawayo city council need to compare favourably well with those of other cities in Zimbabwe and the region although the objective is to make them the most attractive. These incentives must be linked to good social services offered by council that investors or their agents will enjoy in Bulawayo such as health, education, recreation and entertainment facilities.

The views of what potential investors consider as attractive incentives should be sought, as well as the opinions of local representatives of industry and business, and adjustment made where necessary.

The EPZ incentives have been designed by government and these may change from time to time

Policy Justification

All towns and cities in Zimbabwe and the region at large compete for investment and Bulawayo is no exception. It is therefore prudent for the city to strive to offer the best incentives and also take advantage of being the home of Zimbabwe International Trade Fair where such incentives must be vigorously showcased and even physical visits to proposed development sites be arranged for exhibitors.

The loss of income to the city should be set against the longer term benefits of strengthening the local economy and creating new jobs and incomes.

Policy G1/4- Employment of qualified and committed staff

The city council shall make effort to employ highly qualified and committed staff to ensure that the master plan is implemented effectively. Professional expertise will be maintained in all critical

areas and emphasises placed on strategic management. In the absence of relevant expertise within council, consultants may be engaged.

Policy Elaboration

Although traditionally the major goal of a master plan focuses around land use planning, this master plan is comprehensive covering all other aspects of the city's socio-economic activities therefore, when employing technical and professional specialists, council should consider high qualifications in all departments taking into account in particular that lead departments in the planning and implementation of the master plan provisions are adequately staffed with appropriately qualified personnel for effective service delivery. Professional expertise will be maintained in all critical areas and emphasises placed on strategic management by the local authority. Usually council is the key service provider but this is changing as local authorities are increasingly involving other actors in service delivery. In this situation council has to concentrate on managing the process, ensure public accessibility and good value and seek to bring together a combination of interest to share resource burdens.

Policy Justification

Implementation of the master plan requires appropriately skilled and qualified staff, not only in town planning but also in all other activities of council.

Policy G1/5- Assessment of training needs

The city will identify/assess training needs for mid-career skills upgrading for its technical and professional staff, particularly those involved in the master plan management and

implementation. Also relevant staff should be encouraged to participate in Continued Professional Development (CPD) programme for self-improvement in their profession. A training programme shall be adopted based on a study and this should be reviewed annually.

Policy Elaboration

It is essential that staff who manage and implement the master plan strategies and policies keep their skills and capabilities sharpened constantly. The training needs should be reviewed regularly by the Council Training Section or through a short consultancy.

Policy Justification

Council is expected to fulfil a number of obligations expressed through the master plan and in many cases this presents new challenges that require special training. The strategies and policies are also dynamic and their implementation methods change with time as new ideas and techniques emerge. This is why training needs require regular assessments and individual relevant staff need to continually update themselves personally in their professions.

Policy G1/6

The following should be undertaken to maintain an effective and strategic corporate planning system in the city:

- a. Continuation of appropriate training and capacity building expertise to assist senior personnel and councillors in strengthening their strategic corporate approach to their work.
- b. The approved Bulawayo Master Plan will be used as a key input into future Strategic Corporate Plans.

Policy Elaboration

The city has prepared a number of strategic corporate plans as a requirement of previous master plan and in terms of the Urban Councils Act, providing corporate objectives and policies.

This Master Plan continues to provide an important input into the corporate planning process that Council embarked on and its strategies (Master Plans) are comprehensive and cover most of the operational areas of council activity.

Policy Justification

Corporate planning has assisted to bring out clearly council's corporate strategies and policies, its opportunities and threats, as well as strengths and weaknesses.

Policy G1/7: The city will strive to establish partnerships with several stakeholders in the following areas:

- a. Investment promotion, embracing partners in industry, commerce, transport, recreation as well as leading organisations and citizens.

- b. Planning: Council should work together with adjoining local rural district councils in planning matters.
- c. Environmental: Council should work closely with EMA, NGOs, relevant government ministries and parastatals, civic organisations in monitoring environmental issues and implementing Local Agenda 21, Sustainable Development Goals, EMA requirements such as EIAs for major development projects.
- d. Other relevant areas that council deems fit

Policy Elaboration

Multi-stakeholder participation in many city developmental programmes and activities is crucial as it facilitates sharing of ideas and experiences, The council is aware that it is not able to provide services and generally run the city alone and that there is need to involve other stakeholders who have resources and experience, ability and knowhow to participate in the city's affairs.

Council should encourage activities of the Development Committee as the investment and promotion partnership organ. The policy supports this approach but also encourages other initiatives that will promote investment and creation of other partnerships.

Under the Planning Partnerships the council need to work closely with Umguza Rural District Council which has a significant area under its jurisdiction covered by the master plan, as well as Umzingwane and Matobo Rural District Councils with smaller areas covered by the master plan. Initiatives under this partnership may include Joint Planning Communities, informal participation and sharing of information such as council minutes.

Environmental Partnerships exist in the city such as a Local Agenda 21, Urban Agriculture Forum, social media groups such as Hlanzeka Bulawayo amongst others. Goal F deals with environmental issues and puts forward requirements for the establishment of partnerships with the private sector and communities in the high density suburbs to improve local environments.

The city should continue to develop good working relations with the private sector, NGOs and the community at large as it works out strategies to overcome problems facing the city. Joint ventures, task teams, forums and the like must be adopted to provide an appropriate institutional framework within which partnerships can develop.

Policy Justification

Co-operative work will be achieved through partnerships, and all stakeholders will feel sense of ownership and belonging in the environmental affairs of the city. Increased financial and human resources may be made available to council through partnerships enabling it to solve various urban development problems.

