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OPTIMISING LAND USE STRATEGIES FOR SUSTAINABLE DEVELOPMENT PROJECTS IN ZIMBABWE AT E. PFUGARI PROPERTIES (PVT) LTD

BY

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A RESEARCH PROPOSAL SUBMITTED FOR RESEARCH METHODS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF EXECUTIVE MASTER IN BUSINESS ADMINISTRATION IN THE COLLEGE OF BUSINESS AND MANAGEMENT SCIENCES

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Abstract

Urban land use remains a defining factor in sustainable economic transformation, especially in developing economies experiencing rapid urbanization. This study, titled Optimising Land Use Strategies for Sustainable Development Projects in Zimbabwe: A Case of E. Pfugari Properties (Pvt) Ltd., explores how mixed-use developments can serve as strategic instruments for inclusive urban growth, profitability, and environmental stewardship. Guided by a mixed-methods design, the study collected data from 42 stakeholders representing developers, policymakers, and community leaders. Quantitative results revealed high market demand for integrated and secure developments with efficient access to essential services, while affordability and regulatory inefficiencies were identified as key constraints. Qualitative findings underscored the need for leadership coordination, policy reform, and financing innovation through Public–Private Partnerships (PPPs) and Real Estate Investment Trusts (REITs). The study concludes that sustainable land-use optimization in Zimbabwe requires a deliberate executive strategy that aligns business models with national policy frameworks and community well-being. A strategic framework is proposed to guide developers and policymakers in implementing mixed-use developments that balance economic viability with social and environmental responsibility. The research contributes to executive management practice by offering actionable insights for urban investment strategy, policy integration, and leadership-driven sustainable development.

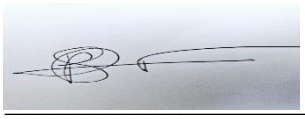
Keywords: Mixed-use development, land use, sustainable urban development, executive leadership, strategic framework, Zimbabwe

Declaration

I, Perceviarance Chitima, declare that this dissertation titled "Optimising Land Use Strategies for Sustainable Development Projects in Zimbabwe at E. Pfugari Properties (Pvt) Ltd." It is my own original work and has not been submitted for any other degree or diploma at any other institution of higher learning.

I confirm that all sources consulted or quoted have been properly acknowledged and referenced in accordance with academic ethics.

This dissertation was carried out under the supervision of Professor Stanley Murairwa and submitted in partial fulfilment of the requirements for the Executive Master of Business Administration (EMBA) degree.



Perceviarance Chitima Signature

Professor S Murairwa Signature

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This dissertation is submitted in partial fulfilment of the requirements for the award of the Executive Master of Business Administration (EMBA) degree at Africa University. It represents the original work of the author and reflects research conducted under the supervision of Professor Stanley Murairwa.

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Dedication

This dissertation is lovingly dedicated to my mother, whose unwavering faith, encouragement, and sacrifices have been the foundation of all my achievements.

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List of Acronyms and Abbreviations

AfDB African Development Bank

CBD Central Business District

EMA Environmental Management Agency

EMBA Executive Master of Business Administration

ESG Environmental, Social, and Governance

FDI Foreign Direct Investment

GIS Geographic Information System

GRS Graduate Research School

ICT Information and Communication Technology

LED Local Economic Development

MoLG Ministry of Local Government

NGO Non-Governmental Organization

PPP Public–Private Partnership

REIT Real Estate Investment Trust

ROI Return on Investment

SDG Sustainable Development Goal

UN-Habitat United Nations Human Settlements Programme

ZimStats Zimbabwe National Statistics Agency

Definition of Key Terms

Land Use: The management and modification of natural or built environments into residential, commercial, industrial, or recreational areas to meet human needs and promote sustainable development.

Land Development: The process of converting raw land into a usable form through activities such as subdivision, construction, and infrastructure provision, aimed at increasing land value and functionality.

Mixed-Use Development: A planning and development approach that integrates residential, commercial, and recreational spaces within a single area to promote accessibility, social interaction, and economic efficiency.

Sustainability: The practice of meeting present development needs without compromising the ability of future generations to meet their own, by balancing economic, environmental, and social objectives.

Urbanization: The increasing concentration of populations in cities and towns, often accompanied by the expansion of infrastructure, housing, and economic activity.

