



MUNICIPALITY OF GWANDA

Gwanda Town Master Plan

Draft Written Statement

Prepared by

OPUC Vision Enterprises t/a OPUC Consultancy
4243 Spitzkop Medium
Gwanda

Email: opucvision@gmail.com
info@opucconsultancy.co.za

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Chapter 1: INTRODUCTION

1.0 Background Information

Spatial Planning is key in the built environment as it seeks to promote a more rational arrangement of changing and dynamic socio-spatial activities with the hope of reconciling competing policy goals. The output is indicated on a plans, maps and drawings. The Municipality of Gwanda seeks to address its spatial planning obligation by reviewing its Operative Master Plan that was approved in 1997. The plan was expected to be reviewed towards the lapse of 15 years so as to align it with the everchanging socio-economic environment. Like any other urban settlement in the world, MOG has experienced significant changes in all aspects, hence the need to have an effective development management tool for its urban space. This review process is clearly stated in Section IV of the Regional Town and Country Planning Act, Chapter 29:12.

The following are the changes that took place after the approval of the Operative Master Plan and cannot be over emphasized:

- a) The granting of the Municipal Status to Gwanda in 1999 increased its obligations.
- b) Socio-economic developments and changes – population growth due to thriving gold mining industry in the Country, growth of informal sector, economic recession in the country, establishment of JM Polytechnic College and Land Reform Programme.
- c) The enactment of the Environmental Management Act (EMA) in 2003 made it mandatory for Local Authorities to consider environmental issues during implementation of developmental projects.
- d) Master Plans have been prepared without the benefit of a Strategic Environmental Impact Assessment (EIA) Study, hence 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.
- e) Spatial expansion of the Municipal of Gwanda in response to immigration that has increased the demand for housing. The surrounding land is degraded by rampant and artisanal mining activities.
- f) The increased usage of haulage trucks to transport goods inter and intra nations has led to the subsequent increase in the volume of transit traffic in Gwanda. Again, this has been

propelled by the railway line that has become a white elephant. This review should address challenges that come with the current traffic generated.

- g) The reduction in livestock production in the Region which has been the economic base.
- h) A new plan is required which incorporates the visions and aspirations of key stakeholders in the district during the period.

The Master Plan is expected to be a long term, forward planning development guide for the Municipality of Gwanda covering a period of 15 to 20 years (2024 – 2039). The Master Plan is supposed to be used as a development guide and control tool by the Local Authority and other stakeholders in the district. At this scale of planning, the Master Plan provides strategies, policy statements, proposals, recommendations and guidelines that deal with major issues of land use dispositions and land use activities; housing provisions; social and community services requirements and provisions; population dynamics; economic growth, investment promotion and employment creation; sustainable development and natural resources conservation/utilisation practices as well as social and physical infrastructural developments in the district. The Master plan aims to makes proposals on how land in the planning area will be utilised during the plan period in terms of land use zoning arrangements and development guidelines. The plan is expected not only to addresses physical elements, but also address social and economic issues as well as environmental concerns which will necessitate that development proposals be subjected to a Strategic Environmental Assessment (SEA). In addition, the plan is expected to formulate some spatial policies that will be aligned to the spatial proposals. The plan is therefore comprehensive and multi-sectoral in content and coverage.

1.1 Justification for the Master Plan Review

The Municipality of Gwanda Operative Master Plan has outlived its life span of 15 years since it was approved in 1997 and this has necessitated this review. The effectiveness of the plan has been compromised and the management of the urban space needed the alignment of the provisions and proposals of the statutory documents. The ‘**Presidential Call To Action**’ also compelled the Municipality to review its master plan which has been identified as one of the tools that can assist in achieving a satisfactory service delivery in the country by local authorities. Furthermore, the

socio-economic changes that have taken place over the years have to be addressed by this reviewed master plan so that the principles of sustainable development and adhered to.

Aims of the Municipality of Gwanda Master Plan 2024 – 2039

The Municipality sets out the main project objectives of the Master Plan Review to promote the attainment of its vision, objectives as follows:

- To formulate a plan that takes into cognisance the aspirations of the Municipality’s citizens.
- To guide development into the future, (year 2039), with a clear vision towards the achievement of sustainable development.
- To review the operative Master Plan so that it is in sync with the provisions of National Development Strategy 1 (NDS1).
- To align the operative Master Plan that has guided development for the past decade but is considered no longer adequate in view of changes in the socio-economic, socio-political environments in the Municipality.
- To safeguard the future development of the Municipality, through an-up-to-date plan with a clear vision.
- To review infrastructure provision for the Municipality in view of changing population, economic and social pressures. Special attention to be given to:
 - Water: Problem of water shortage which continuously affected the Municipality. The Master plan is expected to provide long term strategies for the sustainable provision of water.
 - Sewer: Address the problem of waste disposal including waste treatment works, recycling and pollution control.
 - Energy: Identify the Municipality’s potential energy needs and sources, with emphasis on environmentally friendly renewable energy sources.
 - Transport: Review the Mater Plan Road proposals and provide long term transportation plan for the economic movement of goods and people.
 - Telecommunications: Ensure service availability to facilitate ease of communication and support economic growth.

1.2 Geographic Location, Size and Boundaries

A master plan is a long-term plan that needs in-depth planning consideration especially on the boundary delimitation. Since this exercise involves the review of an operative master plan, there

is an existing proposed master plan boundary that entailed the incorporation of abutting farms in the Municipal boundary. In view of that, the neighbouring district which is Gwanda Rural District Council had to engaged on the farms and the extension of the Municipal boundary. The two local authorities agreed that the study area shall include the farms as listed in the operative master plan. The farms to be considered for incorporation are Doelfontein, Deneys, Exchange, Judds, Hampden Place and Makwezi. It should be noted that some of the current developments that are happening with Judds, Doelfontein, Deneys and Makwezi farms are following the provisions of the operative Master Plan for MoG. Emphasis should also be that the development of MoG can note be in isolation and some developments can span across into the neighbouring local authority. The study area is as depicted on Figure 1.1. The Report of Study revealed that land is insufficient within the gazetted boundary for the Municipality of Gwanda and subsequently it was agreed in a stakeholder meeting that the Master Plan makes proposals on land adjacent the current municipal boundary. The properties that are being proposed for incorporation are under the administration of Gwanda Rural District Council which is one of the stakeholders in the preparation of this Plan. This proposed planning boundary is in accordance with the provision of section 14(6) of the Regional, Town and Country Planning Act, Chapter 29:12.

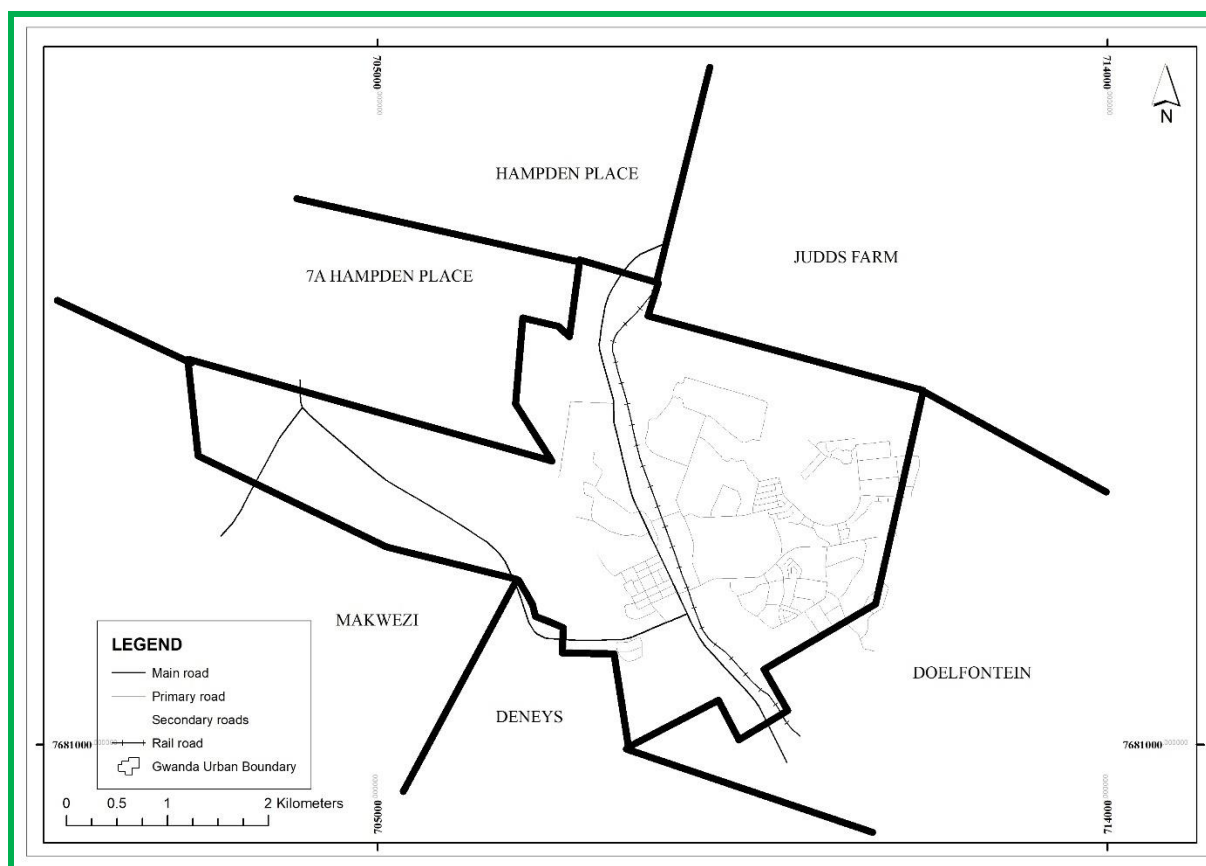


Figure 1.1. Master plan study area (Source: OPUC 2023)

1.3 Municipality of Gwanda Master Plan Review

1.3.1 Statutory Provisions

The review of the Municipality of Gwanda Master Plan is provided for in Part IV of the Regional, Town and Country Planning Act, Chapter 29:12 and is further articulated in the Master and Local Plan Regulations (No. 248 of 1977). All the processes that are to be followed are clearly stated in these statutes and the processes promote community ownership of the plan. The reviewed master plan shall be approved by the Minister and shall be operative from 2024 to 2039 as it would have superseded the Operative Master Plan of 1997. The Municipality of Gwanda will be expected to implement the provisions of the approved Master Plan and constantly monitor and review it for maximum positive results. Spatial development thrust, proposals, guidelines and controls for future development will be provided for in the Master Plan. Areas that will need specific attention will be identified and the preparation of Local Development Plans will be recommended.

1.3.2 Form and content of the Municipality of Gwanda Master Plan

Since a Master Plan is a statutory document, it should have a certain form and content. The plan has two main documents, namely, Report of Study and the Written Statement.

Report of Study: Produced after data collection using different methods which include baseline surveys, meetings, focus group discussions, interviews, key informants, observations, existing literature or documents and questionnaires. The document basically contains all the findings as they exist in the study area and these are further depicted in accompanying maps and diagrams. In conclusion, key development issues, challenges, opportunities and constraints are also stated in the Report of Study.

Written Statement: This is the guiding document for Spatial Planners since it contains the summary of planning issues based on themes derived from the Report of Study, identified or formulated policy goals, policy objectives, actions, indicators, assumptions as well as risks and mitigation. The proposals will facilitate the sustainable development of the planning area for the next 10 to 15 years. There will a Proposals Plan or Map which will be depicting the suggested spatial developments for the study area during the plan period.

1.4 The structure of the Written Statement

The Written Statement is divided into 4 parts as indicated below;

PART A: Introduction

This part includes the background information, justification of the Master Plan Review, Master Plan review which addresses statutory provisions, form and content of the master plan, structure of the written statement as well as the Master Plan Area.

PART B: Summary of key planning issues, challenges and opportunities

A brief resume of the key planning issues arising from the Report of Study that should be addressed by the Written Statement. These issues are outlined based on themes for ease of coining of proposals for identified challenges and effectively exploit opportunities found in the study area.

PAR C: Strategies and Proposals for Future Development

This part contains detailed policies and proposals for the Master Plan with corresponding set of objectives, actions, indicators, assumptions, risks and mitigation. The spatial implications of the detailed policy objectives and proposals are acknowledged and presented on the **Proposals Map**

PART D: Implementation and Management of the Master Plan

Prioritisation of projects during the implementation of the Master Plan which will call for the phasing of the developments. Financing of the Master Plan is also detailed in this part. Administration of the plan in terms of the different implementing agencies with their roles is also explained in this Part.

CHAPTER 2: SUMMARY OF KEY PLANNING ISSUES, CHALLENGES & OPPORTUNITIES

2.1 Gwanda Municipality's Regional Setting

MOG is the Provincial Capital which gives it the competitive advantage over other urban settlements in the Province. It is well connected with both road and rail way network which links the Municipality with other urban settlements in and out of Zimbabwe. There is need to promote the development of the aerodrome so as to improve the connectivity with the rest of the world. There is high level of service provision due to the availability of all government departments, agencies and ministries which are also the biggest employer in the urban settlement. The town is predominantly a service economy rather than being an industrial one which should be creating employment for the community and increasing the revenue base.

2.2 Physical Characteristics

The town enjoys long periods of sunshine which can be used in the generation of solar energy not only by residents but to a certain extent large scale seasonal energy generation. MOG's climate is generally low in humidity, enjoys many hours of sunshine which offer considerable advantages to agriculture and tourism. Degradation of the physical environment as a result of digging of burrow pits for sourcing of sand and gravel which are never rehabilitated. In addition, the indiscriminate dumping of construction rubble deface the landscape which may sterilize such areas in terms of developments. Gwanda has a rocky and hilly terrain which poses a number of problems for the current and future development. The rocky nature of the land increases the cost of development especially in the provision of infrastructure such as roads and sewer reticulation. Such land, especially where there are steep slopes, is unsuitable for development which therefore limits the options for the expansion of the town.

2.3 Existing Land Use, Disposition, Activities and Allocation

Planned land for residential development is still lies undeveloped even after being services due to the economic meltdown. These undeveloped stands become a nuisance in the neighbourhood as they become dumping grounds. There still some areas of the high-density residential development

that do not have services in the form sewer and water all because of the approach that was used to alleviate housing shortage.

MOG does not have well established manufacturing industries and there are industrial areas that have not been developed and allocated regardless the high demand for such land. Recently, there has been a mushrooming of service industrial development within the railway servitude which is against the town planning principles. Gwanda CBD is somewhat undergoing decay 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. Contrary to this, there is need to decentralize some of the activities within the CBD by constructing the proposed District Shopping Centres.

There are some land use incompatibilities within residential areas in the town. These 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. Ideally, some these activities are supposed to be established through special consent applications, but due to lack development control, these are being established unprocedurally. Informal sector activities are being undertaken in areas undesignated for commercial use and these are operating from temporary and makeshift structures and on the pavements creating a conflict with pedestrians and motorists. Residential development is the dominant landuse with few ancillary uses such churches, open spaces, shopping facilities and recreational spaces.

2.4 Population, Households and Employment

According to the 2022 census, MOG has a population of 27143 compared to 20227 of 2012. The gender distribution is 12770 males and 14373 females. In terms of the characteristics of the population Gwanda 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. Female population is more than males in the Municipality'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.

The unemployed population within the working age group is composed of the 15 to 34 years age group who make the high number of unemployed population or those looking for work. Considering formal employment, government is the highest employer in Gwanda where as in the informal sector, the majority is in artisanal mining.

2.5 Local Economy

The local economy of Gwanda is fundamentally weak and there has been a significant lack of inward investment in productive wealth creating industries. As a result, the town lacks dynamism and has problems addressing other important social and infrastructure needs. Gwanda's economic base may be said to be anchored on gold mining, commercial enterprises, formal sector employment in the public sector, self-employment in vending and light industry, the Non-Governmental sector as well as agriculture. Certainly, the need to improve Gwanda's economic performance must be the cornerstone of this Master Plan Review.