Policy G1/8: Public Relations

The city shall continue its efforts to promote, support and strengthen its public relations activities in all its actions especially planning matters. Information, public involvement and participation in

decision making shall be important elements in the planning process associated with the master plan.

Policy Elaboration

All local authorities are expected/required to be accountable for their actions and to the electorate as well as being transparent working jointly with stakeholders. This will encourage public participation and strengthen partnership policies.

Council must continuously inform the public on what is happening in terms of service delivery eg. Dam water levels, water pumping problems, maintenance of works, road closures, start and completion of new projects amongst others. The ratepayers and public at large will then feel the local authority recognises and respects them and that they are an important part of the city's affairs. Information can be provided in a number of ways such as print media, individual cell phone messages, and social media platforms, television and public meetings. Use of the local language in conducting these processes is of vital importance. It is necessary to train councillors as they are in the forefront of council's public relations activities.

Good public participation in all planning matters fostered by council promotes a sense of ownership by Bulawayo residents and creates the basis for sustainable development in the city.

Policy Justification

In its efforts to provide quality services accessible and well maintained infrastructure under difficult economic environment, council needs to mobilise community support extensively. On the other hand the community also has a right to expect the local authority to provide quality services in an accountable and transparent manner.

Policy G1/9

Council shall make effort to improve mobilisation of capital resources for the master plan implementation.

Policy Elaboration

The financial services chain value under policy G1/11 has discussed ways in which council can improve its revenue collection system and create more finances for council. It is further emphasised that new income generating projects/enterprises must be embarked upon by the local authority. Also it is proposed that meter reading be decentralised or localised. Meter readers should be from the communities in which they live so that they are known by the people and they participate in development meetings and encourage people to pay their bills. Such an arrangement may contribute to improved payments by the consumers.

Policy Justification

It is critical that BCC continues efforts to self-fund its projects and the master plan implementation in addition to assistance obtained from partnerships. Decentralised meter reading may lead to improved revenue collection by council.

Policy G 1/10

City council shall encourage the private sector investors, donor agencies and other partners to participate in the construction of the infrastructure that is necessary for implementation of the master plan. Joint ventures must be sought wherever possible.

Policy Elaboration

The city capital budgets will include items focused on the implementation of the master plan, and council needs to assess these in order to work out funding options. Private sector may be required to provide aspects of infrastructure as part of agreement to permit development. In such cases a Build Operate and Transfer (BOT) approach may be used, allowing private funding to reap profits from an infrastructure project before transferring operations to the council.

Bulawayo has enjoyed support from donor agencies for capital expenditure in the past and may be expected to do so during this master plan period. Where possible NGOs with community participation may undertake smaller projects especially for social infrastructure purposes.

Policy Justification

Lack of or scarce financial resources for capital projects to support the city's growth has been one of the most serious problems facing the city council. For many years there has been a declining proportion of expenditure dedicated to capital budget items. As a result there is a backlog on critical social and economic infrastructure. Under the prevailing constrained economic environment, it is incumbent upon city council to take all necessary measures to acquire resources outside council.

Policy G 1/11

The city council shall step up its efforts to recover debts owing to council and utilise a large portion of the recovered debts to finance priority capital projects.

Policy Elaboration

This policy under the financial services chain value addresses debt collection by BCC to a large extend. For those sectors of the city that council considers able to pay their debts, a stronger approach to debt recovery should be adopted, and these efforts should be maintained and institutionalised. Legal and or punitive action should continue to be pursued by council upon the debtors where this is feasible.

The returns from debts recovery should be mainly earmarked for capital works and residents labour for debts payments be used wherever possible in the labour intensive capital projects.

Policy Justification

Recurrent expenditure accounts for a major part of the council's annual budget. Inability to recover debts from various debtors such as central government, the business community and households has tended to lead to reduced capital expenditure. There is therefore a good case for allocating most recovered funds to the capital budget.

Policy G 1/12: Attractive Bulawayo Environment

The city council will endeavour to ensure that Bulawayo is maintained as an attractive city so that potential investors are impressed and desire to invest here.

Policy Elaboration

It is the responsibility of the city council to ensure that Bulawayo is clean, tidy and well maintained. Special attention must be paid to the visual appearance of the environment along major roads particularly those leading into and out of the city like Airport Road, Harare Road, Plumtree Road, Gwanda Road and Victoria Falls Road. Road verges must be lined with ornamental trees and appropriate lawn grass planted must be maintained and kept clean. Littering by motorists and other travellers be discouraged by placing litter bins and displaying anti-littering posters along these roads. Funds permitting boreholes will be drilled along these roads for watering the mentioned ornamental trees and lawns. This should be regarded as part of greening up the city process and the roads entering the city with high quality landscaping would be impressive to the visitors.

Bulawayo has a strong potential as a tourist centre both in its own right and as a staging post or link to other important tourist attractions in the region. This policy must be interpreted also in terms of enhancing Bulawayo's attraction to tourists. This will also involve general maintenance and cleanliness of buildings, parks and streets as well as conservation of historic buildings and sites.

This policy is closely linked to Goal F.

Policy Justification

Investors, tourists and general visitors are influenced by the way a city is maintained and how it appears in its design and amenities. The first impressions of the city to visitors are made as they enter it from the airport or along national/ regional roads. Thus these must be made very attractive through high quality landscaping (including greening up) and constant maintenance.

This policy is especially important to help support and revive the tourist sector as one of the critical potential development area of the city.

