



Masvingo City Master Plan Review, 2024.

Executive Summary

Masvingo, a densified resilient home to socio-economically active residents proud of their heritage and enjoying equitably distributed quality services underpinned by high-quality infrastructure.

Prepared by

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1.0 Introduction

Masvingo City Council, its state and non-state stakeholders developed this twenty-year Master Plan in a consultative manner. The Master Plan is consistent with national policies, legislation, programs and provincial priorities. It also aids realisation of the city's vision of an **'industrialised Metropolitan City by 2030'**. Preparation of the Master Plan was initiated in early February 2024 and culminated in a Council resolution of Monday 24th June 2024 to adopt the Master Plan. In developing the Plan, the city was guided by Part IV of the Regional, Town and Country Planning Act, the Rhodesia Government Notice No. 248 of 1977, the national constitution and other laws and policies.

The 2045 Master Plan is a spatial development framework for the city and the Metropolitan region around it. It was informed by an extensive and multi-method study of the planning area and its surroundings. At least a thousand (1000) city residents and representatives of stakeholder institutions took part in consultative workshops and focus group discussion (FGD) sessions, key informant interviews, enterprise and household surveys.

Findings showed that the city has strategic advantages. These include the strategic location of the city at the intersection of the national east-west and north-south transport and logistics corridors. These corridors link Masvingo City with its regional neighbours presenting it with strategic socio-economic connections. The city is also a provincial capital, a socio-economic hub, and a gateway to tourism assets with a national and international visitorship.

2.0 Summary of Issues

The city's geographical setting is suited for urban development. It's overall environment is not seriously degraded. Only 10 to 20% of land remains available for horizontal development within the city boundary, which has not changed since the 1993 Master Plan.

Urban population growth has not been as high as previously projected. This is partly accounted for by the growth of peri-urban settlements from 2010 whose servicing has neither been smooth nor adequate exposing weak collaboration across local, provincial and national government levels.

Economic strain from the 1990s eroded the city's economy, which is now dominated by the services sector. This shift has accommodated the small to medium enterprise sector into the economy. Strategic management has not kept pace with the growth and diversity of this sector creating performance and space access gaps. The strain aside the economy is resilient anchored by 33.9% formal employment dominated by the public sector, 31.2% of key populations being informal sector employees, and 25.5% being business owners. 90.1% of survey respondents confirmed having access to an income, 51.9% indicated city economy changes being positive in the last 5 years, 53.4% stated that their incomes supported their families adequately while 62.8% confirmed employment stability having been in the same job for between 6 and 11 years.

Masvingo City Council is still able to provide a relatively good range of services. However, water, sanitation, road, transport, housing, public safety, and recreational services are short on many dimensions. The city has lagged on expanding delivery and maintenance. Its capital budget has not performed well at a time affordable long-term finance isn't readily available. Some 3150 residents are on the housing waiting list mainly for low-cost housing. Other areas indicating unmet demand include market stalls, light industry, institutional, and commercial uses.

Commercial and social services are generally lower order. Quality of infrastructure including trading spaces is inadequate. Space and overall building designs long for strategic uplifts with the skyline only beginning to expand vertically. While congested at month ends, the city's economic density remains

low and lacks specialist services across key sectors. Some commercial activities are undertaken in congested and ill-adapted spaces. Heavy industrial operations are subdued.

Overall, areas needing attention for the planning period were identified as relating to i) urban development and management, ii) green infrastructure development and environmental stewardship, iii) inclusive economic development, iv) land and development management (including financing) innovations, and v) city capacity development.

3.0 Master Plan Summary

3.1 Master Plan Vision, Goals and Strategic Objectives

<i>Vision</i>	<i>Goals</i>	<i>Strategic Objectives</i>
<i>A densified resilient home to socio-economically active residents proud of their heritage and enjoying equitably distributed quality services underpinned by high-quality infrastructure.</i>	<ol style="list-style-type: none"> Densification, Specialisation, and Regeneration Facilitating Sustainable Metropolitan growth 	<ol style="list-style-type: none"> Spatial governance excellence Sustainable/inclusive economic development City resilience Competent city government

3.2 City Growth Direction

The Master Plan proposes three directions of growth. First is vertical expansion of the city in the central business and residential districts. Second is horizontal growth to the south-east, the area bounded by Mutare and Beitbridge Roads. This direction of growth will imply changes to the city's legal boundary through incorporation of its farm, Townlands and a portion of Clipsham on the southern end of the city. The third direction of growth involves regenerating city spaces currently used below potential or ripe for renewal. Two specific nodes where this growth strategy will be deployed are Old Mucheke, and parts of the National Railways of Zimbabwe Main Station to the east of the central business district.