2.5.1 Mining

Gwanda town is surrounded by established mines as well as illegal mines. These mines benefit from the town in terms of accommodation although some of them have housing within the mine premises. Some of the proceeds from the mines are the ones that are developing the housing and the commercial sector with the study area. Mining activities have left a lot of scars on land that is earmarked for urban development. There is need for extensive engagement of the Mining office on siting of new mines within the planning the boundary. The difficult terrain of Gwanda is now being worsened by these rampant mining activities. The municipality therefore has to draft a mining policy that will control the activity and minimize environmental degradation.

2.5.2 Agriculture

MOG is in Region V which is known for cattle ranging and other agricultural activities. There is need for the establishment of a value addition facilities in Gwanda especially looking at the

agricultural products. A proper agricultural market can be established especially considering that the existing Agricultural Show Grounds has become a white elephant.

2.5.3 Property Development

This sector includes the construction of houses, commercial buildings, servicing of stands with water, sewer, and roads, but to mention a few. The property industry is growing for those that have the buying power.

2.5.4 Informal Sector (SMMEs)

Gwanda town's economy is experiencing a significant growth in the Small, Medium and Micro Enterprises. Consequently, there is need to plan for this sector and policies to guide their operations should be formulated.

2.5.5 Retailing and Wholesaling

Industrial development in Gwanda has been very slow if not none at all. There is need for aggressive marketing, promotion and attraction of industrial investment especially the manufacturing sector that will subsequently attract other economic activities. Currently, the significant activities are retailing and wholesaling and they part of the revenue base for the municipality besides being the employers.

2.6 Housing

The housing waiting list for the municipality was 21161, as of December 2023, which reflects that there is high demand for housing. However, given the ratio of income and the cost of acquiring land to constructing a dwelling, the economic demand of houses may be generally lower.

Notably, the municipality managed to redevelop the Jahunda Residential houses from one roomed bachelor's dwellings to 2 or more roomed family units. There is need to upgrade the old suburbs to freehold title through facilitating for the title surveys. Areas that were established without adequate services need to be attended to and the practice has to be avoided at all costs.

Continuous engagement of the private sector in the form land developers, in housing has to be promoted and water tight agreements signed supported by strict monitoring so as to protect the community from unscrupulous developers.

More land for housing development shall be availed by this master plan especially in areas with less mining activities. Further investigations shall be done prior the preparation of layout plans so as to identify land with minimum development costs.

2.7 Social Amenities

2.7.1 Education

There is a glaring inadequacy in educational facilities in Gwanda and this has led to hot sitting in primary schools and an alarming figure of dropouts at secondary level. Furthermore, the enrolment of locals in tertiary institutions is embarrassingly low due to the shortage of secondary educational facilities within the study area. The master plan shall promote the involvement of the private sector in bridging the gap since the land for such facilities is available.

The establishment of ECD centres in residential areas shall be controlled and done in accordance the standing provisions of the Act.

2.7.2 Health

The government and the municipality are expected to provide more health facilities since there is a high shortage of such facilities and there is need to create an enabling environment for other specialized services. Primary health care should be affordable to the ordinary resident of Gwanda and this can be achieved through partnering with community organization and non-governmental organizations. The existing Provincial Hospital has to be relocated to its new site so that a facility matching its category can be established.

2.7.3 Cemeteries

More burial space has to be planned for considering that the current cemetery is running out of space. The facility can either be extended or a totally different can be identified.

2.7.4 Community Facilities

There is considerable need for community facilities such as community hall, youth centres, women centres, churches, and other related facilities. Some of these facilities do not exist in Gwanda which

calls for partnerships in provision of these. Ideally, every 5000 people should have at least 3 community facilities.

2.7.5 Recreational and Entertainment Facilities

There is only one stadium in Gwanda which is also far lacking in terms of standard hence the need to provide a bigger site that can accommodate higher level of sport and entertainment. Against the background of high youth unemployment, it is therefore important to identify land suitable for sports and recreational facilities. The land should accommodate a football pitch as well as other court sports and parks and other passive leisure areas.

2.8 Infrastructure

This study identified some critical problems in the existing physical infrastructure and indicated future problems that may arise.

2.8.1 Water

Water shedding is also affecting the municipality although it only happens due to power and water bursts challenges. There is need to have a maintenance plan for the water network as well to upgrade it to meet the growing population and urban expansion. Researches should be done so as to reduce non-revenue water.

2.8.2 Sewage Reticulation

The sewage reticulation network is equally old therefore it is now prone to pipe bursts. Again, the population growth and the illegal gold processing from residential areas also contributes the overloading of sewer pipes which subsequently leads to overflows that pollute waterways and the environment. Areas that need pumping of sewage to the treatment plant, are affected by power outages and this eventually leads to flows to Mtshabezi River. There is need to harness all the waste water to the treatment works so that it can be further used for irrigation purposes.

2.8.3 Roads and Transportation

Gwanda has grown spatially making other areas further away from the CBD which presents the need for public transport provision. These newly built areas are poorly served by public transport, affecting accessibility. Due to the poor roads public transport services often experience overcrowding, particularly during peak hours. Limited investment in transport infrastructure, such

as bus stops and terminals, hampers the efficiency of public transport. Improving the quality of major and secondary roads can enhance transport efficiency and safety. There is need for constructing new roads and expanding existing ones can reduce congestion and support economic growth. Increasing vehicle numbers contribute to congestion, particularly in the town centre. Marriage, Ultra high have serious road problem which become impassable during the rainy season, affecting movement and transport services.

2.8.4 Energy

There is need to invest in solar and wind energy so as to enhance energy security and sustainability. Subsequently, this investment will boost economic performance as there will be reliable power supply. The service provider can now partner with the beneficiaries in the extension of the grid to underserved areas in order to improve access to electricity.

2.8.5 Telecommunication

Newly developed areas such as Spitzkop and Hampden have no access to telecommunications services thus the need for investing in high-speed internet and modern telecommunications infrastructure can support economic growth and access to services.

2.9 Environment

There is need to protect the natural environment since the soils and the ground are generally fragile. The prevalence of artisanal mining threatens the wet lands and the natural environment since mining is destructive in nature. Moreover, there is a need to improve the open space provision in the town and protect the vegetation. The attractiveness of the town is also dependent on the provision of greener spaces and this can be achieved through the formulation of an attractive environmental strategy.

2.9.1 Solid Waste Management

The erratic solid waste collection leads to dumping and environmental pollution especially when the litter is blown away by wind. Programmes that promote recycling and waste reduction can be introduced in communities as a way of minimizing the environmental impact of solid waste.

2.9.2 Pollution

The old dump site has to be properly managed so as to avoid air pollution due to the smoke that comes from it. The most disturbing part is that the dump site is located on the leese of JM Polytechnic College. Pollution of water bodies and water ways by over flowing sewage needs to be addressed before it becomes a health hazard. Illegal dumping and inadequate disposal facilities contribute to environmental pollution.

CHAPTER 3: STRATEGIES AND PROPOSALS FOR FUTURE DEVELOPMENT

3.1 Introduction

The master plan has several goals including:

- A) To ensure the availability of suitable land to meet the future needs of Gwanda town until 2039.
- B) To designate more land to accommodate adequate social and community facilities to meet the town's needs during the plan period.
- C) To provide for an efficient transportation system that meets the needs of the people during the plan period.
- D) To provide sustainable physical infrastructure to facilitate social and economic development.
- E) To develop Gwanda into an environmentally conscious and environmentally sustainable town.
- F) To establish a forward-thinking management for Gwanda town with adequate resources to meet the development needs of the town.
- G) To establish a strong economic base for Gwanda town by 2039

GOAL A: Land availability

Policy goal: To ensure the availability of suitable land to meet the future needs of Gwanda town until 2039.

Policy 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, the Municipality would suffer from slow or constrained growth and inability to attract investments and put pressure upon the 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.

Policy objective 1

To identify suitable and developable land within the built up areas for infilling wherever possible.

Policy explanation

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. 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 actions

- Identify pieces of land within the municipality boundary that is developable but undeveloped.
- Allocate land to potential beneficiaries

Policy assumptions

The undeveloped land has not been allocated

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Undeveloped land has not been allocated	There is a risk that the identified undeveloped land could have been allocated and relocation may not be possible.			√	Engage owners to expedite land development or invoke council by laws to repossess the land
Corruption	Because of corruption by council operatives, undeveloped land may remain as			√	Council needs to enforce anti-corruption regulations and the Zimbabwe Anticorruption

	such and not taken up for development,				Commission should be ready to pounce.
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Policy objective 2: Land

To encourage sub division of large plots into smaller units to enhance densification

Policy explanation

The policy on subdivisions of large properties seeks to enhance densification and furthermore identifies areas that need preparation of local plans such as the CBD and the Hampden Place. Land for housing development can be made available by using large areas comprising of small holdings that are not used productively by subdividing them into smaller stands to accommodate more dwelling units.

Policy action

- Devise attractive incentives to stimulate interest amongst large landowners to subdivide.
- Subdivide large pieces of land
- Policy indicators
- Number of properties identified for subdivision.
- Number of properties subdivided

Policy assumptions

- Landowners are keen on subdivision

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Landowners embrace the policy	There is a risk that the identified undeveloped land could have been			✓	Engage owners and impress upon them for the need for densification.

	allocated and relocation may not be possible.				
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Policy objective 3

To ensure that large properties or stands that lie undeveloped within the town are subject to higher rates.

Policy explanation

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 indicators

- 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 assumptions

- Corruption

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Corruption	Corrupt council operatives may not charge approved fares for land parcels.			✓	Council needs to enforce anti-corruption regulations and the Zimbabwe

					Anticorruption Commission should be ready to pounce.
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Policy objective 4

To expand development activities into the master boundary.

Policy explanation

Council needs to develop existing master plan boundary and where necessary enter negotiations with landowners for incorporation into the town. 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 to achieve coordinated development. 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 to achieve coordinated development.

Policy actions

- Expand various land uses into the master plan boundary area such as Makwezi, Judds, Dolfontein, Deneys, Koodvale and Exchange farms.

Policy indicators

- Layout plans developed for these farms
- Stands allocated

Policy assumptions

- No resistance from farmers and Gwanda Rural District Council.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Farmers and Gwanda Rural	Farmers and the surrounding local authority may			✓	High level engagements including

District Council embrace the policy	resist their land to be incorporated into the municipality				ministerial engagements will deflect this risk.
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Policy objective 5

To ensure land is available for the long term expansion of the town

Policy explanation

Admittedly, the municipality has acquired significant land in its hinterland. However, it should start overtures with the Gwanda Rural District Council to acquire more land for expansion beyond 2039.

Policy action

Engagement meetings with the surrounding local authority and farmers to obtain land for municipal expansion.

Engagement at ministerial level to avail more land for municipal expansion.

Policy indicators

- Engagement letters
- Number of engagement meetings.

Policy assumptions

Government policy does not hinder municipal expansion into the hinterland.

Farmers and surround local authority do not resist urban expansion.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Farmers and Gwanda Rural District Council embrace the policy	Farmers and the surrounding local authority may resist their land to be incorporated into the municipality			√	High level engagements including ministerial engagements will deflect this risk.

Changes in government policy	Changes in government policy may make it difficult for the town to expand outwards into the hinterland.	√			Conduct strategic environmental assessments to foresee and mitigate adverse effects of government policy on municipal expansion.
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GOAL B

Policy Goal: Social and community facilities

To designate more land to accommodate adequate social and community facilities to meet the town's needs during the plan period.

Goal explanation

The development of social facilities has social and economic dimensions. These must be tackled in the fields of education, health, leisure and law and order. The proposals would be made within the context of the seventeen sustainable development goals which United Nations is working to achieve by 2030 namely quality education as well good health and wellbeing.

Policy objective: EDUCATION

To make provision for Pre-School, Primary, Secondary and Tertiary Educational facilities that will ensure that the Municipality of Gwanda community benefit from educational services in line with the standards in Zimbabwe.

Early Childhood Development Centres - explanation

The assumed standard that each pre - school will have is 1 preschool per 10 000 people. Therefore, taking the middle growth variant provision projected population of 70095 by the year 2040, Pre – school going children will be 7000. Using population figures as indices future population growth, stated assumptions and standards it means that 7 pre - schools will be required in town by the end of the plan period. If the existing 13 pre - schools are discounted an additional 8 pre - schools have

to be provided for Gwanda. These facilities have to be located in strategic locations which neighbourhoods on plots that have been designated for civic and community.

Primary Education

As per provision 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. 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

Secondary Education

Secondary Schools will be provided on the basis of the national standard of 1 secondary school for every 5 primary 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.

Vocational and technical training centre

Currently there is no vocational training centres in the Municipality to equip the youths particularly those who do not have basic ‘O’ Level passes with requisite skills of making a living. Such youths end up spending a lot of time loitering resulting in them engaging in illicit activities.

Policy Action

- The Municipality will facilitate for the development of:

- a) Early Childhood Development (ECD) and day care facilities to meet the needs and demands of communities.
 - b) Primary schools
 - c) Secondary Schools
 - d) One technical and vocational training centre
- Robust monitoring to ensure that there are no illegal centres operating in the Municipality.
 - The Municipality need to expand infrastructure in congested council/ government schools to cope with demand.
 - Encourage private developers to offer these services.

Policy assumptions

- Availability of land
- Availability of funds
- Corruption

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	Financial resources may be inadequate to bankroll the policy			√	Engage on built, operate and transfer schemes. MOG needs to explore other fund-raising initiatives such as donations.
Availability of land	There might be shortage of land for widespread	√			The master plan will make provisions for such land

	development of facilities				
Corruption	Land for developing may be offered to people with no capacity owing to corruption			✓	Council needs to enforce anti-corruption regulations and the Zimbabwe Anticorruption Commission should be ready to pounce.

Policy objective 2: Health

To provide adequate health facilities that are accessible to all health residents to ensure a health Gwanda municipal community.

Policy explanation

The objective 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 health level and specialist health facilities within the town. In addition, permission through special consent will be granted for the establishment of health facilities e.g. surgery, clinics and hospitals in the residential neighbourhoods.

With a projected population of 70095 by the year 2040 and a population threshold of one clinic for every 50 000 inhabitants one clinic will need to be provided. Discounting the one that already exist, one more clinic need to be provided for. These should be developed in the proposed future expansion areas and sites designated in the Land use map.

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.

Policy indicators

- Municipal'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 town. 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.
- The Local Authority in collaboration with the Ministry of Health and Childcare shall ensure that adequate resources are allocated to equip existing and construct government health facilities. The responsible authorities shall ensure that the hospitals and clinics have good facilities and appropriately qualified and support staff. Provision will be made for:
 - a) the construction of the district hospital and additional hospitals to meet future population growth
 - c) Additional local clinics to meet future population growth
- Provide land for the development of private health facilities.

Policy indicators

- Municipal health policy
- Number of ha of land available for public health facilities
- Number of ha available for private health facilities

Policy assumptions

- Land is available for private and public health facilities development.
- Stakeholders embrace the health policy.
- Financial resources are available to implement the policy.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	

Availability of financial resources	Financial resources may be inadequate to bankroll the policy			√	Engage on built, operate and transfer schemes. MOG needs to explore other fund-raising initiatives such as donations.
Availability of land	There might be shortage of land for widespread development of facilities	√			The master plan will make provisions for such land
Corruption	Land for developing may be offered to people with no capacity owing to corruption			√	Council needs to enforce anti-corruption regulations and the Zimbabwe Anticorruption Commission should be ready to pounce.

Policy Objective 3: Social services – community halls, youth centres, libraries

To provide appropriate and adequate civic and community facilities in the municipality.

Policy explanation

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. 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 established 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. There is only one public library in the Municipality, and this is small small relative to demand. 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 action

- Availing land for the development of community hall, youth centre and public library. The facilities to be developed shall include community halls, youth centers and public libraries. The location of the facilities will be done in such a way that they are easily accessible.

Policy indicators

Number of community halls, youth centres and public libraries constructed.