CHAPTER 6

STRATEGIC ENVIRONMENTAL ASSESSMENT OF THE MASTER PLAN PROPOSALS

- AIMS AND OBJECTIVES

MAIN MASTER PLAN PROPOSALS AND IDENTIFIED ENVIRONMENTAL ELEMENTS LIKELY TO BE IMPACTED BY THE PROPOSALS AND AN ASSESSMENT OF IMPACTS

- RECOMMENDED IMPACT MITIGATION MEASURES
- ENVIRONMENTAL MANAGEMENT PLAN/PROGRAMME

CHAPTER 6: STRATEGIC ENVIRONMENTAL ASSESSMENT OF THE MASTER PLAN PROPOSALS

6.1 AIMS AND OBJECTIVES

- 6.1.1 As a follow up to an Environmental Audit of existing key physical developments which was undertaken in the city and assessing the state of the environment in the City,

the focus of this chapter is the formulation of a SEA of the Master Plan proposals. The major aim of the SEA of the plan proposals is to evaluate the environmental implications of proposed policies and plans in order to ensure that environmental impacts are addressed at the earliest stages of plan implementation before they cause irreversible damages.

6.1.2 The specific of the SEA of the development proposals are:

- i. To assess the environmental effects and consequences of the Master Plan proposals.
- ii. To identify environmental elements to be impacted by the Master Plan.
- iv. To recommend measures aimed at mitigating the likely impacts the Master Plan proposals are likely to have on the general environment.

6.1.3 The purpose of an SEA is to aid in attaining sustainable developments in the city. In addition, an SEA will focus on areas of waste management, pollution of surface and underground water, protection of environmentally and ecologically fragile areas and impacts of construction activities (rubble) during the course of implementing this plan. The need for an SEA on the Master Plan proposals becomes compelling in view of environmental concerns which were established during the preparation of the Report of Study.

6.2 MAIN MASTER PLAN PROPOSALS AND IDENTIFIED ENVIRONMENTAL ELEMENTS LIKELY TO BE IMPACTED BY THE PROPOSALS

A number of development proposals as shown on **Map 12** have been made by the plan with regards to future growth and development for the city in the form of policies, strategies and development projects. The approach which will be developed in this chapter is to focus on major proposals due to their scale as well as anticipated impacts on the natural and social environments within the Planning Area.

The following constitute the major development proposals for the City of Bulawayo during the plan period which are subject to a Strategic Environmental Assessment.

- i. Redevelopment of the major transport termini (Egodini)
- ii. Redevelopment of Makokoba
- iii. Construction of a sanitary landfill
- iv. Construction of proposed new roads
- v. Construction of an integrated sports complex
- vi. Construction of Truck stops
- vii. Development of major commercial nodes/Business Parks
- viii. Development of Sewer Treatments Works
- ix. Development of Water Treatment Works
- x. Upgrading of Sewer Treatment Works
- xi. Upgrading of Water Works

- xii. Developments along the major activity corridors
- xiii. Development of Secondary Schools
- xiv. Development of Primary Schools
- xv. Development of Clinic or Hospitals
- xvi. Development of major industrial establishments
- xvii. Development of Police Stations

6.2.3 From the above major development projects, it is evident that they constitute the development of physical structures hence there will be design, construction and operational phases. At each stage of implementing the projects, some elements of the environment are going to be impacted. Based on the nature of activities to be undertaken during the implementation of the proposals a number of environmental elements are going to be affected to varying extents and at different stages of implementation. In addition, it should be noted that whenever there are some construction works there is bound to be some unavoidable impacts be they temporary or permanent. The extent of the impacts varies depending on the nature and size of the project, technology used and the duration of the construction phases. The main environmental elements which are likely to be impacted are;

- i. Land
- ii. Ecology/vegetation
- ii. Aesthetics and visual impacts
- iii. Soils
- iv. Public Health and safety
- v. Water
- vi. Noise levels
- vii. Air quality

6.2.4 Generally, during the construction phases of most of the development projects such as Redevelopment of Makokoba, roads, sanitary landfill, integrated sports complex, the various identified elements are likely to be impacted as follows:

Land

- i. During construction of the various proposed projects, large amounts of vegetation covers are bound to be cleared. This will leave the landscapes bare at most construction sites. There will be loss of the aesthetic appeal of the sites in the short term as well as disruption of habitats for small birds and small animals permanently once the structures are being constructed or have been completed.
- ii. There are high incidences of disposal of construction rubble in an improper manner and this is likely to have a negative impact on the land by defacing the landscape and reducing the aesthetic appeal of land where the rubble would have been disposed especially on open spaces, road reserves or undeveloped stands. Rubble will mainly consist of broken bricks, broken tiles, timber, cement bags etc. Paper can easily be strewn by wind all over,

further adding to environmental degradation. These types of environmental impacts will be localised in the neighbourhoods where construction activities are underway and likely to be for medium and long terms spanning over the plan period as long as there are construction activities on going.

Noise

Noise is an unavoidable impact during construction activities of development projects. The impact will be localised to the area where the project will be underway. Most of the noise will be produced by construction machinery during excavations, mixing concrete, compacting and general construction activities. However, the noise which will be generated from these activities will mostly be restricted to working hours. The impacts will be located to the project areas and this will persist as long as the proposed projects are underway at different times until the end of the plan period. It is also likely that small animals and reptiles which may not have been displaced during the clearing of vegetation may be displaced as a result of increasing noise levels.

Air quality

Dust from excavations and construction activities will be produced into the atmosphere. The effects of dust will depend on the chemical composition of construction materials and the soil types. The deposition of dust on vegetation is also likely to occur retarding growth and development of the affected vegetation.

Water

The City has always made efforts to site all the proposed developments out of buffer zones and away from environmentally fragile areas on the flood plain or major rivers and streams within the city. However, contamination and pollution of water bodies is likely to occur as a result of construction activities for the various proposed projects. There are possibilities that runoff will carry cement following natural drainage channels which could end up in streams and rivers thus polluting some water bodies. Such a scenario will also have an impact on aquatic fauna and flora. The impact of such a development may affect the city as a whole as the water bodies may be traversing the city with durations varying from short to long terms most of the proposed developments will have been implemented. At the construction sites, if the construction workers are camped and do not dispose of their waste water properly, there is a possibility of seepage and percolation leading to the pollution of ground water resources. The discharge of waste water could easily lead to conditions conducive for the breeding of waterborne parasites such as mosquitos.