Public–Private Partnership (PPP): A cooperative arrangement between government entities and private sector organizations for the financing, design, and implementation of infrastructure or service projects.

Zoning: The legal process of dividing land into designated areas (zones) for specific purposes such as residential, commercial, or industrial use, guided by planning policies and regulations.

Infrastructure: The basic physical and organizational structures—such as roads, water supply, power systems, and communication networks—required for the functioning of a community or economy.

Sustainable Development: A development paradigm that integrates economic growth, environmental protection, and social inclusion to ensure long-term well-being and resilience.

Stakeholders: Individuals or groups with a direct or indirect interest in a project or decision, including government authorities, developers, investors, and local communities.

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CHAPTER 1 INTRODUCTION

1.1 Introduction

Land use planning is not only a technical or regulatory process but a strategic management and leadership issue that determines the pace and sustainability of national development. In rapidly urbanizing economies such as Zimbabwe, effective land-use decisions shape investment flows, infrastructure performance, and community welfare. The way land is planned, developed, and utilized reflects the strategic vision, governance quality, and managerial innovation of both public and private sector leaders.

As urban centres expand, the pressure on limited land resources intensifies, requiring integrated approaches that balance economic growth with environmental stewardship and social inclusivity. For executives, the central challenge lies in optimizing land-use strategies that enhance financial returns while ensuring sustainability and compliance with evolving policy frameworks.

Land development, therefore, becomes more than a planning function but it is a multi-stakeholder enterprise involving strategic decision-making, capital investment, and cross-sector coordination. It includes key stages such as land acquisition, feasibility assessment, subdivision, and the integration of infrastructure and amenities to create productive and livable spaces.

In Zimbabwe, land development is deeply intertwined with both economic and political realities. The subdivision and creation of stands form the foundation of urban housing and commercial growth. This process requires developers to engage with regulatory frameworks, secure subdivision permits, and coordinate with local authorities to ensure compliance and project viability (Moyo, 2019).

Each of these steps demands managerial foresight and stakeholder engagement for decision-making. The quality of these decisions directly influences development success, investment attractiveness, and community acceptance.

Once the necessary approvals are in place, the next step involves the formulation of land-use strategies that optimize both functionality and long-term sustainability. The concept of mixed-use development, where residential, commercial, and recreational spaces coexist has emerged globally as a best practice in achieving efficient, resilient, and profitable land utilization (Ewing & Cervero, 2010).

Incorporating sustainable practices such as green building technologies, renewable energy, and environmental management systems further enhances long-term value creation while addressing the growing demand for eco-friendly lifestyles (Kibert, 2016). Beyond physical design, these approaches require strategic stakeholder engagement to align project goals with community needs and social license to operate (Patton, 2015).

In Zimbabwe, land development has become a strategic business activity, central to the national agenda of infrastructure growth and economic recovery. The country's major

cities, including Harare and Bulawayo, are experiencing increasing population densities, creating both market opportunities and leadership challenges for real estate developers, financiers, and policymakers. Developers such as *E. Pfugari Properties (Pvt) Ltd* operate in an environment where the quality of leadership decisions directly impacts not only profitability but also urban sustainability.

Thus, this study aims to examine effective land-use strategies that can inform both private developers and policymakers in Zimbabwe. Specifically, it focuses on how mixed-use developments can be strategically implemented to deliver economic, environmental, and social returns, reinforcing the alignment between sustainability, business leadership, and urban growth.

1.2 Background to the Study

Zimbabwe is at a critical crossroads in its urban development trajectory. Rapid urbanisation, economic volatility, and infrastructural inadequacies have created a highly dynamic and competitive environment for land development. The World Bank (2022) and African Development Bank (2020) highlight that urbanisation in Sub-Saharan Africa presents both challenges and opportunities: if properly managed, it can be a catalyst for economic diversification, investment, and innovation.

However, Zimbabwe's land-use systems have struggled to keep pace with this transition. Cities such as Harare face urban sprawl, inadequate infrastructure, and fragmented

planning, which diminish productivity and business efficiency. The Zimbabwe National Statistics Agency (2022) projects a significant rise in urban populations by 2030, placing further strain on limited urban land and public services.

In this environment, mixed-use development emerges as a strategic management solution. It integrates residential, commercial, and recreational functions to optimise land productivity and stimulate economic activity. For executives in real estate and urban policy, mixed-use projects represent high-value investment ecosystems, capable of generating diversified income streams while meeting social needs.