Policy assumptions

- Land is available
- Financial resources are available

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	Financial resources may be inadequate to bankroll the policy			√	Engage on built, operate and transfer schemes. MOG needs to explore other

					fund-raising initiatives such as donations.
Availability of land	There might be shortage of land for widespread development of facilities	√			The master plan will make provisions for such land
Corruption	Land for developing may be offered to people with no capacity owing to corruption			√	Council needs to enforce anti-corruption regulations and the Zimbabwe Anticorruption Commission should be ready to pounce.

Policy Objective 4: Social services- old people's homes

To liaise with private developers, the Department of Social Welfare and Non Governmental Organisations for the development and or maintenance of existing retirement/Old People's Homes. The homes shall be developed to meet the requirements of the Department of Social Welfare.

Policy explanation

This policy is aimed at soliciting for support from various stakeholders to ensure that the Municipality provides an enabling environment to meet the needs of elderly. There is one old people's home in Gwanda town which is in a s very poor state and needs refurbishment. 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 town and government's social welfare department hence requires a collaborative approach to assist these senior citizens.

Policy action

- Refurbish and equip the existing Old People's Home
- Allocate land for new Old People's Homes
- Mobilising for potential partners for the development of Old People's Homes

Policy assumptions

- Land is available
- Financial resources are available.
- There are partners willing to invest in the development of Old People's Homes.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	Financial resources may be inadequate to bankroll the policy			√	Engage on built, operate and transfer schemes. MOG needs to explore other fund-raising initiatives such as donations.
Availability of land	There might be shortage of land for widespread development of facilities	√			The master plan will make provisions for such land

Availability of willing partners	There is a risk that potential partners to deliver the policy may not be available.			✓	Advertise and search widely for suiters.
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Policy Objective 5: Social services – cemeteries and crematoriums

To allocate land for the development of cemeteries and crematoriums in the planning area.

Policy explanation

The town has two cemeteries which were decommissioned and one operational which is fast filling up and hence the need for more burial space. Efforts to avail additional land have been undertaken through the expansion of existing cemetery sites. However, the expansion areas are fast filling up and hence new sites will be identified in the Gwanda Master Plan Boundary. At the same time, currently, there are no crematorium services in Gwanda but in the context of land shortages and in accordance to some cultures, such services are relevant.

Policy action

- Identify land for the establishment of a cemetery and crematorium
- Advertise widely for availability of land for crematorium services

Policy assumptions

- Land is available
- People willing to invest in crematorium are available

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	

Availability of financial resources	Financial resources may be inadequate to bankroll the policy			✓	Engage on built, operate and transfer schemes. MOG needs to explore other fund-raising initiatives such as donations.
Availability of land	There might be shortage of land for widespread development of facilities	✓			The master plan will make provisions for such land
Availability of willing partners	There is a risk that potential partners to deliver the policy may not be available.			✓	Advertise and search widely for suiters.

Policy Objective 6: Social services - Law and order

To promote peace, law and order in the neighbourhoods

Explanation

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 actions

Law and Order shall be supported through the following measures:

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

Policy assumptions

Land is available for developing new police posts, and bases.

Number of neighbourhood watch committees

Number of police bases. Posts and stations established

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	Financial resources may be inadequate to bankroll the policy			√	Engage on built, operate and transfer schemes. MOG needs to explore other fund-raising initiatives such as donations.
Availability of land	There might be shortage of land for widespread development of facilities	√			The master plan will make provisions for such land
Availability of willing citizens.	There is a risk that residents may not embrace the policy.			√	Robust community engagements

Policy Objective 7: Social service - Sports and recreation

To provide for appropriate & adequate sports and recreation in the municipality

Policy explanation

Leisure time refers to time spent away from business or work. In the case of the unemployed or under employed this amounts to a considerable time. This objective has two main aims - ensuring that the youths are kept busy to prevent crime especially for those not at work as well as maintaining a health lifestyle for the general population. The provision of sports, recreational and entertainment facilities is meant to meet the needs of those who leisure pursuits to relax.

Sporting facilities - explanation

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 Municipality will have to work in collaboration with many different organisations such as soccer, 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.

Open spaces

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 town is not able 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.

Entertainment facilities

Entertainment facilities will be permitted in the CBD and commercial centres subject to approval by the Municipality. Within the town, the development of food courts, entertainment and other ancillary uses shall be permitted in the business zones subject to the approval by the Municipality.

Policy actions

- Setting aside land for for public and private sporting activities at a ratio of 1.2 hectares per thousand people.
- Provision of active open spaces for children at 0.5 hectares per thousand people
- Public Open Space will be provided at a ratio of 6.8 hectares per thousand population for parks and game reserves for relaxation and recreation. In some instances, the parks will also act as buffers for streams and rivers.
- Existing public open spaces will be improved and maintained for improved.
- Engaging public schools to allow community to use their sporting facilities.
- Setting aside land/ space for food courts, entertainment, and other ancillary uses.

Policy indicators

- Hectarage of land set aside for sporting, open spaces for children, open spaces for games and parks.
- Reports on routine maintenance of existing public open spaces
- Minutes or letters confirming engagements with schools for the community to use their sporting facilities.
- Space provided for food courts, entertainment facilities and ancillary activities n the master plan

Policy assumptions

- Land is available for open spaces and recreation facilities.
- Funds are available to manage open spaces
- Private sector is willing to manage open spaces

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	Financial resources may be inadequate to			√	Engage on built, operate and transfer schemes.

	bankroll the policy				MOG needs to explore other fund-raising initiatives such as donations.
Availability of land	There might be shortage of land for widespread development of facilities.	✓			The master plan will make provisions for such land
Availability of willing private sector.	There is a risk that private sector may not embrace the policy.			✓	Robust community engagements

Policy Objective 8: Social services - Housing delivery

To improve housing delivery for the population of Gwanda town

Policy Explanation

The rapid increase in the population of Gwanda town is unmatched with housing delivery. Hence, there is a need to expedite housing delivery for the town.

Policy action

- Develop programmes for making land for developing residential properties more accessible through:
 - a) Encouraging the formation housing cooperatives
 - b) Following the housing waiting list in allocating stands
 - c) Developing friendly payment plans particularly for the low income groups.
 - d) Partner the banking sector to help in delivering housing.
 - e) Regulate the activities of private land developers to ensure they perform the work in accordance to original agreements through establishing a monitoring plan.
 - f) Encourage residents to mobilise in groups to buy land from council to eliminate middlemen in the form of land developers.

Policy indicators

- Number of active housing cooperatives
- Friendly payment terms for the low-income groups
- Number of partnerships with banks for housing delivery
- Number of monitoring visits/ meetings with land developers.
- Number of groups that have self mobilised for the purchase of land from council.

Policy assumptions

Financial resources are available

Availability of willing partners from the banking sector.

Availability of land.

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of land for expansion	There is a risk that suitable land for expanding water works may not be available at the current site.			√	The master plan will provide for land.
Financial resources	The municipality may have limited financial resources to implement the policy			√	Explore other fund-raising options like donations and partnership with other organisations
Community commitment to groups formation	Members of the community may fail to organise to			√	Continuous engagement with such groups and

	purchase land at relatively cheaper price directly from council to help eliminate the middlemen in the form of land developers. In addition, housing cooperatives formed may fail to function to achieve set out objectives.				mentoring these groups by the Municipality.
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Policy objective 9: Social services – Places of worship

To reduce the prevalence of worshipping from undesignated areas.

Policy explanation

The planning area has several places of worship including churches that operate on designated and undesignated places. Some operate from buildings, homes and there are several churches that practice open air worship. The open-air worship churches pose a health hazard due to lack of ablution facilities and they pollute the environment.

Policy action

- Allocate land for churches and other places of worship.
- Encourage churches to purchase such land
- Monitor and fine those worshipping from undesignated areas.
- Encourage churches who cannot afford to construct their buildings to rent from other churches.

Policy indicators

- Number of stands allocated for places of worship
- Number of churches still practising open worship
- Number of properties bought by churches
- Number of fines paid for worshipping from undesignated area.

Policy assumptions

- Land is available for places of worship
- Citizens cooperate.

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Resistance from churches	There is a risk that churches could resist buying stands because of lack of financial resources or because of specific church ideologies.			✓	Robust enforcement of laws.
Availability of land	There might be shortage of land for widespread development of facilities.		✓		The master plan will make provisions for such land

GOAL C

Policy goal: To provide for an efficient transportation system that meets the needs of the people during the plan period.

Policy explanation

Transportation refers to how 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, motorcycle, 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.

Policy Objective 1

To enhance and improve the road network in the Municipality to improve internal links and reduce the impact of heavy traffic traversing through the town.

Gwanda town has only two outlets to suburban areas and this result in traffic congestions particularly during peak hours. The Bulawayo-Johannesburg Road traverses through the CBD, compounding congestion issues in the town. In addition, most roads in suburban areas are not surfaced and this promotes soil erosion and dust pollution.

Policy action

- Widen existing outlet roads to high density areas to make it a dual carriageway road to accommodate more traffic. The RoS revealed that traffic volume was exceptionally high particularly along Bugburn road.
- Establish a new road to link high density areas with the town to avoid reliance on the two existing routes. This route could be constructed to connect Dolfontein/ Hlalani Kuhle suburb with the Gwanda – Bulawayo Road.
- Construct a new road to bypass the existing CBD to reduce traffic congestion. In this regard, a bypass road could be constructed to the east of the town to ensure that traffic to Beitbridge and South Africa may not need to pass through the town.
- Enforce local by-laws to ensure that haulage trucks do not park in the CBD.
- Surface all internal suburban roads to reduce erosion and air pollution.

Policy indicators

- Number of roads from the CBD that have been widened.
- Number of km completed in the construction of a new road linking Dolfontein/ Hlalani Kuhle suburb with the CBD
- Number of km completed in the construction of a bypass road.
- Number of tickets issued for flouting traffic bylaws.
- Number of km of surfaced suburban roads.

Policy assumptions

- Financial resources are available.
- Political and economic stability

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	Financial resources may be inadequate to bankroll the project			√	Engage on built, operate and transfer schemes. MOG needs to explore other fund-raising initiatives such as donations.
Political stability	Political instability may derail the policy as government efforts are likely to be focused on political contestations	√			The national constitution is robust enough to preclude such.

Policy objective 2

To construct fly over bridges on all road-railway level crossings in the planning area.

Policy explanation

Rail-road inter-sections increase the risk of accidents and hence the need for flyover bridges at the Bigburn road, Jacaranda roads and at the proposed new road to link Hlalani Kuhle Suburb and the CBD.

Policy actions

- Engineering diagrams.
- Fundraising.
- Construction of fly over bridges.

Policy indicators

- Completed and functional fly over bridges.

Policy assumptions

- Availability of financial resources
- Natural hazards

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	Financial resources may be inadequate to			√	Engage on built, operate and transfer schemes.

	bankroll the project				MOG needs to explore other fund-raising initiatives such as donations.
Natural hazards	Natural hazards such as earthquakes or volcanoes may blow away infrastructure under construction	✓			The master planning area is tectonically inactive.

Policy objective 3: To promote an integrated transport system that will meet demand through transparent regulation.

Policy explanation

The transport system in the city shall be integrated, interlinked, economic and responsive to the needs of the Gwanda town community. Public Transport by road will aim at phasing out the smaller forms of transportation in favour of larger buses 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 Gwanda town's linkages nationally and internationally.

Policy action

- Development of a public transport plan that seeks to consider 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, 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 taxi operators.

- Elimination of pirate taxis
- Introduction of buses and commuter omnibuses/ minibuses as means of transport
- Robust traffic laws enforcement
- Designate bus terminuses for both long distance and short distance transport outside the CBD
- Upgrade the existing long distance bus terminus for the municipality to gain more revenue from operations
- Designate pick up and drop off points for local commuter omnibuses outside the CBD.

Policy indicators

- Public transport plan for the town
- Number of buses/ minibuses introduced.
- Number of tickets issued for flouting traffic laws
- number of bus terminals established
- Number of commuter pick up and drop off points established.
- Upgraded long distance terminal.

Policy assumptions

- The public transport plan is embraced by the residents
- Bus operators are available to provide the service
- Pirate taxis operators do not become militant to oppose the public transport plan

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Resistance to the public transport plan	Residents and taxis operators may resist the transport plan			✓	Stakeholder engagement will deflect this risk.

Availability of bus operators	There is a risk that reputable public bus operators may not be available to offer the service		√		Advertise widely for the opportunity to offer transport
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Policy objective 4

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.

Policy explanation

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. The Municipality 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 action

- Establish pedestrian walkways and cycle tracks along major roads. We noted that a significant proportion of the Gwanda population walks to and from work and hence pedestrian walks ways will reduce congestions and will also provide safe space for those interested in jogging.
- Provide land for the establishment of truck stops out of the CBD to reduce traffic congestions.
- Introduce a parking management system and or secured parking system in the CBD to increase Municipal revenue.
- Conduct a study to establish long term parking needs for the CBD.
- Follow the recommendation of the study.

Policy indicators

- Pedestrian walkways/ cycle tracks constructed.
- Number of sites set aside for the construction of truck stops.
- Parking needs established.
- Number of parking lots established.

Policy assumptions

Financial resources are available.

Land resources is available.

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of funds	Financial resources may be inadequate to bankroll the project			√	Engage on built, operate and transfer schemes. MOG needs to explore other fund-raising initiatives such as donations.
Availability of land	There is a risk that land for developing truck stops and parking lots may not be available			√	The master plan should provide for such land in the outskirts.

Goal D

Policy goal: To provide sustainable Physical Infrastructure to facilitate social and economic development

Policy objective 1: Telecommunications

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

Policy explanation

The Municipality shall advocate and facilitate the regular improvement and updating of its telecommunications systems. To this end the Municipality shall keep abreast to the latest technological developments and maintain a dialogue with the main service providers to ensure its needs are always met. The RoS revealed that there was poor cellular network coverage in some parts of the town.

Policy actions

- Advocate for the establishment for more base stations to ensure that the whole town is covered with cellular phone signal.
- Engage post and telecommunication service providers like TelOne to expand coverage to all sections of the town.
- Adopt new digital communication systems using satellites to improve connectivity

Policy indicators

- Number of new base stations.
- Extent of coverage by landline telephone system in Gwanda town.
- Policy assumptions
- Service providers are willing to expand infrastructure
- Communities embrace new telecommunication technologies

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	

Service providers maybe reluctant to expand infrastructure	Telecommunication service providers may be reluctant to expand their infrastructure			✓	Stakeholder engagement will deflect this risk.
Communities do not embrace new telecommunication technologies	Communities may be reluctant to embrace new technologies such that new services and products are not utilised.		✓		Community awareness that communication technologies are at the heart of the fourth industrial revolution.

Policy objective 2: Asset management

Policy explanation

To improve Municipal public infrastructure asset management system

The Municipality shall develop an infrastructure asset management programme, which shall oversee infrastructure such as roads, sewer and water.

Policy actions

- Identifying and documenting types and location of the Municipality's various utility assets and drawing up asset inventories.
- Condition of assets will be recorded and performance benchmarks determined.
- Preventative maintenance to save costs and minimize outages will be undertaken.

Policy assumptions

- Database loss due to computer system loss

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	

Database loss	The asset register may be lost due to database corruption or loss			✓	Provide a back up system using external hard drivers.
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Objective 3: Energy supplies

To liaise with the Zimbabwe Electricity and Transmission Distribution Company (ZETDC) to ensure that the expansion plans of the town are accommodated through an expansion of the electricity network.

Policy explanation

ZETDC 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 actions

- Regular meetings with ZETDC to ensure that the electric power needs of the town are met
- Share town expansion plans with ZETDC to enable forward planning for the reticulation of new areas at the appropriate time.

Policy assumption

- ZETDC has capacity to reticulate new areas

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Capacity of ZETDC	The power utility may be incapacitated to reticulate new areas.			✓	Encourage independent power producers to supply energy to meet the town's demands.