Environmental Health, Public Safety and Welfare

- i. The impacts have more to do with how waste is handled and disposed from the construction sites, impacts on the construction workers and the general public at large. Refuse from the various project construction sites is likely to pose health hazards and risks to construction workers and the general public if not properly

managed. During the construction phases, construction workers will be exposed to safety hazards which may be due to the operation of plant and machinery. For members of the public safety risks will mainly arise during the construction of proposed roads or upgrading of existing gravel roads due to the movement of heavy trucks, dozers as well as dust where detours have been established while roads are under construction.

- 6.2.5 Once complete most of the proposed construction projects, once they become operational the facilities will continue to impact on some of the identified environmental elements which calls for mitigation measures to be put in place. Among such proposals are facilities such as hospitals, truck stops, industrial areas, hotel, and the landfill and bus terminus. Their impacts will range from noise pollution, littering of the environment as well as impacts associated with traffic, solid and liquid waste disposal.
- 6.2.6 Activities such as industrial areas are bound to impact on the various environmental elements to varying degrees, depending on the types of industrial establishments that will be in operation. These are likely to be noise, water and air. With proposed locations of industrial areas in Umvumila, smoke fumes from the industrial areas will not be blowing over residential areas, thus the impacts on this score will be low.
- 6.2.7 Urban Agriculture is bound to have some impacts particularly in areas close to rivers or streams. This is because fertilisers contain nitrates and possibilities are high that these could find their way into water or underground through seepage. The negative impacts are likely to be long term as long as urban agriculture is practised and fertilisers are used.
- 6.2.8 With so many large scale developments proposed for Bulawayo during the plan period, the demand for construction aggregates such as pits and river sand will increase tremendously. This will result in the excavation of burrow pits which will have the effect of defacing the landscape and also pose dangers to human lives.
- 6.2.9 Health facilities should be provided with facilities such as an incinerator. It is likely that the operation of the incinerator will impact on air quality and noise levels. Smoke fumes are likely to be emitted into the atmosphere from the kitchen and incinerator stack chimney. Once the hospital is in operation, the impacts on air quality from the hospital incinerator will be permanent with spatial coverage being localised. Other environmental elements resulting from the operations of the hospital, is environmental health and it has more to do with how these wastes are disposed of. The major area of concern within health facilities will be hazards posed by medical wastes and refuse generated from the hospitals.
- 6.3.0 While there are some negative impacts resulting from the implementation of the proposed projects, there are some positive impacts that will result from the implementation of the proposed developments and these will be mostly socio economic in nature. These will include job creation, economic development as well as multiplier effects and an increase in population.

6.3.1 The largest planned developments which are being implemented constitute of residential developments, commercial and some industrial developments. Detailed Environmental Impacts Assessments (EIA) of some of these developments have already been undertaken. Some of the EIA findings during the construction and operational phases of these developments (negative and positive) constitute of the following:

- i. Degradation of the environment while sourcing of construction aggregates and clearances of access roads.
- ii. Increase in population
- iii. Change in the character of the immediate environments
- iv. Increased pressure on infrastructure and services
- v. Increase in crime
- vi. Noise pollution
- vii. Loss of biodiversity and wildlife habitats
- viii. Vibrations
- ix. Increased land value
- x. Traffic conflicts
- xi. Employment creation (positive social and economic impact)

6.3.2 Due to the non-availability of detailed project descriptions of the proposed projects at this time, it is difficult to predict their likely environmental impacts of the proposed developments on the environmental elements, their degrees of severity, duration of the impacts as well as spatial coverages of the impacts at operational stage. As a result close liaison by the developers with Environmental Management Agency has to be undertaken about each of the proposed projects before their implementation as required by the Environmental Management Act of 2007. For now the focus is on a Strategic Environmental Assessment of projects – rapid assessment of environmental impacts of the proposed plan. However, the following general statements have been in the context of the proposals;

- i. Developments within the CBD and main bus terminus (Egodini) will likely generate traffic conflicts, noise, litter and solid waste. Social and economic benefits are likely to be positive and for long term.
- ii. The development of hotels, conference centre and lodges will create challenges of waste generation (both solid and liquid) which need proper handling to guard against impacts on air quality, aesthetics and visual.
- iii. The construction of a landfill will ensure that the city will have a proper disposal site as it strives to regain its status of being the cleanest city in the country.
- iv. The policy recommendations proposed in the plan have taken into account the environmental considerations in an effort to ensure environmental protection and conservation of the ecosystems in the city.

6.3.3 It should be noted that, in making general assessments about the major development proposals and their likely environmental impacts the following factors were considered;

- i. The severity/magnitude of the impacts
- ii. Spatial coverage of the impacts
- iii. The degree of threat to public health, safety and welfare
- iv. The duration of the impacts in terms of permanency, short term or medium term

6.3.4 It should be emphasised that this chapter is aimed at presenting a Strategic Environmental Assessment, more or less a rapid assessment of the environmental consequences of the development proposals on a broad scale. This has been attributed to the non-availability at this stage of detailed specifications, descriptions or briefs about individual projects. Project specific EIAs or EMPs will detail all the impacts on all various environmental elements by each of the proposed developments. As a result, impacts significance may be assigned to each project in terms of severity or magnitude. The above do not preclude the SEA from recommending general mitigation measures based on a general assessment and likely environmental impacts identified especially during the construction and operational phases of the proposed projects.