3.3 Master Plan Proposals

<i>Theme.</i>	<i>Proposals Thrust</i>
1. <i>Spatial Governance</i>	<ul style="list-style-type: none"> Preparing and implementing of local development plans for the CBD, Old Mucheke, Heavy Industry, and Commercial Areas in residential zones Monitoring the Master Plan Collaboration with Masvingo RDC, provincial and national government for sustainable peri-urban development
2. <i>City Resilience</i>	<ul style="list-style-type: none"> Develop natural corridor, expand sports facilities, and better manage open spaces Renewable energy expansion Emplacing relevant infrastructure and supportive policies Introduce mass and rapid transit public transport system
3. <i>Residential Zone</i>	<ul style="list-style-type: none"> 10 000 units of high-rise, high-value, well-designed and densified housing Expanded access to quality community and recreational facilities Establish diversified cemetery/burial spaces
4. <i>Economy incl. Industry</i>	<ul style="list-style-type: none"> Develop a mixed-use commercial corridor Set up high-value manufacturing nodes/hubs across levels (SME to largescale)
5. <i>Social Services</i>	<ul style="list-style-type: none"> Expanded health service delivery (numbers and level i.e. Provincial Hospital) Setting up city-run social protection initiatives Establish an Integrated Waste Management (IWM) system Expanded education access by setting up 6 and 2 new primary and secondary schools respectively
6. <i>Water, Sewage Systems</i>	<ul style="list-style-type: none"> Expanded water and sewer treatment plants Network optimisation, expansion/extension, enhanced operation and maintenance

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| 7. <i>Roads</i> | <ul style="list-style-type: none"> • Network optimisation, expansion/extension, enhanced operation and maintenance • Expand public safety infrastructure (lighting, biking, walking, wheelchair etc) |
| 8. <i>Financial Services</i> | <ul style="list-style-type: none"> • Establish stable and deep city fiscal framework to anchor Master Plan financing • Crowd-in private, resident, and development partner financial participation • Build city-wide fiscal prudence and trustworthiness |
| 9. <i>City Competence</i> | <ul style="list-style-type: none"> • Uncouple City Planning from City Engineering & capacity build both Departments • Strengthen Council capacity to oversee city executive branch • Strengthen Master Plan and other related outreach |

4.0 Key Development Projects

The table below presents the 12 Master Plan themes and the 79 development proposals through which the city's Master Plan will be executed. The proposals are arranged by Master Plan theme. The proposals are time-scheduled into short-term (under 5 years), medium-term (6-10 years) and long-term (11-20 years) with indicative costs.

Master Plan Proposals by Theme	Short-term 1 to 5 years	Medium-term, 6 to 10 years	Long-term, 11 to 20 years	USD Cost (million)
Land/Spatial Governance	✓			0.4
1. A Revised City Centre Local Spatial and Economic Development Plan,	✓			0.2
2. Old Mucheke Urban Subject (Redevelopment/Renewal) Plan,	✓			0.06
3. Heavy Industry Spatial and Economic Development Plan,	✓			0.1
4. Neighbourhood and District Commercial Centres (Re)Development Plan,	✓			1.7
5. Ongoing capacity development on land governance and management	✓			2
Urban Resilience	✓	✓	✓	5
6. Systematic adoption of renewable energy sources by city residents (households, corporates, and institutions) including use of batteries, energy-saving appliances, electrical vehicles, and net metering	✓	✓	✓	20
7. Mass/public transport systems and relevant infrastructure	✓	✓	✓	0.1
8. Eliminating sources of pollution, drench and clean Mucheke and Shagashe Rivers to allow water-based and riverine recreational activities, biking and walking trails, water-facing benches, bird watching spots, and parks,	✓			0.05
9. Institute annual planting of fruit trees, both indigenous and exotic as well as other tree/plant species,	✓	✓	✓	0.4
10. Erecting/constructing a flood barrier on the right bank of Mucheke River in Old Mucheke housing and light industrial areas that are affected by summer floods	✓	✓		5
11. Promoting biking and walking infrastructure within the city	✓	✓	✓	1
12. Establishing a multi-activity natural corridor	✓	✓		0.5
13. Restocking Shagashe Game Park with small herbivorous game and zebra	✓	✓	✓	2
14. Regreening the city and better management of open spaces.	✓	✓	✓	5
Residential	✓	✓		
15. High-rise student housing in the Great Zimbabwe University node to accommodate at least 3000 students,	✓	✓	✓	
16. High-rise family dwelling units in different parts of the city to house at least 2 000 families	✓	✓	✓	