Objective 4: Water supply

To secure water supply for the Municipality

Policy explanation

Currently, the municipality relies on water supplies from the Mtshabezi dam, which also supplies the city of Bulawayo. In a context of climate change, Mtshabezi dam may be inadequate to supply water to the two towns as well as communities within its catchment. A sustainable and reliable supply of water is essential to the functioning of the Municipality. Water is the backbone of economic development, and it is key to maintain supply in the efforts to retain and increase investment.

Policy action

- Construct a new dam for the supply of water to Gwanda town.
- Encourage roof top water harvesting and ground water harvesting using underground tanks to augment Municipal water supplies
- Commission a study to understand the potential of aquifers around the town to supply water
- Develop underground water supplies and use municipal water reticulation system to supply water to the whole town by leveraging on clean energy like solar.
- Education and awareness campaigns on water harvesting

Policy indicators

- Potential damsite is identified
- Dam construction and completion
- Pipework to link the Municipality with the dam
- Local aquifer potential is quantified
- Municipal sponsored underground water development and connection to the municipal system
- Number of water harvesting awareness campaigns held.
- Number of water harvesting schemes implemented by the Municipality and residents

Policy assumptions

- Residents embrace water harvesting
- Abundant ground water supplies
- Suitable site for dam construction is available

- Financial resources are available

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Residents embrace water harvesting	There is risk that individual households may not embrace water harvesting schemes			√	Education and awareness campaigns to change mind set.
Low yielding aquifer	The aquifer around Gwanda town maybe low yielding, rendering unviable to develop ground water resources for municipal reticulation			√	Identify other aquifers from beyond the master plan boundary and connect with the municipal water reticulation system
No suitable dam construction site	There might be no suitable dam construction site in the master plan boundary.		√		Identify a site from beyond the master plan boundary.
Financial resources	The municipality may have limited financial resources to			√	Explore other fund raising options like donations and partnership with

	develop water resources				other organisations
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Objective 5: Water resource management

To develop a water management system which shall focus on reducing water losses, consumption and recycle for nonpotable use in order to mitigate impact of climate change and population growth.

Policy explanation

Considerable difference on water supply needs can be made through conserving water we have and current efforts to develop such strategies will need to be implemented and built on during the Master Plan period.

Policy action

- Efforts to quantify and reduce non-revenue water loss through
 - a) Improved water leakage detection and remedial actions
 - b) Pipe network repair and renewal
- Encouraging water conservation through water pricing.
- Imposing rationing and restrictions when water supply levels fall below a two year supply provision.
- Promotional campaigns
- Education in schools, workplaces and institutions.
- Public Private partnerships in recycling domestic water for industry and agriculture
- Prepare for electricity shedding by installing power back up to continuously pump water

Policy indicators

- Percentage reduction in non revenue water loss
- Number of leaks dictated and fixed.
- Water rationing programme published
- Education and awareness campaigns conducted
- Back up power installed

Policy assumptions

- Financial resources are available to implement the policy
- Education and awareness campaigns engender behaviour change

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Behaviour change	Education and awareness campaigns may not engender requisite behaviour change in terms of water use.			√	Revamped education and awareness campaigns to change mind set.
Financial resources	The municipality may have limited financial resources to implement the policy			√	Explore other fund-raising options like donations and partnership with other organisations

Policy Objective 6: Water works.

To avail land for expanding existing water treatment works for Gwanda town.

Policy explanation

The RoS revealed that the water infrastructure was designed for a relatively smaller population (old Jahunda location and Jacaranda suburb) than the current population. For example, the capacity

of water reservoirs was relatively small, and the municipality did not have stand by pumps such that any breakdown such that a breakdown completely disrupt the entire town.

Policy actions

- Expand existing water works to cater for the increasing population
- Install standby pumps to improve supplies in the event of break downs
- install district meters to help the municipal know water demand/ water use per suburb.
- Increase the number and capacity of water treatment tanks.

Policy indicators

- Land set aside for expansion of water works
- Number of stand by pumps installed
- Number of new water treatment tanks constructed
- Number of district meters installed

Policy assumption

- Availability of land.
- Availability of financial resources

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of land for expansion	There is a risk that suitable land for expanding water works may not be available at the current site.			√	The master plan will provide for land for water works..
Financial resources	The municipality may have limited financial			√	Explore other fund-raising options like

	resources to implement the policy				donations and partnership with other organisations
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GOAL E

Policy goal: To develop Gwanda into an environmentally conscious and environmentally sustainable town.

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 municipality'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 municipality'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 municipality affect the economy. All the four dimensions of the environment are stretched in Gwanda town and this undermines sustainability. This goal seeks to achieve a delicate balance among the different dimensions in pursuit of sustainable development of the town. Specifically, this goal will address environmental challenges arising from solid waste management, wastewater management, climate, hydrological and pedological constraints/opportunities in the town, urban agriculture, illegal sand abstraction, quarry, energy constraints in the town. Consequently, the environmental goal has five sub goals:

- a) To enhance the municipality's capacity to meet its environmental obligations

- b) Reduced pollution.
- c) Protected municipal land resources.
- d) Reduced vulnerability to climate induced hazards.
- e) Reduced carbon footprint of the Municipality.

These goals are explored below:

Policy sub-goal 1: To enhance the municipality's capacity to meet its environmental obligations

This policy has two objectives:

Policy Objective 1

To support and promote local environmental action planning and to develop environmental sensitive policies/ plans in pursuit of sustainable development.

Policy explanation

In pursuit of this policy, the Municipality shall draw up an environmental action plan. The action plan should begin with programmes at ward level that will ultimately feed into the Gwanda 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 Municipality wide 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 municipality could be achieved.

Policy actions

Guidelines to implementation of environmental action planning could include:

- Selecting stakeholder groups and interests within the ward
- Selection of the facilitation team.
- 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 a monitoring and evaluation system/ plan.

Indicators

- List of stakeholders
- Facilitation team in place
- Number of action planning workshops conducted
- Gwanda Environmental Action Plan
- Monitoring and evaluation plan
- Budgetary allocation/ donations

Policy assumptions

- Funds are available for facilitating environmental action planning.
- The Gwanda community will actively participate in action planning.
- Other stakeholders like the Environmental Management Agency and other government service providers will cooperate.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Lack of commitment by stakeholders to the policy.	Stakeholders like the community and other service providers such as the Environmental Management Agency may not embrace the policy			✓	Engage stakeholders a long time before unrolling the policy. Continuous stakeholder engagement is vital to educate communities on the importance of

					environmental action planning.
Availability of financial resources	The economy of the country is in recession, and this also affects Gwanda town. This means the capacity of the municipality to fund development projects such as the environmental action planning could be compromised.			√	The municipality may engage other stakeholders like non-governmental organisations for additional funding.

Policy Objective 2: To promote the implementation of the Municipality's environmental obligations enshrined in the national constitution and attendant pieces of legislation such as Environmental Management Act, Public Health Act are implemented.

Policy actions

- Development of close working relations with government service providers such as the Environmental Management Agency.
- Share environmental plans with other service providers.
- Development of partnerships for implementing environmental plans to achieve necessary synergies.

Indicators

- Number of environmental plans shared with government service providers

- Number of partnerships for implementing environmental plans
- Number of working teams established

Policy assumptions

- Stakeholders cooperate and are supportive to the cause

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Lack of commitment by other stakeholders to the policy.	Stakeholders like service providers such as the Environmental Management Agency and Ministry of Health may not embrace the policy			√	Engage stakeholders a long time before unrolling the policy.
Availability of financial resources	The economy of the country continues a declining trajectory, and this also affects Gwanda town. This means the capacity of the municipality to fund such environmental programmes may be diminished.			√	MOG needs to explore other fund-raising initiatives such as donations.

Policy sub-goal 2: Reduced pollution

This policy has nine objectives.

Policy objective 1: To develop appropriate waste management strategies to ensure a sustainable and clean environment.

Policy action

- Regularly weekly household waste collections
- Encourage waste separation and waste segregation from the source and designate local waste collection centres
- Provide an innovative way of enforcing households to have bins by integrating the costs into their bills. In addition, the municipality should evenly allocate dust bins across the town and public spaces to reduce littering.
- The municipality needs to form close partnership with the Environmental Management Agency in enforcing anti littering.
- Monitoring waste dumping in localities. This can employ community-based organisations to monitor waste dumping so that corrective measures are quickly taken
- Educate communities on proper waste management practices such as reducing waste generation, reuse, recycling and composting for biodegradable waste.
- Development and implementation of institutional waste management plans

Policy indicators

- Minutes of waste management meetings
- Number of bins distributed through the municipality scheme.
- Number of bins in public spaces.
- Number of people engaged by council to monitor illegal waste dumping.
- Number of anti-littering campaigns held and number of joint anti littering raids
- Number of households with compost heaps.
- Municipal waste management plan

Policy assumption

- Resources such as funds and waste collection trucks/ equipment will be available.

- Communities will be agreeable to a centralised system of acquiring bins
- Communities will be willing to work with the municipality in waste management initiatives.
- Other organisations like the Environmental Management Agency will be willing to work with the municipality in waste management initiatives.

Risk and mitigation.

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Lack of commitment by other stakeholders to the waste management policy.	Stakeholders like the community and other service providers like the Environmental Management Agency may not embrace the policy			√	Engage stakeholders a long time before unrolling the policy. Continuous stakeholder engagement is vital to educate communities not to abuse municipality infrastructure.
Availability of financial resources	The economy of the country continues on a declining trajectory and this also affects Gwanda town. This means the			√	The municipality may engage into public private sector partnerships on a build operate and transfer basis to help speed up servicing.

	capacity of the municipality to fund development projects such as the landfill could be compromised.				MOG needs to explore other fund-raising initiatives such as donations.
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Policy objective 2: To decommission the existing municipal waste dump site and complete the construction of an engineered sanitary land fill within the Municipal boundary.

Policy explanation

The Environmental Management Act Cap 20:27 outlawed dump sites over 20 years ago. Hence, there is need to construct a modern landfill capable of recovery energy from waste to augment clean energy. A proper land fill will also enable organised waste scavenging and promote recycling initiatives. The landfill should have all requisite equipment such as a weighbridge and compactor. We recognise that construction of the landfill began way back in 2015 and it is still incomplete to date.

Policy actions

- Mobilizing financial resources to implement.
- Procurement of outstanding equipment to complete construction
- Decommission the existing municipal dump
- Conduct periodic environmental monitoring to detect levels of soil contamination to determine if an alternative land use option could be allocated for the site.

Policy indicators

- Sited identified
- Budget allocated

Policy mapping

The new site to be mapped.

Policy assumption

It will be easy to obtain land for constructing a landfill

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	The economy of the country continues on a declining trajectory, and this also affects Gwanda town. This means the capacity of the municipality to fund development projects such as the landfill and a monitoring programme could be reduced.			√	The municipality may engage into public private sector partnerships on a build operate and transfer basis to help speed up servicing. MOG needs to explore other fund-raising initiatives such as donations.
Functional partnerships for delivering the policy	Forging functional relationship with other stakeholders maybe a challenge as some partners may not be committed to the established cause		√		Engaging stakeholders at an early stage and throughout the project

Policy Objective 3: To promote solid waste recycling in Gwanda town.

Policy explanation

Gwanda municipality produces large quantities of recyclable waste. Such waste includes plastic containers, bottles, paper and e-waste.

Policy actions

- Mobilisation of waste pickers
- Identification of potential investors in waste recycling
- Providing land for recycling industry through providing some economic incentives.

Policy assumptions

- The recycling call will be embraced by the community.
- Land for recycling purposes is available.
- No technological changes that may inadvertently replace recyclable materials.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Low uptake of the recycling business	The community and potential investors may not be keen on the recycling economy.			√	The Municipality needs to educate community about the environmental and economic importances of recycling to gain community buy in. MOG may explore fund-raising initiatives such as

					donations to set up its recycling business to increase income streams.
Land availability	Considering competing land uses, the municipality may struggle to find appropriate industrial land for recycling.	✓			This master plan has made provisions for such land.
Technological changes	Rapid technological changes may result in the use of non-recyclable materials, throwing the recycling industry into disarray.		✓		The Municipality needs to be on the outlook for technological changes to enable proper adaptation.

Policy Objective 4: To continuously monitor air quality and enforce legislative provisions to improve ambient air quality.

Policy explanation

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 grown and development of the affected vegetation. Air pollution will also arise from exhaust fumes from trucks. Pollution

also emanates from light industries such as elution plants that are located adjacent the central business district. Poor air quality may adversely affect the population.

Policy indicators

- Air quality monitoring sites established
- Air quality results made available.
- Relocation of inappropriate land use activities from vulnerable areas.
- Water spraying for dust generating activities
- Regular maintenance of equipment
- Personal protective equipment for workers

Policy assumptions

- Air quality monitoring experts are available.
- Funding for air pollution monitoring and control is available.
- Air quality regulations are enforced.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	The economy of the country continues on a declining trajectory and this also affects Gwanda town. This means the ability to fund an air pollution programme could be reduced			√	Forge partnerships with some organisations that have similar interests such as the Environmental Management Agency. MOG needs to explore other fund-raising

					initiatives such as donations.
Availability of air quality monitoring experts	Air quality experts may be hard to come by in Gwanda and this may jeopardise the availability of requisite air pollution data			√	The Municipality may subcontract air quality monitoring to everyone
Corruption	Owing to corruption, officials may not effectively enforce air pollution regulations			√	Top management shall commit to urban development regulations enforcement. Top management should also be involved in encouraging operatives to shun corruption by imposing stringent penalties.

Policy objective 5: To improve sewage waste management through the rehabilitation of collapsed, blocked and to replace inappropriate sewer pipes.

Policy explanation

The collapse, blockage and general lack of capacity of sewage works has led to periodic discharge of raw sewage into water courses. The problems associated with the sewerage system is a

concomitant of several factors. We note that some infrastructure is too and at the same time the rapidly increasing population is unmatched with infrastructure development. In some cases inappropriate pipes with relatively smaller diameters have been used and there is also widespread misuse and vandalism of infrastructure. This poses a potentially serious health risk to residents.

Policy action/ strategy

- Procuring requisite sewer pipe sizes and securing manholes to reduce vandalism
- Set up a call centre for sewer related issues to enable residents to report any problems.
- Provide a complaints and feedback system within the municipality
- Educate communities not to vandalise infrastructure
- Routine and periodic maintenance.

Policy indicators

- Number of awareness campaigns held.
- Call centre established.
- Number and sizes of new pipes installed
- A feedback and complaints system set up
- Periodic or routine maintenance plan.

Policy assumption

- Funds will be available
- Communities will use the established call centre or complaints and feedback systems
- Education and awareness campaign will be accompanied by behaviour change.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	The economy of the country continues on a			√	The municipality may engage into public private

	declining trajectory and this also affects Gwanda town. This means the capacity of the municipality to fund development projects such as procuring of basic sewerage equipment.				sector partnerships on a build operate and transfer basis to help speed up servicing. MOG needs to explore other fund-raising initiatives such as donations.
Behaviour change	Education and awareness campaigns may not have a concomitant effect on behaviour change			√	Revamped education and awareness strategies needs to be adopted to engender behaviour change
Non adoption of the complaints and feedback system and non use of the call centre	Communities may not be keen to use the feedback and complaints mechanisms for fear of victimisation.			√	MOG should make systems of communication friendly to everyone

Policy objective 6: To increase the capacity of current sewerage works system by constructing new sewerage works for new residential areas.

Policy explanation

We note that pumping sewerage to a central treatment point is quite expensive for the municipality. At the same time, recurrent power outages and water shedding affect sewerage flows. Failure to pump sewerage to the processing plant results in raw sewerage being discharged into the environment such that very little sewerage reaches the treatment ponds.

Policy action

- Identification of new sites for sewerage treatment plant (ideally in areas where it will be possible to use gravity without pumping).
- Procurement of requisite equipment
- Construction and operation of new modern sewerage treatment plants sites to minimise distance to the treatment ponds
- Install sewerage flow meters in old and new systems to determine consistence with design capacity.