6.4 PROPOSED IMPACT MITIGATION MEASURES

6.4.1 The following impact mitigation measures are recommended to address the likely impacts on the various environmental elements during the construction and operational phases of the proposed projects during the plan period.

Land

- i. All construction rubble and debris should be removed and designated to officially designated disposal facilities to reduce the impacts on the environment.
- ii. All borrow pits used for sourcing construction aggregates must be fully rehabilitated so that the sites may be put to other uses. A detailed EIA must be prepared for all borrow pit applications.
- iii. All the temporary structures (site offices and camps) should be cleared and removed once construction works have been completed to restore the land to its original state.
- iv. Trees should be planted around site for aesthetic appeal and landscaping.

Environmental Health

- i. Adequate toilet facilities should be provided on site during the duration of the construction phases.
- ii. Refuse bins should be placed at strategic points within the construction sites to facilitate the disposal of solid waste prior to the disposal of waste at the landfill.
- iii. Construction rubble should be regularly removed and deposited to an officially designated landfill disposal site.
- iv. Clinical waste from hospitals and clinics should be properly disposed of in accordance with the accepted standards.
- v. Clean potable water must be available for all workers at all construction sites.

Noise

- i. Construction workers operating heavy machinery must be provided with ear muffs.
- ii. There must be regular maintenance of trucks and construction machinery to reduce noise.
- iii. Construction works must be limited strictly to working hours 8.00am – 1700hrs.

Air Quality

- i. To reduce the impacts due to emissions from construction machinery (plant, trucks etc), ensure regular maintenance of such machinery.
- ii. Ensure that dust from construction activities, including access and internal road works, is minimised by regular light spraying with water to keep dust from being suspended in the air.
- iii. Stockpiled material (sand, chippings and gravel) which could be blown by wind.
- iv. Provide nose masks for construction workers to avoid them breathing dust and other potentially harmful particulars.

Water

- i. Ensure that waste e.g. cement bags is properly disposed of at the landfill to avoid groundwater contamination through runoff and percolation.
- ii. Limiting water to necessary procedures, avoiding watering and washing to reduce runoff. This constitutes some of the efforts towards water conservation.
- iii. Ensure regular monitoring of fuel and chemical storage tanks in order to detect leaks. This will also apply to regular checking of trucks and other heavy machinery for any oil and fuel leakages.
- iv. Constructing appropriate drainage systems on sites that will channel runoff into the natural drainage.

Public Safety and Welfare

- i. National occupational guidelines must be complied with by all the contractors.
- ii. Contractors must have an appropriate safety plan
- iii. Contractors to provide protective clothing, hard hats, safety shoes and first aid facilities for workers on site

Vegetation, Soils and Ecology

- i. Clear as little vegetation as possible by clearing only those areas where developments would be undertaken. In addition, it is important that trees are planted in the open spaces. This will assist to prevent soil erosion in the various construction sites.
- ii. Protect mature trees as practicable at the construction sites.
- iii. Landscaping of open spaces within development sites to enhance the aesthetics and restore ground.

6.5 ENVIRONMENTAL MANAGEMENT PLAN/PROGRAMME

- 6.5.1 In view of the importance of protecting the fragile environment and ecosystems, it is important that an Environmental Management Plan (EMP) be made part of the Master Plan. This is with a view of monitoring compliance with recommended environmental impact mitigation measures and keeping tracks of environmental protection activities in the city. Based on the impact analysis study and subsequent mitigation measures, an Environmental Management Plan (EMP) has been formulated. The EMP is presented as a plan of action prepared to ensure that recommendations for enhancing positive impacts and limiting or preventing negative environmental impacts are implemented throughout the life cycle of the project. Environmental Management Plan is principally an integrated effort of utilization, planning, maintenance, supervision, control, recovery and development of the environment. The success of a management plan depends on monitoring the various implementation activities of the proposed mitigation measures contained within it and throughout the various project stages. In addition to its function as a site specific plan for use by the various contractors, the EMP will be used by Environmental Managers as well as the appointed Environmental Officer (EO) and/or Environmental Auditors (EAs) as a Monitoring and Auditing reference tool to address the various implementation stages of the project in terms of specific deliverables, requirements and monitoring and auditing procedures.

Application and Purpose of the Environmental Management Plan

The purpose of an EMP is to ensure a systematic approach to the management of the environmental impacts during the construction phase of infrastructure and construction of houses to prevent long term or permanent environmental degradation. This EMP is aimed at achieving the following:

- Assign roles and responsibilities to parties charged with its implementation;
- Set out environmental specifications that are applicable to the project and its associated activities and provide guidance in order to achieve these environmental specifications;
- Define corrective actions, which must be undertaken in the event of non – compliance with these environmental specifications;
- Specifies requirements and procedures for monitoring, auditing and reporting;
- Specifies requirements and procedures for record keeping;
- Fulfils certain conditions of environmental authorization;
- Makes provision for the fulfilment of other relevant legal requirements pertaining to the environment;
- Acts as a monitoring and auditing reference tool for ensuring compliance with the provisions of the EMP;
- Makes provision for review of the EMP

The EMP contains management actions (performance specifications) for addressing various components of the work site. These specifications will apply to all phases of the project implementation. Environmental Monitoring (for compliance) and Auditing (for efficiency) will be carried out throughout the project (construction and operation). The EMP is presented in Table 6.1 below.