Globally, mixed-use developments have proven successful in improving urban efficiency and financial viability (Ewing & Cervero, 2010). Locally, developers such as E. Pfugari Properties are beginning to embrace this model as a response to shifting residential preferences, sustainability pressures, and competitive market forces. The growing demand for accessible, amenity-rich, and environmentally conscious living spaces reflects a new consumer segment that values proximity, convenience, and quality of life.

Thus, the study's background is not merely urban but strategic and managerial: understanding how executives can deploy land-use strategies that simultaneously create economic value, social impact, and sustainability advantage.

1.3 Statement of the Problem

Despite the proven global success of mixed-use models, Zimbabwe's land-use management remains characterised by policy misalignment, infrastructure gaps, and weak public–private collaboration. These shortcomings impede investment, slow innovation, and hinder sustainable urbanisation.

Existing regulations often fail to accommodate integrated development models, resulting in fragmented projects that do not maximise land potential or community benefit. Bureaucratic red tape, overlapping institutional mandates, and delayed approvals discourage investor participation.

Infrastructure deficiencies such as limited transport connectivity, poor utility networks, and unreliable water and energy supply further elevate project costs and erode profitability. These factors combine to make mixed-use developments financially risky and logistically cumbersome, despite their inherent market appeal (Bhanye et al., 2023).

Furthermore, the Fast Track Land Reform Programme created unintended distortions in urban land markets, producing informal settlements that lack planning, amenities, and sustainability structures (Mabaso, 2015). The absence of cohesive land-use strategies has perpetuated inefficiencies, resulting in land underutilization or misallocation.

From an executive leadership perspective, this scenario represents both a strategic gap and an opportunity. The lack of coordinated planning offers room for innovation through

evidence-based, integrated land-use models that can align government objectives, business incentives, and community interests.

Thus, the study addresses the problem of how strategically managed mixed-use developments can overcome infrastructural, financial, and regulatory challenges to deliver profitable, inclusive, and sustainable urban growth in Zimbabwe.

1.4 Research Aim

The overarching aim of this study is to investigate how mixed-use land-use strategies can be optimised to foster sustainable urban development in Zimbabwe, focusing on the case of E. Pfugari Properties (Pvt) Ltd.

1.4 Research Objectives

The research objectives are to:

1.4.1 Identify the most effective land-use strategies that maximize the value and functionality of mixed-use developments in Zimbabwe.

1.4.2 Explore how land-use planning can effectively integrate sustainable practices into mixed-use projects undertaken by E. Pfugari Properties and similar firms.

1.4.3 Assess how existing regulations and infrastructure influence the implementation and financial feasibility of mixed-use projects.

1.4.4 Suggest strategies for executives, policymakers, and stakeholders to strengthen regulatory frameworks, financing mechanisms, and infrastructure investment toward sustainable development

1.5 Research Questions

The research questions are as follows:

1.5.1 What land-use strategies most effectively enhance the performance and market value of mixed-use developments in Zimbabwe?

1.5.2 How can executives integrate sustainability and innovation into land-use planning and project design?

1.5.3 What roles do regulation, policy, and infrastructure play in shaping mixed-use project outcomes?

1.5.4 How can decision-makers strengthen the business environment to support successful and sustainable mixed-use developments?

1.6 Significance of the Study

This study carries significance on multiple fronts, spanning policy, business leadership, community development, environmental management, and academic advancement in Zimbabwe. It provides valuable insights that address both the theoretical and practical dimensions of sustainable land-use planning, positioning mixed-use development as a strategic driver for national growth and transformation. By analyzing how economic, environmental, and social objectives can be integrated through effective land-use management, the study contributes to the broader discourse on sustainable urbanization and development policy in emerging economies.

From a policy perspective, the findings offer actionable guidance for government authorities and regulatory institutions. They illustrate how regulatory flexibility, institutional coordination, and transparent governance can attract private investment and stimulate economic activity in the property sector. Aligning land-use policy with business realities will enable policymakers to enhance investor confidence, streamline approval processes, and promote sustainable growth consistent with national development goals such as Zimbabwe Vision 2030 (Moyo & Yeros, 2021). The study therefore supports ongoing policy reform efforts by providing empirical evidence on how effective governance frameworks can facilitate balanced and inclusive urban development.