Policy indicators

- Selected site
- Land preparation and construction.
- Number of equipment purchased and installed.
- Number of flow meters installed

Policy assumptions

- Requisite funds will be available.
- Suitable sites are available in the northern areas

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	The economy of the country continues on a declining			√	The municipality may engage into public private sector partnerships

	trajectory and this also affects Gwanda town. This means the municipality may fail to fund such development projects.				on a build operate and transfer basis to help speed up servicing. MOG needs to explore other fund-raising initiatives such as donations.
Land availability	There is need for suitable land for the construction of a new sewerage treatment plant(s) to cater for the rapidly growing municipality. In addition such land should enable a gravity system rather than pumping system to used.		√		Appropriate land needs to be identified before doing housing development layouts. If such land is not available, there is need to negotiate with the abutting local authority for additional land

Policy objective 7: To reuse or recycle effluent from the sewerage treatment ponds.

Policy explanation

Currently wastewater from the sewerage treatment ponds is not properly reticulated. However, this water could be reused for crop irrigation and irrigating parks in the town. This is very important given that the report of the study revealed that the town was water limited to spur crop cultivation.

Hence, this could provide an opportunity for urban farming by individuals or the municipality as an income stream.

Policy actions

- Provision of land for urban agriculture 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 residents and the Municipality.
 - 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 to prevent soils erosion and siltation of rivers.
- Identification of potential farmers to take up irrigation
- Development of a water pipeline system to return water for the irrigating recreational parks in town.
- Urban agriculture policy in place
- Review of urban agriculture policy from time to time

Policy indicators

- Number of farmers identified for urban agriculture
- Length of the new pipeline system
- Number of hectares of land reserved for urban agriculture

Policy assumptions

- Land for urban agriculture is available
- The community is keen on reusing wastewater for urban agriculture
- Financial resources are available to pump and lay out pipes to return wastewater into town

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	The economy of the country continues on a declining trajectory and this also affects Gwanda town. This means the capacity of the municipality to develop a pipeline for recycling wastewater may be limited.			√	The municipality may engage the private sector for funding in exchange of tax relief MOG needs to explore other fund-raising initiatives such as donations.
Land availability	There is need for suitable land for urban agriculture.		√		Appropriate land needs to be identified before doing housing development layouts. If such land is not available, there is need to negotiate with the abutting local authority for additional land

Uptake of using recycled water	The community may not be keen to use recycled water for agriculture as it is perceived to be dirty.	✓			Education and awareness to be carried for the community to embrace using recycled water for irrigation purposes.
Ineffective sewerage treatment	There is a risk that the sewerage treatment system may be ineffective leading to the discharge of semi processed or raw sewerage into the environment. This may contaminate the environment including the crops being produce, posing a health hazard to people.			✓	The Municipality should conduct monitoring to ensure that the system is efficient and raw sewerage is not being disposed from the treatment plant to guarantee health crops.

Policy Objective 8: To improve sanitation practices and conditions in Gwanda by formulating strategies for a programmed phasing out of pit/Blair toilets during the life span of the plan in newly developing areas.

Policy action

- Urban development needs to be properly regulated by ensuring effective enforcement of requisite legislation and by laws. The adoption of these unconventional systems in an urban set up suggests that the land may not have been unserved in a context where people were keen to set up infrastructure. At the same time the town may have been financially constrained to service the land. However, these should not be excuses for allowing unregulated development as orderly development will enhance sustainability in town development. As a result, the municipality should ensure that there is no development on unserved properties.
- Deliberate effort shall be directed towards providing requisite services so that developers adopt conventional systems in respective areas.
- Authorities are encouraged to deploy a couple of inspectors to monitor any unregulated developments and enforce the adoption of requisite systems where available.

Indicators

- Number of new and old areas that are being serviced or upgraded
- Number of prosecutions for flouting land development regulations
- Number of inspections carried out per quarter.
- Number of pit/ Blair toilets destroyed

Policy assumptions

- Funding is available for the policy
- There is no corruption in enforcing laws.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of financial resources	The economy of the country continues on a declining trajectory and this			√	The municipality may engage the private sector for funding in

	also affects Gwanda town. This means the capacity of the municipality to implement the policy may be limited.				exchange of tax relief. MOG needs to explore other fund-raising initiatives such as donations.
Corruption	Corrupt municipal operatives can derail law enforcement.		√		The administration show implement strict anti corruption action and ZACC should also ruthlessly deal with corruption issues.

Policy objective 9: To increase awareness of and enforce the adoption of good water, sanitation and hygiene practices in the town.

Policy explanation

The municipality in collaboration with the Ministry of Health and Child Welfare and non-governmental organisations is encouraged to promote, WASH activities to enhance the health and safety. This will involve awareness meetings and demonstration on proper WASH activities. It will be worthwhile to form community-based groups led by community health workers to encourage the adoption of of good WASH practices. The MOG should also make water to be more available across the town so that the WASH standards are not compromised. This could be achieved through water carting water with bowsers to neighbourhoods. Proper containers for keeping water could be made more available so that collected water is not easily contaminated. We recommend that this be an ongoing activity rather than be carried out only when there is a disease outbreak.

Indicators

- Number of awareness meetings carried out and minutes from such meetings
- Number of community-based institutions formed and number of community health workers selected.
- Litres of water distributed to the community.
- Number containers distributed to the community

Policy mapping

A map showing unserviced suburbs

Policy assumption

- The policy assumes that the municipality will be committed to enforcing urban development laws
- It also assumes that requisite financial resources will be made available to implement the recommendations
- The policy also assumes that a functional alliance between the municipality, Ministry of Health and Child Welfare and non governmental organisation will be formed to promote WASH activities.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Corruption	Corruption is now endemic in Zimbabwe, consequently, it is possible that service providers within the town may continue to allow			√	Top management shall commit to urban development regulations enforcement. Top management should also be involved in

	development on unserviced properties				encouraging operatives to shun corruption by imposing stringent penalties.
Availability of financial resources	The economy of the country continues on a declining trajectory, and this also affects Gwanda town. This means the capacity of the municipality to service stands may continue to decline resulting in non-enforcement of urban development laws in a context where the community is keen to build houses.			√	The municipality may engage into public private sector partnerships on a built operate and transfer basis to help speed up servicing. MOG needs to explore other fund-raising initiatives such as donations
Functional partnerships	Forging functional relationship with other stakeholders maybe a challenge		√		Engage several government and non-governmental organisations.

	as some partners may not be committed to the established cause				
Behaviour change	Despite awareness campaigns, the behaviour of the community with respect to WASH may not change		√		Revamped participatory sanitation and hygiene programmes.

Policy sub-goal 3: Protected municipal land

Policy explanation

The Municipality shall ensure that no unregulated land development activities are undertaken within its master planning area. The proliferation of illegal quarrying, sand poaching, dump sites and unregulated development need to be monitored and curtailed to reduce negative environmental footprints in the Municipality. Related to this, the municipality will need to safeguard its long-term expansion needs. In this regard, it shall liaise with the appropriate Government Departments and the abutting local authority to prevent uses of land within its hinterland that will prejudice future growth.

This policy has three objectives:

Policy Objective 1: To develop a robust land use monitoring system to reduce sand poaching, mining and other illegal developments in areas within the master plan.

Policy explanation

The Municipality is fast losing prime development land to illegal land developments such as illegal sand mining, artisanal gold mining, illegal quarrying and other illegal developments, rendering the land unusable as per the master plan. This may undermine the long-term Municipality expansion. In addition, there is a need to protect fragile environments within Municipality area such as steep, hilly areas and wetlands for use as public open spaces.

Policy actions

- Monitoring to ensure that unregulated development is not taking place within the master plan boundary.
- Monitoring to reduce illegal activities such as artisanal mining, quarrying, sand poaching, wetland/ streambank cultivation and deforestation activities.
- Craft mining policy
- Craft sand abstraction policy
- Miners within the master plan boundary need to apply for special grants in accordance with the Mines and Minerals Act.
- Municipality liaison initiatives with appropriate Government Departments and Gwanda Rural District Council to prevent uses of land within its hinterland that will prejudice future growth.
- By-laws enforcement
- Education and awareness campaigns

Policy indicators

- Evidence of Municipality liaison initiatives with appropriate Government Departments and Gwanda Rural District Council to prevent uses of land within its hinterland that will prejudice future growth.
- Approved regulatory policies
- Number of monitoring visits per quarter
- Number of prosecutions for illegal activities
- Number of education and awareness campaigns workshop/ meetings
- Number of special grants within the master plan boundary.
- Establishment of the Rangers and Parks department.

Policy assumptions

- Financial resources are available for land monitoring
- There is no corruption in the application of the law.
- Funds are available for land monitoring
- Communities will change behaviour if made aware of the need to protect the land

- By-laws will be enforced.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Corruption	Corruption is now endemic in Zimbabwe, consequently, it is possible that service providers within the town may continue to allow development on unserviced properties			√	Top management shall commit to urban development regulations enforcement. Top management should also be involved in encouraging operatives to shun corruption by imposing stringent penalties.
Availability of financial resources to monitor illegal activities	The monitoring and clearing programme may be underfunded given competing demands in the municipal budget.	√			Proper budgetary allocations and exploring partnerships with other organisations like the Environmental Management Agency
Behaviour change	Communities may not change			√	Revamped extension

	behaviour even after being made aware of the dangers of certain actions on the land.				packages to promote behaviour change
Community resistance	The community of miners in the master plan boundary may resist regularising their operations through the special grants arrangements. In addition, illegal mining and quarrying activities may continue owing to poverty.			√	Continuous community engagement. Using law enforcement operatives like the police.

Policy Objective 2: To engage on a planned land restoration/ rehabilitation initiative for disturbed land within the master plan.

Policy explanation

Land restoration is critical for achieving land degradation neutrality. Zimbabwe has already committed 200 million ha of land for restoration under the Bonn Challenge. In Gwanda town rehabilitation may include rehabilitating excavated land, old dump sites and deforested areas. We note that there is widespread sand, quarrying and gold mining within the planning area and this needs to be curtailed as it may make the land unusable for urban development. It should also be

emphasised that in principle mining is a temporary land use option and hence, such land should be available for use after the exhaustion of minerals.

Policy action

- Identification of degraded land that needs to be rehabilitated
- Commission a study of land considered degraded to establish if critical biotic and abiotic thresholds have been surpassed. If these thresholds have been surpassed, it might not be worthwhile to undertake restoration but probably to leave the ecosystem as a new and novel system.
- Commission a study to establish the extent and quantity of the gold ore body within the master plan boundary.
- Estimate the lifespan of each mine within the master plan boundary.
- Establish a programme to monitor progress in rehabilitation.
- Forging partnerships with other service providers such as the Environmental Management Agency and the Ministry of Mines to enforce rehabilitation/ restoration.
- **Policy indicators**
- Number of sites identified for rehabilitation
- Hectarage of land rehabilitated.
- Identification of land restoration experts.
- Number of partnerships for rehabilitation forged
- Number of hectares of land rehabilitated

Policy assumptions

- Rehabilitation thresholds have not been surpassed.
- Funds are available for rehabilitation.
- Restoration experts are available
- Stakeholders are cooperating and committed to land restoration.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	

Availability of restoration and ore body estimation expertise	Restoration and orebody estimation scientists may not be available to help with proper restoration/rehabilitation techniques and quantification of the ore to estimate life spans of mines.			√	Expertise need to be identified at the planning stage. Also working in partnership with other organisations such as the Environmental Management Agency will deflect this risk.
Availability of financial resources	The economy of the country continues a declining trajectory, and this also affects Gwanda town. This means the capacity of the municipality to rehabilitate degraded land may also be reduced. In addition, the municipality may fail to pay experts that are			√	The Municipality will work in partnership with other organisations such the Environmental Management Agency to reduce this risk. MOG needs to explore other fund-raising initiatives such as donations

	spearheading rehabilitation.				
Functional partnerships	Forging functional relationship with other stakeholders may be a challenge as some partners may not be committed to the established cause.		√		Engage several government and non-governmental organisations.

Sub Goal 4: Reduced vulnerability to climate induced hazards.

This policy has two objectives:

Policy objective 1: To reduce flash-flooding risk in Gwanda

Policy explanation

During the short episodic storms, flash flooding occur, leading to the inundation of infrastructure and this pose a threat to the community. Flash flooding is caused by poor road development as roads were not properly engineered and have inadequate storm drains.

Policy action

- Construction of requisite storm drains in all roads in Gwanda municipality.
- Construction of artificial channels to route excess runoff.
- Completing and strictly following the recommendations of environmental impact assessments.
- Develop underground storm drainage system in vulnerable areas.
- Micro water harvesting schemes from roof tops and underground tanks.
- Preservation of some of the remaining wetlands,

Policy indicators

- Total length of surface and underground drainage channels constructed.
- Number of micro water harvesting schemes per ward.
- Number of wetlands left undeveloped.

Policy mapping

Provide a map showing highly vulnerable areas

Policy assumptions

- Community and developers embrace water harvesting schemes.
- Development regulations are religiously followed.
- Financial resources are available for all requisite engineering works.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Community and developers do not embrace micro water harvesting schemes	Given that Gwanda is generally arid, there is scope for water harvesting to augment water supplies. Several megaliters are lost as runoff, yet all this could be harnessed and used for various uses. Hence water harvesting will go a long way in			✓	Revamped education and awareness programmes to engender behaviour change.

	augmenting water supplies.				
Corruption	Corruption is now endemic in Zimbabwe, consequently, it is possible that service providers within the town may continue to allow development on unserviced properties			√	Top management shall commit to urban development regulations enforcement. Top management should also be involved in encouraging operatives to shun corruption by imposing stringent penalties.
Availability of financial resources to monitor and remove invasive alien plants	All engineering works required may be underfunded given competing demands in the municipal budget.		√		Proper budgetary allocations and exploring partnerships with other organisations like the Environmental Management Agency

Policy objective 2: To reduce vulnerability to heat stress in the Municipality

Policy explanation

Ambient temperature and associated ultraviolet radiation are relatively high in Gwanda. The RoS also revealed that the number of days with temperature >32°C were many. These conditions can adversely affect residents if not carefully managed.

Policy action

- Awareness campaigns for adopting heat protection measures
- Encourage air conditioning in buildings and homes
- Encourage air circulation in homes
- By-laws for heat stress protection for public buildings.
- Encourage uv radiation protection

Policy indicators

- Number of properties equipped with heat protection measures
- By-laws passed
- Number of awareness campaigns.

Policy assumptions

- Community embraces the heat stress reduction initiatives.
- By-laws for heat stress mitigation are followed.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Community and developers do not embrace heat stress reduction measures	Owing to costs involved, developers and the community may not afford to adopt heat stress reduction initiatives.			√	Revamped education and awareness programmes to engender behaviour change.

Corruption	Corruption is now endemic in Zimbabwe, consequently, it is possible that service providers within the town may continue to allow development on unserviced properties			✓	Top management shall commit to urban development regulations enforcement. Top management should also be involved in encouraging operatives to shun corruption by imposing stringent penalties.
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Policy sub goal 5: Reduced carbon footprint of the Municipality

Policy objective1: To enhance urban vegetation to optimise carbon capture in Gwanda town

Policy actions

- Growing urban trees or plants and hedges that have high water use efficiency like *Portulacaria afra*.
- Preserve existing and create more open spaces as breathing reserves to capture carbon. Putting up infill stands on open spaces should stop.
- A programme for monitoring and controlling problematic invasive alien plants should be sustained to ensure that only desirable vegetation thrives.

Policy indicators

- Number of plants with high water use efficiency being grown
- Number of deliberately left open spaces
- Programming for monitoring and remove invasive alien plants.
- Area (m²) cleared of invasive alien plants.