Table 6.1: Environmental Management Plan for Bulawayo Planning Area

Environmental Concern	Management Objective	Mitigation Measures or recommendations to be implemented	Responsible Authority	Monitoring Authority
Burrow Pits	Guard against the mushrooming of burrow pits as a result of extraction of sand aggregates (pit and river sand)	- Designation of areas within the Planning area for the extraction of sand aggregates. - Environmental awareness campaigns	Bulawayo City Council	- Departm ent of Mines - EMA - BCC, parks section
Provision of Public Toilets	To provide public toilets as a way to reduce indiscriminate use of the environment for sanitation purposes	All the bus and mini bus terminuses should have public toilets	Bulawayo City Council	- Environ mental Health Departm ent
Use of Blair toilets	To guard against the use of non self contained blair latrines, especially in close proximity to water courses or ground water	All the new stands in the new developmental areas should have blair toilets (conservancy tanks) or be connected to conventional sewer in close proximity	Bulawayo City Council	- Environmental Health Department

	protection zone			
Indiscriminate dumping of construction rubble	To prevent indiscriminate dumping of rubble	Monitor construction activities in the city and enforce penalties	Bulawayo City Council	- BCC, Municipal police through enforcement of by laws -Environmental Health department
Littering	To guard against indiscriminate dumping of litter in the environment	Educate people on the importance of proper disposal of waste and the importance of looking after their immediate surroundings	Bulawayo City Council	- Environmental Health Department - EMA

CHAPTER 7

PLAN IMPLEMENTATION, PRIORITISATION AND PHASING OF DEVELOPMENT PROJECTS AND PROGRAMMES

- PLAN IMPLEMENTATION AND PHASING OF DEVELOPMENT PROJECTS
- PRIORITY PROJECTS FOR IMPLEMENTATION
- INSTITUTIONAL ROLES AND RESPONSIBILITIES FOR PLAN IMPLEMENTATION

CHAPTER 7. PLAN IMPLEMENTATION, PRIORITISATION AND PHASING OF DEVELOPMENT PROJECTS/PROGRAMMES

7.1 PLAN IMPLEMENTATION AND PHASING OF DEVELOPMENT PROJECTS

- 7.1.1 Plan implementation is an important component of the Master Plan process as development proposals and recommendations will be effected into visible and concrete realities on the ground. Without implementation of the plan proposals the preparation of a Master Plan becomes a futile exercise since the plan goals would not be achieved. Of importance to plan implementation, is the phasing program of developments and projects in a practical and logical sequence. It is important to note that any challenges in planning implementation schedules or capacity issues of

implementing institutions results in delays and cost overruns in the implementation of projects.

7.1.2 Since it is long term plan and forward planning exercise, with a planning horizon of 10 – 15 years. The various development projects for the City will have to be implemented in phases. The various strategic plans which will be prepared during the operational period of the plan will also draw inspiration from the Master Plan. The implementation of the Bulawayo Master Plan is therefore programmed in 3 – 5 year phases to coincide with the duration of the Master Plan as follows:

- i. Priority Projects Development Phase (2021 – 2026)
- ii. Phase Two (2) (2027 – 2032)
- iii. Phase Three (3) (2033 – until the end of the plan period)

7.1.3 In specific terms the phasing of the implementation of the Master plan may be programmed as follows

- i. Priority Projects Development Phase – Upgrading schemes and those projects considered for priority implementation.
- ii. Phase 2, developments – Block 2 and all other projects listed in the implementation schedule for phase 2 development.
- iii. Phase 3 and all projects listed in the implementation schedule for phase 3 developments.

7.1.4 It should be noted that the above phasing arrangements do not preclude the implementation of plan projects which do not fall within any phases, such as the water and sewerage treatment works, integrated sports complex, cemeteries, mixed developments amongst others. Equally important is the fact that implementation of some projects falling within Phase 1 and 2 do not overlap or spill between phases 1 and 2 as will be shown in the sequencing of projects implementation as shown below.

Implementation of Priority Projects Development Phase 1 (2021 – 2026)

7.1.5 The following development projects are programmed for implementation during the priority projects development phase:

- i. Identification of vacant land within the Municipal boundary
- ii. Preparation of detailed layouts
- iii. The construction of the main bus terminus
- iv. The rationalisation of roads in the existing built up areas, using existing gravel roads to develop secondary and tertiary collector roads. The exercise will entail the tarring of these roads and the provision of stormwater drainage.
- v. Upgrading of water infrastructure
- vi. Upgrading and connecting of sewer infrastructure
- vii. Provision of a new cemetery site

- viii. Construction of primary schools in the new built up areas
- ix. Construction of secondary schools in the new built up areas
- x. Construction of clinics
- xi. Roads upgrading
- xii. Encouraging Subdivisions
- xiii. Gazetting of the new boundary for the city

Implementation of Phase 2 Developments (2027 – 2032)

7.1.6 The following projects are planned for implementation during phase 2 of the implementation schedule

- i. Preparation of detailed layouts
- ii. Construction of a new Sanitary Landfill
- iii. Surveying, demarcation and servicing of the new development areas
- iv. Demarcation and servicing of Umvumila industrial area
- v. Construction of primary schools in the new built up areas
- vi. Construction of secondary schools in the new built up areas
- vii. Construction of clinics
- viii. Roads upgrading

Implementation of Phase 3 Developments (2032 – 2027)

7.1.7 The following projects are programmed for implementation during phase 3 of the implementation schedule.

- i. Preparation of detailed layouts
- ii. Surveying, demarcation and servicing of the new development areas
- iii. Construction of clinics
- iv. Construction of Primary Schools
- v. Construction of Secondary Schools
- vi. Roads upgrading
- vii. The development of Local Centres and other Activity Nodes

7.2 PRIORITY PROJECTS FOR IMPLEMENTATION

7.2.1 Despite that there are several project proposals that have been made in this plan, a number of projects have been identified as key in an effort to unlock the economic potential as well as ensuring that the city will be a functional human settlement. The priority projects should facilitate the implementation of other proposals in the plan. The aim of these from an implementation point of view is to facilitate investments that will make significant contributions to the physical and economic development of Bulawayo. These projects should be seen as projects that will see the realisation of the long term

vision for Bulawayo (all inclusive area of opportunities, and a major industrial and economic hub in the country with secure water supplies and appropriate physical and social infrastructure).