17	At least 5 000 family dwellings in cluster, semi-detached, and freestanding single-storey developments within/around the city de jure boundary,	✓	✓	✓	2
18	Establishing at least 50 multi-purpose Council-built/run as well as community built/run community facilities in strategic locations including expanding conditional community access to Church buildings,	✓	✓	✓	1
19	Establishing at least 6 new primary and 2 secondary schools	✓	✓	✓	1
Economic Development and Management					
20.	Incentivising establishment of Provincial Corporate Headquarters for all private companies operating in the province to pool business acumen and enhance city-corporate sector cooperation for economic growth,	✓	✓	✓	1
21.	Establishing an integrated commercial node anchored by a shopping mall, a city bus rank and Railway Station on National Railways of Zimbabwe land,		✓		120
22.	Setting up a Commercial Corridor connecting Mucheke Bus Rank, Commercial Node and Light Industry (existing and proposed), Garikai Market, and Croco Motors Corner	✓	✓		50
23.	Strategic rebooting of the city's CBD to be further elaborated in the Revised City Centre Local Development Plan,	✓	✓		0.3
20.	Enhancing spatial and economic functionality of existing Neighbourhood Commercial Nodes and establishing new Regional Nodes; Eastern, Northern, and Southern through presence of mixed and specialist uses,	✓	✓	✓	0.4
21.	Strengthening city economic development facilitation across all sectors through city-run economic subsector fairs or interactions, city-coordinated marketing expos at national and international level, city-provided or coordinated business development services (BDS), business awards, and enterprise development/nurturing facilities/hubs,	✓	✓	✓	0.3
22.	Identify and strengthen arts and culture value chains, the associated hospitality sector and establish relevant facilities in the city including a 300-seat adaptable use auditorium for regular (monthly) and commissioned events (corporate sponsored) at the Caravan (to be renamed Culture) Park, cultural villages/centres, theatre groups and academies in conjunction with relevant media outlets,	✓	✓	✓	3
23.	Develop and implement an Annual City Cultural Calendar with a City Day, Culinary Day, Miss/Mr Masvingo, Education Day, Health Day, etc aligned with a Tourism Assets popularisation i.e. narrative curating, documentation, and tour package development, and implementation to promote visits to the city	✓	✓	✓	1
24. Industry					
25.	Consolidating industrial nodes and the main land use zone to the west of the city centre by removing mis-located industrial and warehousing activities from areas like the Central Business District and residences	✓	✓	✓	1
26.	Relocating street vehicle servicing from CBD to the edge of the CBD,	✓			1
27.	Completing the 1993 Master Plan proposals regarding extension of the main industrial zone to the west of the city up to the city's western boundary,	✓	✓		2
28.	Setting the high value and clean manufacturing as well as airport-related handling and warehousing zone near the International Airport east of Zimuto Camp/North of Mutare Road	✓			4

29. Extension of Mucheke Light Industry to the north of Don Bosco Primary School on the right bank of Mucheke River,	✓	✓		1
30. Providing light industry land at re-planned district and neighbourhood shopping centres as envisaged in 4.2.1b and d,	✓	✓		1
31. Establish working linkages with strategic business actors to identify industrial activities that can be revived in the city,	✓	✓	✓	5
32. Active promotion of the digital/ICT industry at Council and in all socio-economic activities within the city in collaboration with industry actors for inclusion, convenience, and innovation.	✓	✓	✓	1
Social Protection	✓			1
33. Strengthen the city's Social Welfare office's capacity to conduct relevant research and develop appropriate programs in association with other actors,				
34. Implementation of appropriate social protection activities form city resources and in collaboration with other agencies supporting the less privileged through soup/meal kitchens for rough sleepers or homeless residents, finding homes for the homeless, and linking poor residents to socio-economic opportunities pursued through proposals in 4.5 and 4.6,	✓	✓	✓	0.5
35. Partnering with social development and religious organisations as well as relevant public institutions to provide life skills to residents in need, tackle gender-based violence, drug and substance abuse, promote community cohesion, and volunteering.	✓	✓	✓	0.5
Health and Waste Management	✓			5
36. Establish an Infectious Disease Hospital, upgrade two of its existing clinics to have four Polyclinics and establish two new primary health care centres,				
37. Recruit at least 3 Medical Doctors for the city to serve residents	✓	✓	✓	1
38. Enhance health staff competences,	✓	✓	✓	0.2
39. Finalise decommissioning of the dumpsite and commissioning of the Cambria Landfill,	✓			0.4
40. Establish an integrated water management (IWM) program with waste transfer stations, city wide recycling, reduced waste burning, and dumping,	✓	✓	✓	2.5
41. Closely monitor registered and unregistered outlets selling cooked food and entrepreneurs trading in food products including agricultural produce to ensure resident wellbeing,	✓	✓	✓	0.4
42. Modernise, increase number of expanded capacity and better maintained public toilets in the city	✓			0.5
43. Establish a Mental Health Facility to the North of the city	✓	✓		1
Roads and Drainage	✓			0.7
44. Conduct a comprehensive transportation engineering study focusing on need for ring roads, removing traffic bottlenecks, junction upgrades, creation of bus lanes and similar, development of road linking Mutare Road and Beitbridge Road on the eastern side of the city.				
45. Conduct a traffic analysis/classification to inform pavement and stormwater designs for roads linking the city with Victoria Ranch	✓			0.3
46. Dualisation of Mutare Road from the edge of the CBD past the proposed Shopping Node to the east of the city	✓			4
47. Incremental pavement repair and resurfacing of all roads and walkways in the CBD and at other smaller local business centres in the city.	✓	✓	✓	5
48. Standardising information signs and other road furniture for city aesthetics	✓	✓	✓	1