Policy assumptions

- Community embraces widespread plantings of plants with high water use efficiency.
- Open spaces are created and preserved.
- The invasive alien plants monitoring and clearing programme is sustained.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Community does not embrace widespread plantings of plants with high water use efficiency	Given the increasing climate variability, there is scope to grow plants that optimise water use to achieve high biomass per drop of water used. Such plants may continue to capture carbon under extreme moisture deficit.			✓	Revamped education and awareness programmes to engender behaviour change.
Availability of open spaces or carbon sinks	Often open spaces in towns are re-offered for land development as		✓		Appropriate land needs to be identified before doing housing

	infill stands to the extent that urban areas increasingly become devoid of open spaces. However, open spaces should be created and preserved as carbon sinks.				development layouts. If such land is not available, there is need to negotiate with the abutting local authority for additional land
Availability of financial resources to monitor and remove invasive alien plants	The monitoring and clearing programme may be underfunded given competing demands in the municipal budget.		√		Proper budgetary allocations and exploring partnerships with other organisations like the Environmental Management Agency

Policy Objective 2: To develop alternate clean energy systems such as solar or wind power to augment municipal energy requirements

Policy explanation

Gwanda is endowed with high insolation and relatively strong winds throughout the year and there is scope to harness these renewable energy alternatives to augment electricity supplies. Critical facilities such as sewerage management tend to malfunction due to power outages.

Policy indicators

- Site for solar and wind farm(s) identified.
- Investors identified.

- Land development.
- Solar and wind farm equipment installed
- Encourage communities to adopt clean energy.

Policy mapping

- Potential sites could be mapped.

Policy assumptions

- Suitable land is available
- Potential solar investors are available.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of suitable land for the project	Land may have already been committed for other uses and as such the municipality may have challenges in identifying requisite land.			√	Site identification should be done early, and the Municipality will engage the rural district council to obtain more land
Availability of financial resources	The economy of the country continues a declining trajectory, and this also affects Gwanda town. This means the			√	The municipality could enter partnerships on a build, operate and transfer basis. MOG needs to explore other fund-raising

	capacity of the municipality to fund such a project could be compromised.				initiatives such as donations
Availability of solar investors	There is a risk that solar investors may not be available for a potential solar farm in Gwanda.			✓	Municipal budgetary allocations.

GOAL F

Local economy

Policy goal: To establish a strong economic base for Gwanda town by 2039

Policy explanation

A vibrant local economy would create more jobs and provide additional income to the town and more revenue to the town. The 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 prosperity of the town. In this plan ten major anchor pillars or value chain on which Gwanda's future economy is hinged have been identified

Policy objective 1

To ensure adequate and suitable developable land is made available for various categories of industrial, commercial activities and informal traders.

Policy actions

- Allocate land for both heavy industry and light industry in Judds farm
- Allocate land for small and medium enterprises in the same locality
- Develop and/or encourage development of premises or structures for a variety of small and medium scale enterprises and informal traders in consultation with various stakeholders.
- The activity areas for the informal traders shall be located 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.
- 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.
- Establish and enforce by laws for informal traders, industry and the commercial sectors,

Policy indicators

- Number of ha of land allocated for light, heavy industry, small and medium enterprises, informal and commercial sectors.
- Number of structures or premises developed for SMEs and informal businesses.
- Number of trainings conducted for the informal sector.

Assumptions

- Land is available for each economic sector.
- Citizens take up land/premises offered for various uses.

Risk and mitigation.

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Citizen uptake of land offers	There is a risk that citizens may fail to take up offered land owing to various reasons including			✓	Robust marketing strategy that not only target locals but the international market as well.

	financial challenges.				
Availability of land.	There is a risk that suitable land for each economic sector.			√	The master plan will provide for land.

Objective 3: To encourage urban agriculture as a vehicle for economic growth.

Policy explanation

Urban agriculture can go along in stimulating industries. It is well established that urban agricultural is important to the urban economy. This activity is seen as contributing to poverty alleviation and local economic. The town has no urban agriculture policy and there is a need for such to promote urban agriculture. Urban agriculture is now seen as a formal or legal form of urban land use which should be included in any municipality's poverty alleviation and social development strategy. However, there are several 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 the Municipality, council will benefit from availing land creating supportive institutions and infrastructure along the agriculture value chain. It is also likely that much of the land.

Policy actions

- Develop urban agriculture policy.
- Allocate land for urban agriculture
- Encourage, promote and support linkages between the urban subsystem and agriculture to boost local economy.

Policy indicators

- Urban agriculture policy document

- Number of ha of land allocated for livestock and crop production.
- Number of farmers identified.

Policy assumptions

- Land is available for all who want to pursue urban agriculture.
- There is good uptake for urban agriculture land offers

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Citizen uptake of agricultural land offers	There is a risk that citizens may fail to take up offered land owing to various reasons including financial challenges.			✓	Robust marketing strategy that not only target locals but the international market as well.
Availability of land	There is a risk that suitable land for agriculture may not be available.			✓	The master plan will provide for land.

Policy Objective 4: Mineral resources

To encourage and support exploitation of minerals resources within the master plan boundary.

Policy explanation

Gwanda town is surrounded by gold mines and there is need to utilize the resource within the master plan boundary area. Related to the agriculture value chain, mining in the form of large, medium and small mines (particularly gold), quarrying, river and pit sand extraction characterize

the Gwanda town economy. A significant number of the citizens are employed in the surrounding mines within and without the master plan boundary.

Policy indicators

- Number of mine claims converted to special grants to facilitate sustainable urban mining.
- Availing land for mining under special grant arrangements.
- Commission a study to establish the quantity of mineral resources in the master plan boundary so that trade-offs could be made from an informed position.

Policy assumptions

- Miners will accept conversion of claims into special grants.
- Artisanal goal miners comply with the master plan provisions.
- Accurate estimation of the size of the ore body.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Miners refuse to convert claims to special grants and some may continue to mine illegally	There is a risk that miners may not be keep to convert claims to special grants and that illegal mining activities may continue in the master plan area.			√	Robust enforcement of the provisions of the master plan and other laws.
Ore body size estimation	Available engineers may fail to quantify the size of the ore body		√		Assembly a strong team of engineers from across the country.

Policy objective 5: ICT infrastructure

To promote and support development of ICTs within the municipality.

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 the Municipality's future economy. 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. The municipality 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 actions

- Setting aside land for ICT innovations
- Establish ICTs incubation hubs, call centres etc.
- Building youth capacity in ICT
- Mobilisation of youths
- Mobilising funding for the youths.

Policy indicators

- Number of youth mobilization meetings held.
- Number of ICT centres established.
- Number of ha of land set aside for ICTs development.

Policy assumptions

- Youths in the municipality embrace the policy.

- Availability of funds
- Availability of land/ space for centres

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Youths embrace the ICTs policy	There is a risk that youths may not embrace the policy resulting in the offered land/spaces remaining empty.			√	Education and awareness campaigns.
Financial resources	The municipality may have limited financial resources to implement the policy			√	Explore other fund-raising options like donations and partnership with other organisations
Availability of land for expansion	There is a risk that suitable land for expanding ICTs centres may not be available.			√	The master plan will provide for land.

Policy objective 6: Arts and culture value chain

To develop arts and cultural activities, promote and support local and international tourism.

Policy explanation

There is potential to showcase arts and culture of Gwanda to both local and international tourists. With respect to tourist, there is a train ferrying tourist from all over the world that stops in Gwanda town *en'route* to Victoria Falls and there is huge scope to package local cultural and artistic activities for this market. Currently, this service is not developed adequately. In addition, there are a lot of upcoming artists that need to be exposed and marketed. This will go a long way in boosting the local economy

Policy actions

- Organise artistic and cultural packages to entertain tourists *en'route* to Victoria Falls.
- Use this platform to market the Gwanda tourism potential to attract tourists in and around the town.
- Establish an information centre for marketing potential tourism activities around the town
- Designate youth centres in the municipality to help develop arts and cultural activities
- Provide funding opportunities for local artists to develop their talents.

Policy indicators

- Number of artistic and cultural packages organized.
- Information centre for marketing various tourism and leisure
- Number of youth centres established to promote arts and cultural development.
- Number of donations/ or partnerships form for the development of arts and culture of the town.

Policy assumptions

- The community embraces the policy
- Funding is available to help develop the arts and culture.
- Facilities for establishing youth and cultural centres are available

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Availability of land/ facilities for youth centres	There is a risk that there maybe no facilities or land for the establishment of youths centres,		√		The master plan will provide for the land.
Financial resources	The municipality may have limited financial resources to implement the policy			√	Explore other fund-raising options like donations and partnership with other organisations
Community does not embrace the policy.	There is a risk that the community may not embrace the policy.		√		Education and awareness campaigns.

GOAL G

Policy goal: Finance and Management

To establish a forward thinking management for the municipality of Gwanda with adequate resources to meet the development needs of the town

The goal related to finance and management is critical for effective management

Policy explanation

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. 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 the Municipality.

Policy objective 1

To improve revenue to fund projects, programmes and improve service delivery in the Municipality.

Policy explanation

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 actions

- Re-vitalising council commercial operations such as beerhalls.
- Identify business opportunities such as mining, urban agriculture, investment in property/ land development, investment in clean energy (solar, wind), abattoir etc.
- Revenue collection from the informal sector.

Policy indicators

- Number of traditional council commercial business taken back by council.
- Number of new business opportunities prioritised.
- Providing working space to enhance revenue collection from the informal sector.

Policy assumption

- Economy stabilise to make it conducive to run businesses.
- Financial resources to run businesses.

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	

Bad economic environment	Poor economic performance at national level also affects the municipality and this may impinge its ability to run businesses.			√	Diversify business activities to spread the risk.
Financial resources	The municipality may have limited financial resources to implement the policy			√	Explore other fund-raising options like donations and partnership with other organisations

Policy Objective 2

To attract investors in the town by providing incentives to potential investors.

Policy explanation

The Municipality incentives needs 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 Gwanda town 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.

Policy actions

- Discounted prices on land based on potential number of employees
- Rebates on water and rate charges

- Robust marketing of these incentives to potential investors.

Policy assumptions

- Investment/ economic climate improves

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Bad economic environment	Poor economic performance at national level also affects the municipality and this may impinge its ability to run businesses.			√	Robust marketing to reach out to international companies.

Policy objective 3

To ensure the employment of qualified and committed staff by the Municipality.

Policy explanation

The Municipality 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. 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 actions

- Hiring highly qualified staff in lead departments in the planning and implementation of the master plan provisions
- Adequately staffing departments with appropriately qualified personnel for effective service delivery.

Policy indicators

- Number of qualified staff engaged
- Number of consultants engaged.
- Staffing lists in various departments.

Policy assumptions

- There is no corruption in the recruitment of staff
- Financial resources are available to pay staff members.

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Lack of financial resources to pay competitive salaries	Low salaries will not attract and retain qualified and competent staff			√	Enhance revenue collection to make funding available for the policy.
Corruption	Owing to corruption, incompetent and unqualified staff may be recruited			√	Close monitoring of recruitment processes by senior management.

Policy Objective 4

To continuously assess training needs for members of staff.

Policy explanation

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. 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 actions

- The Municipality 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 Continuous Professional Development (CPD) programmes for self-improvement in their profession.
- A training programme shall be adopted based on a study and this should be reviewed annually.

Policy indicators

- Trainings needs assessment report
- Training programme

Policy assumptions

Financial resources for training needs and training courses for staff.

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Lack of financial resources for the training programme.	Low salaries will not attract and retain qualified and competent staff			√	Engage the private sector and NGOs to fund trainings.

Policy Objective 5

To maintain an effective and strategic corporate planning system in the Municipality

Policy explanation

This Master Plan provides 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. 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 actions

The following should be undertaken to maintain an effective and strategic corporate planning system in the Municipality:

- 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 Gwanda town Master Plan will be used as a key input into future Strategic Corporate Plans.

Policy indicators

Strategic plans that incorporate the provisions of the master plan

Training and capacity building reports

Policy assumptions

Financial resources are available for trainings.

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Lack of financial resources for the training programme.	Low salaries will not attract and retain qualified and competent staff			√	Engage the private sector and NGOs to fund trainings.

Policy objective 5

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 Sustainable Development Goals, EMA requirements such as EIAs for major development projects.

d) Other relevant areas that council deems fit

Policy explanation

Co-operative work will be achieved through partnerships, and all stakeholders will feel sense of ownership and belonging in the environmental affairs of the town. Increased financial and human resources may be made available to council through partnerships, enabling it to solve various urban development problems.

Policy actions

- Number of partnership agreements entered with key stakeholders

Policy assumption

- Stakeholders embrace council initiatives for partnerships

Policy assumptions

Stakeholders are willing to embrace the policy.

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Stakeholders may not embrace the policy.	The Municipality may fail to find stakeholders committed to partnership with it			√	Robust stakeholder engagement.

	in delivering the master plan goals				
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Policy objective 6: Public relations

The Municipality shall promote, support and strengthen 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 explanation

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.

Policy actions

- Information provision on various projects and service delivery issues through various platforms, including print media, individual cell phone messages, and social media platforms, television and public meetings.
- Maintaining a complaints and feedback system.
- Establish a public relations department/ office.

Policy indicators

- Public relations officer in place
- Complaints and feedback system in place
- Number of platforms used by the municipality for information provision

Policy assumptions

- Citizens embrace the policy by using various channels of communication.

Risk and Mitigation

Risk	Description	Risk Classification	
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		Low	Medium	High	Proposed Mitigation
Stakeholders may not embrace the policy.	The residents may not take advantage of established lines of communication/information provision			√	Robust stakeholder engagement.

Policy objective 7

To encourage 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.

Policy explanation

Lack of or scarce financial resources for capital projects to support the town'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 the Municipality to take all necessary measures to acquire resources outside council.

Policy actions

- Joint ventures must be sought wherever possible.
- Engage private sector 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.

Policy indicators

- Number of joint venture agreements
- Number of BOT arrangements

Policy assumptions

- The private sector embraces the policy

Risk and Mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
The private sector may not embrace the policy.	The private sector may not take advantage of the municipality's offer for partnerships.		√		Robust stakeholder engagement and marketing of the policy..

Policy objective 8

To step up efforts to recover debts owed to council and utilise a large portion of the recovered debts to finance priority capital projects.

Policy explanation

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 actions

- Robust approach to debt recovery 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 indicators

- Number of debtors arraigned before courts.
- Number of debtors punished

Policy assumptions

- Government policy does not change regarding debts.

Risk and mitigation

Risk	Description	Risk Classification			Proposed Mitigation
		Low	Medium	High	
Changes in government policy.	Changes in government policy regarding debts such as outlawing robust methods of debt recovery, may make it difficult for the council to reclaim debts			√	Robust stakeholder engagement and marketing of the policy.

CHAPTER 4: IMPLEMENTATION AND MANAGEMENT OF THE MASTER PLAN

4.1 Implementation and Phasing

4.1.1 Incorporation

It should be noted that MOG has exhausted most of the land within its jurisdiction hence the need to incorporate the suitable land around it. Currently, the two local authorities, that is, MOG and Gwanda Rural District Council, agreed on the incorporation of the farms or properties that are covered by the Master Plan boundary. This process will be taken further with the assistance of line Ministries such as Ministry of Lands, Ministry of Local, Agriculture, Fisheries and Rural Development and the Ministry of Local Government, Public Works and National Housing. Since incorporation is a process that is done in terms of the provisions of the Constitution of Zimbabwe, it might take long for it to be finalized therefore the following shall be agreed upon: -

- MOG will be the water authority for all the developments to be done in areas to be incorporated.
- Servicing, building and bulk infrastructure services standards should be in accordance with MOG's expectations.
- There should an expeditious incorporation of the properties once the time comes.

4.1.2 Controlling Development

Municipality of Gwanda is expected to have an established Planning Section that will determine planning applications in line with the zoning and land allocations set out in the Master Plan. This

will be done in terms of Section 26 of the Regional, Town and Country Planning Act, Chapter 29.12. sanity should prevail in the development of Gwanda and the revenue base for the local authority will increase if the provisions of the Master Plan are implemented. Appendix 2 and appendix 3 set out more details as guidance.

4.2 Finance and Administration

4.2.1 Financing

The Master Plan requires the Municipality to increase revenue to justify increased capital expenditure. The current revenue base for the local authority is not able to sustain its operations hence the need to have sound financial strategies. On the other hand, the local authority has to improvise in terms revenue collection from the existing revenue streams. The local authority is expected increase revenue by expanding the revenue base in property tax, entering into profit making ventures with the private sector (PPPs) in industrial, commercial and infrastructure development.