For business executives and developers, this research provides strategic intelligence for designing and implementing profitable yet sustainable mixed-use projects. It underscores how the adoption of green technologies, integrated planning, and stakeholder collaboration can strengthen long-term profitability, brand equity, and corporate

reputation. The study's findings can guide real estate firms, including E. Pfugari Properties, in adopting innovative approaches that reduce operational risks while meeting rising consumer demand for environmentally responsible developments. In doing so, it bridges the gap between profitability and sustainability, enabling the private sector to play a leading role in urban regeneration.

Community stakeholders also stand to benefit significantly from the insights generated by this research. By highlighting the role of participatory planning and social inclusivity, the study emphasizes that successful urban development depends on active citizen engagement. Mixed-use developments have the potential to improve social cohesion, enhance community well-being, and foster shared ownership of development outcomes. These findings reinforce the importance of grassroots involvement in shaping urban spaces that reflect collective needs and aspirations, ultimately contributing to more inclusive and livable cities (United Nations Habitat, 2016).

From an academic standpoint, the study adds to the growing body of literature on strategic land-use management by integrating theoretical perspectives with empirical evidence from Zimbabwe's urban context. It contributes to understanding how sustainability, leadership, and policy interact in shaping land development outcomes in African cities. This synthesis of theory and practice enriches academic debates in urban management and provides a foundation for future research in sustainable development and business leadership (African Development Bank, 2020).

The study also carries significant environmental implications. By emphasizing sustainability in land-use strategy, it advocates for environmentally responsible planning practices that minimize ecological footprints and encourage the conservation of natural resources. The findings can inform the integration of environmental stewardship into both public and private sector projects, aligning Zimbabwe's urban growth trajectory with global sustainability targets such as the Sustainable Development Goals (ZimStats, 2022).

Finally, the study contributes to the economic development agenda by linking effective land-use management with macroeconomic competitiveness. It demonstrates how well-governed mixed-use developments can attract foreign direct investment (FDI), stimulate entrepreneurship, and generate employment opportunities—thereby supporting Zimbabwe's Vision 2030 objective of achieving an upper-middle-income economy. By bridging the policy-business divide, the research highlights how strategic land development can serve as a powerful instrument for inclusive, resilient, and sustainable economic growth.

1.7 Delimitation of the Study

This study is delimited to urban areas in Zimbabwe, with a specific focus on major cities such as Harare and Bulawayo, which have experienced rapid urbanization, population growth, and increasing demand for sustainable land-use solutions. The research is confined to the analysis of mixed-use development projects that integrate residential, commercial, and recreational spaces while excluding purely residential, industrial, or

agricultural developments to maintain thematic focus. The study examines current land-use practices and regulatory frameworks within a five-year period, providing a contemporary assessment of trends, challenges, and opportunities in urban development. The scope of stakeholder engagement is limited to key actors such as urban planners, real estate developers, policymakers, and community representatives, whose insights are most relevant to strategic land-use decision-making. Methodologically, the study adopts a mixed-methods approach combining quantitative surveys and qualitative interviews, but it does not extend to experimental or longitudinal research designs due to time and resource constraints. Furthermore, the study emphasizes the examination of regulatory barriers and institutional frameworks influencing mixed-use development rather than conducting a comprehensive legal analysis of all land-related statutes. These delimitations collectively ensure that the research remains focused, manageable, and contextually relevant, allowing for actionable insights that can inform policy, business strategy, and sustainable urban development in Zimbabwe.

1.8 Limitation of the Study

While this study aims to provide valuable insights into land-use strategies for mixed-use developments in Zimbabwe, several limitations may influence the outcomes and interpretation of the findings. Due to time and resource constraints, the research involved a limited sample size, which may affect the generalizability of the results, despite efforts to include diverse perspectives from planners, developers, and policymakers. Access to comprehensive and up-to-date data on land use, infrastructure, and regulatory frameworks was also restricted, potentially limiting the precision of the analysis. The qualitative component of the study may introduce subjectivity, as participants' responses are

influenced by individual perceptions and biases. Additionally, Zimbabwe's regulatory environment is dynamic and susceptible to political, economic, and social changes, which may render some findings less applicable over time. The study's focus on urban areas, particularly cities such as Harare and Bulawayo, may exclude rural contexts that experience different land-use challenges and opportunities. Moreover, the inherent complexity and diversity of mixed-use developments make it difficult to draw universally applicable conclusions, as each project is influenced by unique spatial, financial, and social conditions. External factors such as macroeconomic instability, shifting investment climates, and policy reforms may also impact land-use planning and implementation in ways that fall outside the study's control. Recognizing these limitations allows for a balanced interpretation of the results and helps contextualize the recommendations within the realities of Zimbabwe's evolving urban development landscape.