- 7.2.2 The priority projects recommended for immediate implementation are as presented in Table 7.1 below

Table 7.1 Priority Projects 2021 – 2026

Project Title	Reason for Project's Importance
1. Urban Design Scheme for Commercial/Business Parks	The proposed commercial/business parks are intended for the development of major activity nodes. The centres should consist of mixed land use activities and be centres of attraction within the neighbourhoods this contributing to the vibrancy of neighbourhoods within Bulawayo. When fully developed the enormous spill over economic benefits will be realised in the city.
2. Urban Design Scheme for the CBD	The development of the CBD should contribute to keeping existing businesses in the area and attracting new investments to the CBD. The urban design scheme will ensure improvements to the quality of the character of the area. The CBD is a key location for densification.
3. Servicing of proposed new development areas.	The proposals is intended to ensure that there are services provided in all the new development areas. This will also apply to private developments. This facilitates development in the City
4. Upgrading of Water works.	The City has expanded such that the new development areas are experiencing water shortages. There is need for water works to be upgraded to accommodate the new development areas.
5. Upgrading of Sewer Treatment Plants	Some of the Sewer Treatment Plants are operating at full capacity hence the need for upgrading to accommodate future developments.

- 7.2.3 The above priority projects and proposals are expected to kick start other proposed projects to create an enabling environment for accelerating growth and development.

7.3 IMPLEMENTATION STRATEGIES AND MECHANISMS

- 7.3.1 The successful implementation of the plan proposals requires full commitment and taking responsibilities and being accountable by all Local Authority and Government departments as well as parastatals which have a stake in the implementation of the various proposals of the plan as well as the residents of Bulawayo.

In addition of great importance in the implementation of the plan is the availability of resources in the form of manpower, funds and other logistical requirements. In line with the above, the following strategies are recommended for implementation of the Master Plan (2019 – 2034):

- i. Formulating effective development control strategies to ensure that the plan proposals are effectively implemented.
- ii. Strengthening technical and administrative capacities of Local Authority and Central Government departments as well as parastatals that will be involved in the implementation of the Master Plan. The implementation of the plan may mean increased workloads and responsibilities on the parts of Central Government and Local Authority institutions and hence this calls for improvements in personnel capacities both technically and administratively.
- iii. Coordination and harnessing of resources of all stakeholders to foster co-operation to ensure the smooth implementation of the development proposals. This will involve Central Government Departments, Bulawayo City Council, Donor agencies, NGOs and the private sector.
- iv. Ensuring that the private sector sees itself as partners with the public sector in the development process. It is expected that the private sector plays a key and leading role in the implementation of the development proposals e.g. re-development of the CBD and mixed use development zones and provisions of other social infrastructure such as Hospitals, Clinics, Day Care Centres and Schools. Importantly the Local Authority should provide an enabling environment while the private sector spearheads the implementation of commercial and industrial developments, tourism developments as well as other investment initiatives. These developments are expected to resuscitate economic developments as well as boost the local economy of the city.
- v. Improve community level participation in the development of the city through improvements in operations of the local level structures. A close working relationship with Civic Society Organisations will improve the overall oversight not obviate the supervisory and advisory roles of public officers in the plan implementation process.

7.4 Financial Strategy

- 7.4.1 The lack of financial resources to implement development proposals is one of the main constraints in the implementation of Master Plan proposals. Local Authorities are experiencing serious financial constraints. At the time of preparing the Master Plan, the

Local Authority was owed funds in excess of \$100 million. It is important for Local Authorities to devise innovative approaches to raise revenue to facilitate the implementation of the proposals. However, it should be noted that the implementation of the plan proposals is possible through investments by the public and private sector. There are several financial institutions in Zimbabwe, namely the Infrastructural Development Bank of Zimbabwe, Commercial Banks, Pension funds, Building Societies, Insurance companies, the African Development Bank, Donor Agencies and International financial institutions. The Local Authority should approach these institutions to market and sell the project proposals for possible funding. Existing and possible sources of funding for the implementation of plan proposals include:

- i. Budget provisions for capital projects
- ii. Grants/Technical Assistance; Bilateral Cooperation Programmes
- iii. Loans – World Bank, Local Commercial Banks e.g. Capital Bank, Standard Chartered, Stanbic, CBZ, Infrastructural Development Bank of Zimbabwe, National Building Society, Pension funds and insurance companies.
- iv. Own Funds – Council revenue and private sector investments

Monitoring and Review Mechanisms

- 7.4.2 Monitoring plan implementation, relates to activities which are geared towards the implementation of plans, it is related to activities which are geared towards measuring progress in terms of plan performance. This involves measuring the extent to which the implementation of plan proposals in meeting the set goals and objectives of the plan. The monitoring exercise should be the responsibility of all the implementing institutions and the residents of Bulawayo. The monitoring of the performance of Bulawayo Master Plan area in itself should be a management tool for providing information to departments to assist in decision making and check on the plan's performance.
- 7.4.3 The plan review component should be seen as a stage in the planning process and should be aimed at enhancing the plan's responsiveness to changes in the planning environment. As the City grows and develops, there will be new challenges. The challenges call for appropriate intervention measures, in line with the plan recommendations as well as to identify challenges to implementation. As a result, it is suggested Bulawayo Master Plan be reviewed after every five years. It is further recommended that the responsibility of reviewing the plan be the responsibility of the Town Planning section.