The local business community together with the outside investors can be taken on board in the financing of the Master Plan proposals provided the local authority increases the developmental staff by recruitment. The planning section should be active in the control of development especially those that need development permits which will also increase the revenue base for the Municipality.

4.2.2 Implementing Agencies

The successful implementation of the Master Plan proposals is dependent on the structure that clearly defines the roles and responsibilities amongst the relevant departments, institutions and organizations. Below is the summary of proposed institutions or agencies with their respective roles and responsibilities in the implementation process.

Institution/Agency	Role/Responsibility
Municipality of Gwanda (MOG)	Guardian and lead agency by taking initiatives, following through the policies and seeking to ensure that development conforms to the provisions of the plan. MOG has the obligation to provide services that match the local aspirations

	and needs. The local authority has to secure the necessary resources to requirements as spelt out in the Master Plan. Promote the Master Plan objectives through the profiling and formulation of effective strategies.
Department of Spatial Planning	Provide policy guidelines and standards on Physical Planning matters. Facilitate for a smooth incorporation process of the properties that are within the planning boundary yet outside the administrative boundary.
Other Central Government Departments	Maintaining and providing services and developments such as Provincial Hospital, new Prison facility, State University, etc. Facilitating for and joining in partnerships with other agencies in designing solutions to challenges facing the Municipality
Environmental Management Agency (EMA)	Provide policy guidelines and standards on environmental issues by ensuring that developments that need Environmental Impact Assessments (EIAs) or Environmental Management Plans (EMPs) are done and adhered to.
Zimbabwe National Water Authority (ZINWA)	Ensures that MOG has adequate water supply
Zimbabwe Electricity Transmission and Distribution Company (ZETDC)	Ensure that reliable electricity supply is achieved both to the existing and new developments.
Non-Government Organisation (NGOs)	Advocacy, capacity building, skills training, humanitarian work and other development initiatives in Gwanda
Beitbridge-Bulawayo Railway	Maintenance an improvement of the railway line.
The Private Sector	Economic agency by investing and creating jobs in the planning area. Provide capital resources to assist housing, physical infrastructure and community facilities among others.

Telecommunication Service Providers	Ensure that telecommunication and internet services are available to all residents of Gwanda.
Community Organisations	These organizations are key in developing self-help enterprise projects designed to encourage economic activity as well as meet a wide range of social needs such as sports, welfare, library development, arts and culture and so on.

APPENDIX 1: DEFINITION OF TERMS.

“The Act”	-Means the Regional, Town and Country Act, 1976 as amended from time to time
“The Administrative Court”	-Means the Court established under Section 61 of the Act or any court established in future to deal with planning matters.
“Amenities”	-Means those qualities and conditions in a neighbourhood which Contribute to the pleasantness, harmony and coherence of the environment and to its better enjoyment for any permitted use.
“The Area”	-Means the area which this Master Plan applies and this consists of the area of land which lies within the inner edge of the boundary line printed in black colour on the proposals map.
“Local Authority”	-Means the Municipality of Gwanda
“ The By-laws -	Means the By-laws and regulations for the time being in force in the

And regulations”	the area
“Zones”	-Means a portion of the area shown on the proposed plan by the distinctive colouring, hatching or edging or in some distinctive manner for the proposed purposes of indicating the restrictions imposed by this master plan on the erection and use of buildings or the use of land.
“Rural Industrialization”	-Means the development of an industry on farm for which the raw materials are produced on that farm.
“The Erection of a Building”	-Includes the structural alteration of, or the making of any addition to a building
“Building Use Group”	-Means the group of building uses set out in appendix 2 of the Rural Master Plan within which a proposed use of land or buildings falls.

In this master plan, except where the context otherwise requires or it is otherwise expressly provided, the following word and expressions have the respective meanings hereby assigned to them-

Special Conditions applicable to certain uses

All zones/other uses

- (1) These uses will only be subject to special consent procedure if, in the opinion of the local authority, they are likely to be compatible and appropriate within a particular land use zone.
- (2) Obtrusive uses will be prohibited.

APPENDIX 2: LAND AND BUILDING USE GROUPS

Group A- Detached Dwelling Houses

A dwelling house is a building designed for human habitation (other than flats, or residential buildings) and used as a residence for a single family (as defined by the Local Planning Authority), together with such outbuildings as are ordinarily used herewith. This category shall comprise detached dwellings and semi-detached dwellings.

NOTE: A dwelling unit over a shop shall be considered to fall within Group A2- Flats and attached dwellings

Group A1- Cluster Housing

Cluster housing are multiple dwellings and ancillary buildings ordinarily used therewith, designed for and used exclusively by a single family in each unit, on one stand under a single title with one access and egress point

Group A2- Attached and Semi-detached Dwelling Houses

An attached dwelling house is a dwelling house unit designed for and used exclusively by a single family. It is a building comprising two or more dwelling units in which the units are separated one

another vertically, and may include such buildings as are ordinarily used therewith. This group includes: -

- Semi-detached houses
- Terraced Houses
- Town houses
- Garden Apartments
- Maisonettes
- Duplexes
- Triplexes

Group A3- Flats

A block of flats is a building of two or more storeys in height (other than a residential building or hotel) which comprises of several similar suites of rooms or apartments stacked alongside and above one another, together with such buildings as are ordinarily used therewith. Each suite or apartment is designed for human habitation by a single family (as defined by the Local Planning Authority). This group includes: -

- A dwelling unit over a shop
- A dwelling unit above ground floor level in multi-storey buildings designed for use by a single person or a caretaker

Flats normally share access to upper floors by means of a common staircase, lifts or balconies

Group B- Residential Buildings

A residential building is a building (other than a detached or attached dwelling house, flat, residential school or college providing residential accommodation and may include such outbuildings as are ordinarily used herewith. This group shall include: -

- Residential hotel (unlicensed)
- Private hotel (unlicensed)
- Residential clubs (unlicensed)
- Boarding houses

- Guest houses
- Lodges
- Hostels
- Old age homes

Group B1- Residential Buildings (Licensed)

A residential building (licensed) is a building or establishment (other than a detached or attached dwelling house, flat, residential school or college) designed for or containing provisions for human habitation, lodging and boarding facilities, food and other amenities, as well as the authorized retail sale of wine, malt, spirits and other intoxicating liquors for consumption on the premises

This group shall include: -

- Commercial Hotels (licensed)
- Private hotels (licensed)
- Residential clubs (licensed)

NOTE: Activities and functions such as discotheques, dancing, live bands and shows, cabaret shows and the like are permitted without special consent of the Local Planning Authority, provided that in the Authority's opinion, they are considered to be ancillary to the predominant use and are unobtrusive.

Group B2 – Residential Buildings (institutional)

A residential building (institutional) is a building other than a dwelling house, flats, residential school or college or residential building (licensed) designed for or containing provisions for human habitation and providing a specialized professional service to the public together with such outbuildings as are ordinarily used herewith.

This group shall include:

- | | |
|--------------------------------|----------------|
| - Clinic (residential) | - Convent |
| - Maternity home | - Nursing home |
| - Hospital (other than mental) | - Sanatorium |

Group C- Schools and Residential Colleges

This group comprises a building or buildings designed for, or containing provision for the teaching of academic curricular or specialized training in technical and practical courses as well as the provision of extramural and sporting facilities. This group comprises residential and non-residential schools for children and residential college for adults. It shall include:

- Secondary school
- Primary school
- Residential college
- Technical institute (residential)
- Adult residential college
- Non-formal post school education institutions (residential)
- University buildings (residential)

NOTE: (i) Non-residential colleges for adults are included in Use Group J-places of assembly

- (ii) This group shall not include any of the above-mentioned activities which, in the opinion of the Local Authority, may be considered potentially obtrusive, and/ or detrimental to the area.
- (iii) Particularly in the case of trade and technical institutions it is recognized that light machinery in the form of pedestal drills, electric hand drills, small lathes, welding units, cutting torches, grinding wheels etc. will be used. However, the number of each of these in relation to the number of pupils permitted shall be such that, in the opinion of the Local Planning Authority, they be for instruction and demonstration purposes only, and shall be contained as a condition within any development permit granted.
- (iv) The number of pupils and the sale of operations permitted shall be at the discretion of the Local Planning Authority.

Group C1 – Creches

Day nurseries and creches are institutions which operate all day and whose essential function is the care, in and out of doors, of very young children. Nursery schools are institutions which impart some informal educational training to somewhat older children, mostly indoors, and operate normally only during the morning hours. Grounds required for extramural and sporting facilities are minimal in relation to Group D (schools and residential college).

This group shall include:

- Day- care centre
- Creche
- Day nursery
- Nursery school

Group D- Shops

A shop is a building or portion of a building (other than a hotel, garage or petrol filling station) designed for, or used for the primary purpose of conducting: -

- (a) Retail trade by the sale of produce or manufactured articles, e.g.
 - Department store
 - Supermarket
 - Dispensary
 - Other specialized store or shop

- (b) The business of providing a specialized service such as:-
 - Hairdresser and barber
 - Massage parlour and beauty saloon
 - Photographic studio
 - Duplicator
 - Herbalist
 - Auction room (not auction yard or retail storage yard)
 - Commercial lending or exchange library

- An office for sale of tickets
- A reception depot for dry cleaners, dyers, shoe repairs, etc.
- Launderette
- Travel agency
- Estate agent
- Watch maker and repairs
- Jewellery engraver

This group shall NOT include:

- (i) A building or portion of a building used for the purpose of carrying on a cleansing or dyeing business, other than a reception depot
- (ii) Premises for the sale of domestic pets-i.e. pet shop
- (iii) Premises for the grooming of domestic pets e.g. poodle parlour, etc
- (iv) Premises in respect of which a license has been issued under the liquor or casino Act, to sell liquor for consumption on the premises
- (v) A yard used for the purpose of conducting retail sales as in the case of:-
 - Car sales yard
 - Furniture sale yard
 - Auction yard
 - Scrap sale yard
 - Building materials sales yard
 - Open market for fresh farm produce-retail or Wholesale

NOTE: A workshop on the same premises as, and which in the opinion of the Local Planning Authority, is considered to be incidental or ancillary to the predominant use, being the conduct of a retail business, may be included in this group. However, if the sale, nature or intensity of these workshop operations is considered such that it is obtrusive and/or constitutes the predominant use, it shall be classified under and Industrial Use Group.

Group D1- Farm Stores

A farm store is a shop which is intended primarily to cater for the day needs and convenience of farm workers and their families accommodated on the farm and which is sited accordingly

Group E- Offices

An office is a building or portion of a building where business transactions are conducted by administrative and clerical means, involving the manipulation, recording and filing of paperwork and other information. As distinct from shop, they deal in the direct sale of goods by retail, but provide a specialized and/or professional service of sorts, which may be conducted for direct or indirect commercial again. This group shall: -

- Agency (clearing and forwarding, employment, manufacturing representative, etc.)
- Finance institution (banking, building society, insurance company, etc.).
- Professional consultant (attorney, advocate, auditor, accountant, architect, planner, engineer, business consultant, etc.)
- Association, bureau and institute (welfare, political, religious, recreation, commercial, professional, etc.)

Group E1- Corporate Office

A special office building is a building or a portion of a building designed in a landscaped setting where business transactions are conducted by administrative and clerical means, involving the manipulation, recording and filling of paperwork and other information or where the administration of companies where other offices activities associated with it or any of its subsidiaries may be carried out. Two or more companies may be contained in a single building.

A special offices complex may contain such ancillary uses as telecommunications and computer facilities, conference and dining facilities, directors' suites, as well as residential accommodation and recreational opportunities for the organization.

Group E2- Surgeries and Medical Chambers

A building or portion of a building where a specialized and/or professional medical service is provided by members of the medical or dental profession or any other similar profession or calling, for the purpose of administering to persons who are suffering from some mental or physical disability or illness.

This group shall include consulting rooms, surgeries and medical laboratories used by:-

- | | |
|-------------------------|--|
| - General practitioners | - Dentists |
| - Psychiatrists | - Gynecologist's |
| - Radiologists | - Optometrists |
| - Chiropractors | - Homeopaths |
| - Osteopaths | Non-residential clinics (public & private) |

This group shall NOT include:

- Veterinary surgeries
- Residential clinics, public and private

Group F- Institutions

This group comprises all land and buildings use of an institutional nature which do not fall within one or other of the aforementioned categories because of their potentially detrimental impact on the amenity of the area and/or public safety.

This group shall include:

- Hospital (mental)
- Institutional
- Institutional (mental)
- Reformatory

Group G- Wholesale Warehouse

A whole warehouse is a building designed for the purpose of carrying on business of a wholesale nature i.e. the selling of goods in large quantities, especially for retail by others. No goods are displayed other than incidentally to the wholesale business.

Group H- Storage Warehouse

The use of land or building(s) thereon designed for the purpose of storing goods where no business is transacted other than incidentally to such storage or for storage of anything which is not likely to cause injury to the amenities of the area.

This group includes:

- Storage warehouse or yard
- Builders or contractors' yard
- Local authority or central government depot
- Furniture repository
- Transit warehouse
- Grain silo
- Timber yard

Group I- Public Buildings

A public building is a building (other than place of assembly) designed for or used for the primary purpose of accommodating essential public-service as provided by Central Government, Local Government or Quasi-Government.

This group shall include:

- | | |
|--------------------------------|--|
| - Central Government Office | - Church |
| - Chapel | - Community Centre |
| - Court (law) | - Court (police) |
| - Fire station | - Health Centre |
| - Labour exchange | - Local government office |
| - Museum | - Petrol rationing office |
| - Police station | - Post office (including post office savings bank) |
| - Provincial Government Office | - Public hall (e.g. city hall) |
| - Public library | - Quasi-Government office |
| - Welfare Centre | - Non-governmental organization |

Group J- Places of Assembly

A place of assembly is a building or portion of a building (other than public building and places of public worship) used by members of the community for social, recreation, cultural or health purposes. It is also including buildings or portions of buildings which impart specialized private training and tuition to adult individual or groups of adults on various subjects, courses and activities. These institutions generally do not require grounds for extramural and sporting facilities, and shall not permit boarding and other accommodation facilities.

This group shall include:

- | | |
|----------------------------------|--------------------------------|
| - Amusement hall and arcade | - Art gallery |
| - Auditorium | - Billiard saloon (unlicensed) |
| - Bowling | - Church hall |
| - Cinema | - Concert hall |
| - Dance hall | - Exhibition hall |
| - Gymnasium | - Lecture hall |
| - Lottery hall | - Meeting house |
| - Music hall | - Public hall |
| - Skating rink | - Social center (public) |
| - Squash racquets court (public) | - Theatre. |

If shall further include the following audit colleges (non-residential):

- | | |
|---|---|
| - Music academy | - Transcendental meditation and yoga school |
| - Adult literacy course | - Commercial college |
| - Secretarial and business schools & college | |
| - Religious instruction centre | |
| - Other private specialized training academic institution | |

NOTE:

This group shall NOT include any of the above-mentioned activities which, in the opinion of the Local Planning Authority, may be considered potentially obtrusive and/or detrimental to the area. The number of pupils and scale of operations permitted shall be at the discretion of the Local Planning Authority.

If in the opinion of the Local Planning Authority, the nature and scale of these aforementioned activities (in terms of size, the number of people they attract and the traffic they generate) is considered to be detrimental to the amenities of the area, then that use shall be classified under Group J1 - Special places of assembly.