CHAPTER 2 REVIEW OF RELATED LITERATURE

2.1 Introduction

Urbanization is an inevitable trend observed globally, particularly in developing countries like Zimbabwe. As urban areas continue to expand, the challenges associated with urban growth such as housing shortages, traffic congestion, and environmental degradation become increasingly pronounced. Mixed-use developments (MUDs) have emerged as a promising strategy for addressing these complex urban issues by integrating residential, commercial, and recreational spaces within a cohesive framework. This approach not only enhances the functionality of urban areas but also fosters community interaction, economic vitality, and sustainable living.

2.1.1 Significance of Mixed-Use Developments

Mixed-use developments are characterized by the combination of different types of land uses within a single project or neighborhood. This integration allows for a more efficient use of land and resources, promoting a vibrant urban environment where residents can live, work, and play in proximity. Research indicates that MUDs can significantly reduce reliance on automobiles by encouraging walking and cycling, thereby contributing to lower greenhouse gas emissions (Smith & Jones, 2019). Furthermore, these developments can enhance local economies by attracting businesses and creating job opportunities, which is particularly crucial in the context of Zimbabwe, where economic challenges persist.

In Zimbabwe, where urbanization has outpaced infrastructure development, the need for innovative land-use strategies is critical. The country has experienced significant migration from rural to urban areas, leading to the proliferation of informal settlements and strained public services (Moyo & Yeros, 2021). Mixed-use developments offer a viable solution to these challenges by providing structured environments that can accommodate diverse land uses and facilitate access to essential services.

2.1.2 Context of Urban Planning in Zimbabwe

Urban planning in Zimbabwe has historically been influenced by a range of socio-economic and political factors. The rapid urbanization witnessed in recent decades has often been unplanned, resulting in informal settlements that lack basic services and infrastructure (Chikozho, 2019). This context underscores the importance of adopting a more strategic approach to urban development, wherein mixed-use developments play a pivotal role.

The legislative framework governing land use in Zimbabwe has also evolved, with recent policies aimed at promoting sustainable urban growth and improving the quality of life for urban residents. However, the implementation of these policies has been inconsistent, often hampered by resource constraints and political instability. By integrating mixed-use developments into the urban planning process, stakeholders can create more resilient cities that respond effectively to the needs of their inhabitants.

2.2 Theoretical Framework

The theoretical framework serves as the foundation upon which the research is built, providing a lens through which key concepts can be analyzed and understood. In the context of mixed-use developments (MUDs) and urban planning in Zimbabwe, a variety of theories are particularly relevant, including urbanism theories, sustainable development principles, community engagement strategies, transit-oriented development (TOD), and place-making concepts. This section will delve into these theoretical perspectives, elucidating their significance and application to the research.

2.2.1 Theories of Urbanism

Urbanism is a critical area of study that examines the spatial, social, and economic dynamics of urban areas. One foundational theory in urbanism is the Concentric Zone Model, proposed by sociologist Ernest Burgess in the 1920s. According to this model, urban land use is organized in concentric rings, with each zone representing different functions and social classes. The innermost zone is typically characterized by industrial activities, while the outer zones are residential, with wealthier populations residing farther from the city centre.

While this model has been criticized for its oversimplification and lack of consideration for the complexities of modern cities, it provides a useful starting point for understanding urban organization. Mixed-use developments challenge traditional zoning patterns by integrating residential, commercial, and recreational spaces within close proximity, thereby fostering a more dynamic urban environment. In Zimbabwe, where urban growth

often leads to the emergence of informal settlements, the principles of the Concentric Zone Model can help planners understand the socio-spatial dynamics at play.