49. Increasing and diversifying green infrastructure in the CBD	✓	✓	✓	1
50. Resurfacing and upgrading of all tertiary and secondary township roads in the city with priority given to public transport routes and other busy roads.	✓	✓	✓	10
51. All upgrading works to include introduction of paved cycle and pedestrian tracks, designated bus stop areas, repair of all stormwater drains and culverts, installation of safety barriers where appropriate, and installation of renewable energy powered street lights.	✓	✓	✓	1
Water Supply	✓			4
52. Connect and supply potable water to Victoria Ranch	✓			0.7
53. Finalise ongoing water supply infrastructure asset condition assessments and non-revenue water reduction initiatives to optimise operational efficiency of the current water supply system.	✓			0.2
54. Develop and implement an asset replacement or upgrade strategy.	✓	✓	✓	0.5
55. Carry out verified hydraulic modelling for the whole water system to identify any bottlenecks affecting the water supply system performance.	✓			3
56. Carry out necessary water network upgrades or reconfigurations to optimise the water supply system.	✓			2
57. Carry out necessary works to reduce identified water losses. This to include introduction of district monitoring areas to actively and continuously monitor system performance and help identify areas of high-water losses and inform on appropriate and effective interventions.	✓	✓	✓	1
58. Carry out complementary water demand management activities to reduce water losses and to conserve water with user community participation in leak reduction, introduction of new byelaws for flush toilets with low water use, pressure reducing or regulating valves in high pressure areas and similar.		✓	✓	100
59. Carry out water augmentation project activities based on confirmed need.		✓		0.3
60. Consolidate a comprehensive Water Supply Master Plan based on the new Spatial Master Plan for the city and for the Greater Masvingo City Metropolitan area.	✓			2
Sewage Infrastructure	✓			0.8
61. Complete construction of the trunk sewer extension to Victoria Ranch	✓			0.2
62. Reconstruct manhole covers with more vandal proof designs to reduce dumping of foreign matter into sewer manholes.	✓	✓	✓	0.3
63. Complete on-going asset condition assessments and creation of GIS database for the sewer network.		✓	✓	1
64. Develop and utilise an asset replacement/upgrade strategy.		✓		0.4
65. Carry out sewer replacement projects as informed and prioritised in the sewer replacement/upgrade strategy.		✓		0.5
66. Prepare a sewerage Master Plan to cater for the developments in new Spatial Master Plan	✓	✓		5
67. Assess the need for a new southeastern sewage treatment plant given city growth in that direction to obviate pumping costs to current plant.		✓		
68. Develop infrastructure including a pumping station, pumping mains and appropriate irrigation infrastructure for collection and conveyance of treated sewage effluent to water the green spaces in the city particularly the proposed green corridors along Muccheke and Shagashe Rivers.				

Financial Services Sector	✓	✓	✓	0.1
69. Conducting studies on the flow of socio-economic development funding into the city every 2 years				
70. Increase city revenue collection efficiency to at least 80% annually	✓	✓	✓	0.5
71. Establish system of user-city resource blending for socio-economic development wherever appropriate	✓			1
72. Help with crowding-in mid to top-level financial experts into the city's financial institutions	✓	✓	✓	0.3
73. Building a city-wide culture of fiscal prudence and financial trustworthiness	✓	✓	✓	0.4
Municipal Capacity	✓			1
74. Establish standalone Council Committee to oversee planning and land management				
75. Capacity development of Council on planning and land management	✓	✓	✓	0.2
76. Establish a City Planning Department and develop its capacity	✓	✓	✓	See 5
77. Build the capacity of City Engineer's Department to deliver land and manage Municipal engineering services	✓	✓	✓	2.1
78. Procure adequate modern plant and equipment, tools and other needs for all Council Departments	✓	✓	✓	See 5
79. Strengthen the offices of the Town Clerk and Chamber Secretary to provide strategic guidance to Council operations	✓	✓	✓	1
TOTAL				404.1