Group J1- Special Places of Assembly

These are buildings and /or areas (other than a public building and places of assembly) used by members of the community for social, recreational or cultural purposes. The nature and scale of these activities in terms of their nature and the members of people they attract and the traffic they generate are far greater than those in Group J (Places of Assembly)

This group shall include:

- | | |
|----------------------------|-----------------------------------|
| - Athletic ground | -Drive -in cinema |
| - Football ground | - Fun fair and luna park |
| - Racecourse or race track | -Sports ground and playing fields |
| - Sports club | -Stadium |

Group K- Places of Public Worship

This group includes: -

- | | |
|-----------------|------------|
| - Cathedral | -Chapel |
| - Church | -Citadel |
| - Mosque | -Oratory |
| - Sunday school | -Synagogue |
| - Temple | |

Group L- Light Industrial Buildings

A light industry is a building and/or are (other than service station, general or special industry or a repair garage and petrol filling station), in which the industrial operations are geared solely towards the light manufacturing, altering, repairing and finishing off of various articles

This group shall include: -

- Scotch cart makers
- Small-scale metal worker
- Small-scale carpentry and cabinet maker
- Sharpening of various articles (eg. Saws, shears, lawnmowers, hedge cutters, etc.)
- Baker (See also Group L1- service industry)
- Milling (Grain of flour)
- Pottery maker
- Plumber
- Small-scale machine repairs (e.g. Pumps, starter-motors, generators and fuel injectors)
- Sculpturing and carving (wood, ivory, soapstone, etc.)
- Manufacturing and engraving of jewellery
- Sorting, assessing or packing of an article

NOTE – The industrial process, the type and amount of machinery used, the number of persons

Employed, and the amount of vehicular traffic generated shall not, in the opinion of the Local Planning Authority, be considered excessively detrimental such that it is likely to cause injury to, or prejudicially affect the amenity of the locality due to the emission of noise, vibration, smell, fumes, smoke, vapor, steam, soot, ash, dust, waste water, waste products, grit or oil, or for any other reason

- Light industrial buildings may include such offices and retail outlets as are necessary for the disposal of such goods as are repaired or serviced on the premises, as well as other similar goods for which the appropriate trading license has been issued
- If at any time, in the opinion of the Local Planning Authority, the nature and scale of operations have grown or expanded to the extent that it is considered excessively obtrusive

and likely to cause injury to the amenities of the area, it shall be reclassified under Groups S3 or O

- All above statements may be contained as conditions within any development permit issued.

Group L1- Service Industrial Buildings

A service industry is a building and/ or area (other than a light, general, or special industry or petrol filling and service station) in which the industrial operations (involving repairing, servicing, cleaning and general maintenance), are conducted for the express purpose of rendering services directly concerned with day-to-day domestic needs of the community and general public.

This group shall include:-

- Electrical and domestic appliances repairs
- Minor mechanical repairs (excluding motor vehicles of any kind)
- T.V, radio and Hi-Fi repairs
- Small machine repairs (stoves, refrigerators, washing machines, floor polishers, sewing machines, etc.)
- Key cutting and modifying (excluding the sharpening of various articles)
- Shoe repair (i.e. cobblers)
- Tailors and dress makers
- Leather craft
- Cycle repairs
- Confectionary and /or small bakery

NOTE:- The industrial process, the type and amount of machinery used , the number of persons Employed, and the amount of vehicular traffic generated shall not , in the opinion of the Local Planning Authority, be considered excessively detrimental such that it is likely to cause injury to, or prejudicially affect the amenity of the locality due to the emission of noise,

vibration, smell, fumes, smoke, vapor , steam , soot, ash, dust, waste water, waste products, grit or oil, or for any other reason

- The number of machines directly utilized in the industrial process which are constantly in use and the number of workers constantly employed thereon, shall not exceed 5, unless, at the discretion of the Local Planning Authority. An application for a special permit in the excess of 5 machines and employees may be permitted, subject to the satisfaction of the inspector of factories
- Service industrial buildings may include such offices and retail outlets as are necessary for the disposal of such goods as are repaired or serviced on the premises, as well as other similar goods for which the appropriate trading license has been issued
- These buildings may include residential accommodation for one employee, for security purposes only.
- If at any time, in the opinion of the Local Planning Authority, the nature and scale of operations have grown or expanded to the extent that it is considered obtrusive and detrimental to the amenities of the area, it shall be reclassified under Groups L or M
- All above statements may be contained as conditions within any development permit issued.

Group M- Industrial Buildings

A general industry is a building and/or are (other than service station, general or special industry or a repair garage and petrol filling station), in which the any or a combination of the following activities are carried on:-

- (i) the making of any article or part of any article

- (ii) the altering, repairing, renovating, ornamenting, painting, spraying, panel beating, polishing, finishing, cleaning, treating, dyeing, washing or breaking up of vehicles or parts thereof
- (iii) the adaptation for sale or use of any article
- (iv) the sorting, assembling, or packing (including washing or filling bottles or other container) of any article
- (v) the painting, spraying, panel beating, construction, reconstruction, assembling, repairing or breaking up of vehicles or parts thereof
- (vi) printing by letter press, lithography, photogravure or similar process, including any activity associated with the printing industry, but excluding a newspaper office (See Group N)
- (vii) the production and storage of gas in a holder of more than 140cubic metres storage capacity
- (viii) the freezing, chilling or storage in cold storage of any article
- (ix) the slaughtering of livestock
- (x) the generation of electricity

Save where the activity carried on is not in the opinion of the Local Planning Authority, considered to be obtrusive, and in only incidental to the permitted predominant use.

NOTE- The industrial process, the type and amount of machinery used, the number of persons employed, and the amount of vehicular traffic generated may be detrimental and obtrusive but, in the opinion of the Local Planning Authority, not toxic or injurious in terms of the health and safety of the surrounding area due to the emission of noise, vibrations, smells, fumes, smoke, vapor , steam , soot, ash, dust, waste water, waste products, grit or oil, or for any other reason

General industrial buildings may include such offices and retail outlets as are necessary for the disposal of such goods as are repaired or serviced on the premise

- These buildings may include residential accommodation for security. personnel only

Group M1- Special Industrial Buildings

A special industry is a building and/ or area (other than a light, general, or special industry or petrol filling and service station) in which the works and processes, in the opinion of the Local Planning Authority, are considered to be detrimental and potentially injurious to the health, safety and amenity of the surrounding area.

This group shall include: -

- a) Any building designed for or used for one or more of the following works or processes:-
 - i) Brick kilns, line kilns, coke ovens, salt glazing works, sintering of Sulphur bearing materials, distilling or blending of oils, stone crushing or screening plants for the preparation of road surface materials.
 - ii) Smelting of ores and minerals, calcining, puddling and rolling of iron and other metals, reheating, annealing, hardening, forging, converting and carbonizing iron and other materials, galvanizing, recovery of metal from scrap, pickling or dissolution of metal in acid, chromium plating
 - iii) Works for the production of, or which employ cellulose lacquers, cyanogen or its components, hot pitch or bitumen, pyridine, liquid or gaseous Sulphur dioxide, Sulphur chlorides, calcium carbide etc.
 - iv) Works for the production of amyl acetate, aromatic esters, butyric acid, caramel, enameled wire, glass, hexamine, iodoform, lampblack, B-naphthol, resin products (other than synthetic resin powders), salicylic acid, sulphonated organic compounds, ultramarine, zinc chloride, zinc oxide, paint and varnish manufacture (excluding works at which only milling and blending are practiced), production of rubber from scrape etc.
- b) Any building or area designed for or used for the purpose of carrying on any of the following industries, businesses or trades, viz
 - Animal charcoal manufacturer
 - Blood albumen maker
 - Blood drier
 - Blood boiler

- Bone burner
- Bone grinder
- Breeder of maggots from putrescible animal matter
- Candle maker
- Catgut manufacturer
- Chemical laboratory (which may be potentially toxic and dangerous)
- Chitterling or nettling boiler
- Dealer in blood, skins, hides or butchers waste
- Dealer in rags and/ or bones (including receiving, storing, sorting or manipulating rags in, or likely to become, in an offensive condition, or any bones, rabbit-skin, fat or putrescible animal products of a like nature.
- Experimental laboratory (which may be potentially toxic or dangerous)
- Fat melter or fat extractor
- Fellmonger
- Fisher curer (not carried on by a fishmonger as subsidiary to his store or business)
- Fish oil manufacturer
- Fish skin dresser or scraper
- Glue maker
- Gut scraper or gut cleaner
- Leather dresser
- Manufacturer of meal for feeding poultry, dogs, cattle or other animals and fish, blood , bone, fat or animal offal, (either in any offensive condition or subjected to any process causing noxious or injurious effluvia)
- Manufacturer of manure from bones fish, fish offal, blood, spent hops, beans or other putrescible animal or vegetable matter.
- Manufacturer of any form of explosives or potentially explosive materials
- Parchment maker
- Skin tanner (drying, curing, etc.)
- Soap boiler and manufacturer
- Tallow maker and refiner
- Trip boiler or cooler

NOTE:- Many of the words and processes mentioned above may be injurious on planning and health grounds only where the size and intensity of the works and the methods employed give rise to excessive noise, vibration, smell, smoke, fumes, vapour, steam, soot, ash, dust, gaseous or other effluent. Where the Local Planning Authority is satisfied that these conditions do not exist, or will be prevented by the installation of suitable equipment, it shall regard the building and/or area as a General Industry and not as a Special Industry

- These buildings may include residential accommodation or overnight restrooms for security personnel only.

Group N- Surface Mineral Workings

This group shall include:-

- Brickfields
- Quarry, Limestone
- Quarry, sand, gravel or stone

Surface workings for the extraction of sand, gravel, limestone clay and stone and any buildings which are incidental thereto.

Group P- Agricultural Buildings

The following types of buildings are agricultural buildings

Buildings incidental to the use of horticulture, fruit growing, seed growing, dairy farming, the breeding and keeping of livestock (including any creature kept for the production of food, wool, skins, or fur, or for the purpose of its use in farming of land), the use of land as grazing land, meadow land, osier land, market gardens, and nursery grounds, and the use of land for woodlands where the use is ancillary to the farming of land for other agricultural purposes, and “agriculture” shall be construed accordingly. This group includes: -

- Agriculture
- Market garden

- Mill, grain or flour
- Nursery, horticulture

Group Q- Homestead

A homestead is a house and surrounding land owned by a family. This group includes a farmhouse and land devoted to crops or animals.

Group R- Petrol Filling and Service Stations.

This group shall include one or more of the following uses and activities: -

A retail place of business designed primarily for the purpose of fueling motor vehicles with petroleum or other fuel and includes:

- (i) Any pump or other apparatus on the property used in connection with the fueling of motor vehicles
- (ii) Any building used for retail of other petroleum, motor vehicle spare parts, accessories, tyre and tubes
- (iii) Any buildings used for the lubricating or polishing of motor spare parts, accessories, tyre and tubes
- (iv) Any building used for lubricating or polishing of motor vehicles
 - spray painting, panel beating, engine removal, and dismantling
 - engine tune-ups for racing and competition vehicles, tyre retreading or remoulding
 - clutch and/or gearbox replacement and repairs when removal of an engine is necessary
 - automatic transmission repairs, and an auto exhaust workshop
 - the manufacture and machining of motor vehicle parts (see Group S3- General Industry)
 - the assembly of new motor vehicles (see Group S3- General Industry)
- (v) Kiosk- small buildings or portion of a building used for the retail sale of a limited range of goods within class 9. This use shall be considered as ancillary or incidental to the predominant use being a repair garage and /or petrol filling station

The final range of items permitted to be sold from such a kiosk shall be at the discretion of the Local Planning Authority, but shall be associated with the motor trade and/or in the interests of at the convenience of the motoring public.

NOTE:The items specifically excluded from this group are to be included in Use Groups L, L1, M dependent on the nature and extent of such work, buildings and machinery used or to be used in connection therewith.

Group S- Surface Car Park

A surface car park is an area that has been set aside and surfaced for the parking of vehicles. Trucks are not ordinarily allowed entry into such an area.

Group S1- Lorry Parking Lot and Rest-house/Truck inn/Truck stop

A lorry parking lot and rest house /truck inn/truck stop is an area set aside and surfaced to the satisfaction of the Local Planning Authority together with an assortment of buildings that are ancillary to the servicing of vehicles and drivers.

Group T-Newspaper Office

A newspaper office is a building in which newspaper printing presses are operated and in which such other activities are carried out as are normally and directly associated with the printing and publishing of newspapers printed and published by that office, and includes premises in the same building or in a building on a stand adjoining the stand on which such an office is situated, wherein is carried on the trade of Phot- Process Engraving wholly or substantially as and activity associated with the production of such newspapers as are printed and published by newspaper office.

NOTE: Notwithstanding the remaining provisions of this scheme a Newspaper Office shall not be deemed to fall within any building use group other than Use Group R.

Group U- Parking Garages

A parking garage is a building designed and used for purposes of providing accommodation for the parking of motor vehicles other than for purposes of exhibit, sale or repair such vehicles and may include:

- (a) Use of the ground floor or alternatively but not additionally, the first floor of such buildings for shops, offices and any other permitted use within that zone
- (b) The development of offices as facades to the building, provided that, in the opinion of the Local Planning Authority will serve the vehicles parked within the building. And which are ancillary to the predominant use being a parking garage
- (c) Facilities which, in the opinion of the Local Planning Authority will serve the vehicles parked within the building, and which are ancillary to the predominant use being parking garage: -
 - (i) Fueling and lubricating of vehicles
 - (ii) Washing and polishing of motor vehicles, and
 - (iii) A parcels reception depot
- (d) Restroom, waiting rooms and public conveniences
- (e) Use of buildings for public parking and/or reserved private parking
- (f) Public passenger transport facilities

Provided that in no case shall the floor area used for the purposes indicated in (a) , (b) and (c) above exceed twenty per centum (20%) of the total floor area of such a building.

Group V- Funeral Parlour

Funeral parlour is a building wherein arrangements for burial or cremation of bodies of deceased persons for burial or cremation and may include:-

- (i) Facilities for the keeping the bodies of deceased persons
- (ii) A chapel
- (iii) A viewing room
- (iv) A coffin show room
- (v) An administrative office for the arrangement of supply of floral tributes

- (vi) Such administrative offices and toilet facilities as are ordinarily necessary for the day to day operation of the funeral parlour

Group W- Special Building and Uses

This group comprises all land and building uses which do not fall within one or other of any of the other Use Groups A-V

These uses shall all have a “special consideration” requirement although in many instances the Local Planning Authority may prohibit a particular use for reasons of, incompatibility with the nature, character and use of the area, detrimental to the amenity of the area, safety and health, or undesirable for any other reason

This group shall include:-

- | | |
|---|--------------------------|
| - Boarding kennel | - Botanical garden |
| - Bus garage | - Bus terminus |
| - Cemetery | - Crematorium |
| - Drive in restaurant | - Electricity substation |
| - Film studio | - Monument |
| - Night club | - Observatory |
| - Open market (retail/wholesale) | |
| - Parking lot (public or private, covered or uncovered) | |
| - Prison (goal) | - Public toilet |
| - Pumping station | - Railway station |
| - Riding school | - Sewerage works |
| - Surface car park | - Taxi operators |
| - Telephone exchange | - Television building |
| - Transformer station | - Veterinary clinic |
| - Waterworks | - Zoological garden |

Group X- Game Park

This group comprises both land and buildings that are reserved for the keeping of animals in their natural wild state with facilities for rest and recreation of the public

This group shall not include: -

- Zoological garden
- Social club
- Sports club

Group Y- Environmental Residential

Environmental residential homes are a new concept in the development of peri-urban homes. The idea explores the positive relationship by landowners, environmentalists and local authorities to come to grips with the complexities of developing environmentally sustainable homes in valuable agriculturally unutilisable environmentally fragile situations, It is rooted in the desire by people to locate themselves in areas adjacent to cities to take advantage of the amenities offered by both rural and urban areas.

The style, materials and setting of all building development will be carefully considered to ensure that units are hidden from each other as well as blend in with the natural environment. Natural materials should be used as much as possible.

Group Z- Horticulture

Horticulture is the intensive production of fruit, flowers and vegetables. Production is generally all year round with buildings used for production, administration, grading, packaging and dispatch.

All Zones/Other Uses

- (1) -The uses will only be subject to the special consent procedure if, in the opinion of the Authority, they are likely to be compatible and appropriate within.