Plan Implementation Tools

- 7.4.4 The greatest drawback in the successful implementation of Master Plans is the non availability of implementation tools in the form of land use zoning plans, land use activity

regulations, policies and standards which are specifically formulated to address settlement peculiarities. Master Plans are development guides which should contain implementation tools as integral parts of the plan documents in line with best practices.

7.4.5 It is expected that as an implementation tool, land use zoning and land use activity regulations and standards implements the following activities as part of the Master Plan document, amongst others:

- i. Mixed Uses zones
- ii. Designated land uses as well as permitted uses within land use zones
- iii. Access to land uses, general circulation patterns, pedestrian walkways and bicycle lanes
- iv. Density, intensity and scale of developments in various parts of the City, including minimum and maximum permitted densities
- v. Creating buffer zones and landscaping

7.5 INSTITUTIONAL ROLES AND RESPONSIBILITIES FOR PLAN IMPLEMENTATION

Introduction

7.5.1 Plan implementation is reportedly not linked to the Local Authority budget. Nowhere is this evident than in the failure to implement most of the Master Plan provisions due to lack of budget allocations. Volume 1 of the Master Plan, Review of the 2000 Master Plan indicated that there was a perceived low uptake of projects proposals contained in the operational Master Plan. A closer look at the institutional framework revealed that there are several institutions involved in the implementation of a Master Plan. The Report of Study indicated that within the City there are several administrative structures with autonomous powers and in some cases overlapping functions. Findings from the Report of Study is the prevalence of sectoral planning – absence of integrated planning where all the sectors are brought together to formulate a common strategy.

Bulawayo Master Plan Implementation and Co - ordination

7.5.2 It is recommended that to address the challenges being experienced in implementing Master Plans, there is need to facilitate implementation co-ordination. This will entail working together by various stakeholders to achieve a common goal bearing in mind that there are various stakeholders whose roles and responsibilities should be towards attaining the common goal. In this case, it has been demonstrated that there are many actors which should facilitate towards the implementation of the Bulawayo Master Plan. The co-ordination mechanisms would entail that implementation of various developmental activities is guided by the goals, objectives, strategies and relevant policies contained in the Master Plan. In addition, this would minimise duplication and ensure that the implementing agencies are held accountable for proposals within their mandate. Implementation co-ordination would also ensure effective and timely dissemination of

information so that stakeholders would know what is happening in other sectors. This will ensure that there is a common understanding, mainstreaming, and alignment of roles and responsibilities to achieve common objectives and targets. There is need for the establishment of a Plan Implementation Coordination Agency.

- 7.5.3 Due to the number of institutions undertaking various activities to achieve the objectives of the plan, the discussion is relevant under the present circumstances. The Master Plan proposals should be viewed as a phased program whose implementation span is over a 15 year period. In view of the sectoral nature of the proposals there is need for effective coordination of the various stakeholders which have a stake in plan implementation. This could be realised through the introduction of a Bulawayo Master Plan implementation Coordination function in the form of an Agency or committee. All the proposals have their advantages and disadvantages. The establishment of a new BMP Agency can be viewed as adding a new structure to an already congested landscape in the form of committees. On the other hand, the introduction of a plan coordinating function to an already existing committee structure may be viewed as adding responsibilities to already overburdened committees with new functions that they may not find easy to perform. As a result the establishment of a Plan Implementation Coordination function is more appealing.
- 7.5.4 For the Agency to be effective, its mandate should be recognised by all other stakeholders who have a stake in the implementation of the Master Plan. Plan coordination and monitoring should constitute the core activities of the Agency. Without good co-ordination, implementation would be problematic. There is need for a structure that would know who is doing what in fulfilling the plan provisions. The successful implementation of the Master Plan proposals, clearly assigned roles and responsibilities amongst the relevant departments, institutions and organisations has to be clearly outlined. Below is a summary of the proposed roles and responsibilities of various stakeholders:

Table 7.2 Proposed Roles and Responsibilities of Implementing Institutions

Institution	Implementation Responsibility
BCC - Town Planning Section	Monitor plan implementation and periodically review the plan. Assist and advise on all technical matters relating to the implementation of development proposals and implementation of layouts. Advise the community on all physical planning matters. Ensure improved manpower capacity within the section to effectively monitor implementation and to play the relevant advisory role.
Department of Physical Planning	Provide policy guidelines and standards on Physical planning matters. Ensure that

	proposals for the expansion of the Municipal boundary is effected through gazettment.
Environmental Health	Responsible for implementing waste management (refuse collecting and disposal) practices; ensure improved capacities in the areas of manpower and equipment; undertakes awareness campaigns on environmental issues. Ensures that environmental protection and environmental impacts mitigation measures in the city are strictly adhered to and implemented. Responsible for implementation of the sanitary landfill.
Environmental Management Agency	Provide policy guidelines and standards on Environmental matters. Ensure that development proposals which may need EIAs or EMPs are undertaken.
BCC – Education Section	Implement proposals relating to the provision of primary schools
BCC – Health Department	Implement proposals relating to the provision of clinics
BCC – Engineering Department	Implement proposals relating to water and sewer. The department should ensure that there is adequate water and sewer provision to all the new development areas
ZINWA	Ensures adequate water supply to the city
The Private Sector	Investment initiatives in the establishment of businesses (commercial, industrial and tourism). The privates sector should also have a stake in the provision of housing as well as other civic and community facilities among others.
National Museum and Monuments	Ensure that the preservation and promotion of historic sites and cultural heritage is undertaken.
Zimbabwe Electricity Transmission and Distribution Company	Responsible for electricity supply and infrastructure. Ensure that all new areas are supplied with electricity
Tel One & Mobile Service Providers	Ensures that telecommunication infrastructure is in place during the plan period

Non Governmental Organisation	Advocacy, Capacity building amongst the residents of Bulawayo, skills development and other development initiatives in the city
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