Another influential perspective is the Multiple Nuclei Model introduced by Harris and Ullman (1945). This model posits that urban areas develop around multiple centers or "nuclei," each serving different functions. Unlike the Concentric Zone Model, which suggests a singular center of activity, the Multiple Nuclei Model recognizes the complexity of urban development. This concept aligns closely with mixed-use developments, as these projects often emerge as nodes within a larger urban fabric, integrating various land uses to create vibrant, multifaceted environments. In the context of Zimbabwe, where economic activities often cluster around specific areas, this model can inform the planning of mixed-use developments that capitalize on existing economic hubs.

2.2.2 Sustainable Development

Sustainable development is a critical framework for understanding the role of mixed-use developments in achieving urban sustainability. The Brundtland Report (1987) defines sustainable development as meeting the needs of the present without compromising the ability of future generations to meet their own needs. This principle underscores the importance of promoting economic, social, and environmental sustainability in urban planning.

Mixed-use developments align with sustainable development principles by promoting compact, walkable communities that reduce reliance on automobiles and encourage

environmentally friendly practices. These developments can enhance social equity by providing affordable housing options and access to essential services within close proximity, thereby addressing the needs of diverse populations (Smith & Jones, 2019). Furthermore, by integrating green spaces and sustainable infrastructure, MUDs can contribute to environmental conservation and climate resilience, making them a vital component of sustainable urban planning in Zimbabwe.

The concept of sustainable urbanism further expands upon these ideas. Sustainable urbanism emphasizes the integration of ecological principles into urban planning, advocating for designs that prioritize sustainability across multiple dimensions, including transportation, energy use, and community well-being (Duany & Plater-Zyberk, 2000). In Zimbabwe, where urban challenges such as pollution, resource scarcity, and inadequate infrastructure are prevalent, adopting sustainable urbanism principles within mixed-use developments can lead to more resilient urban environments.

2.2.3 Community Engagement and Participatory Planning

Community engagement is an essential component of successful urban planning and mixed-use development. The **Participatory Planning Theory** emphasizes the importance of involving community members in the decision-making process. This theory posits that active participation leads to better outcomes, as it ensures that the diverse needs and preferences of residents are considered (Arnstein, 1969).

In the context of Zimbabwe, where urban development has often been characterized by top-down approaches, fostering community engagement is crucial for creating mixed-use

developments that genuinely reflect the needs of local populations. Engaging stakeholders—such as residents, businesses, and government officials—in the planning process can enhance social cohesion, ensure transparency, and ultimately lead to more successful and sustainable developments (Moyo & Yeros, 2021).

Effective community engagement can take various forms, including public consultations, workshops, and collaborative design sessions. These approaches allow community members to voice their concerns, share ideas, and actively participate in shaping their urban environment. Research shows that communities that are engaged in the planning process are more likely to support development projects and experience improved satisfaction with their living conditions (Innes & Booher, 2004).

2.2.4 Transit-Oriented Development (TOD)

Transit-oriented development (TOD) is another critical concept relevant to mixed-use developments. TOD focuses on creating vibrant, walkable communities centered around public transportation hubs. The underlying principle is to reduce reliance on cars by promoting higher-density, mixed-use development near transit stations (Cervero, 2004).

In Zimbabwe, where public transportation is a significant mode of travel, integrating mixed-use developments with transit systems can enhance accessibility and reduce traffic congestion. By encouraging higher-density development in proximity to transit, MUDs can facilitate easier access to jobs, services, and amenities, thereby improving the overall quality of life for residents. The integration of public transport into urban planning is

especially pertinent in cities like Harare, where the public transport system serves as a lifeline for many residents.

TOD also promotes social equity by providing affordable housing options within transit-rich areas, ensuring that low-income populations have access to essential services and employment opportunities. Moreover, TOD can contribute to environmental sustainability by reducing greenhouse gas emissions associated with automobile travel (Cervero & Duncan, 2006). As Zimbabwe faces challenges related to urban mobility and environmental degradation, embracing TOD principles within mixed-use developments can create more sustainable urban environments.

2.2.5 Place-Making

Place-making is a holistic approach to urban planning that emphasizes the importance of creating meaningful and engaging public spaces. This concept revolves around the idea that well-designed public spaces can foster community interaction, enhance social cohesion, and contribute to a sense of belonging (Project for Public Spaces, 2000).

Mixed-use developments often incorporate public spaces, such as parks, plazas, and community gathering areas, which are essential for place-making. In Zimbabwe, where public spaces are often underutilized or poorly designed, integrating effective place-making strategies into MUDs can enhance community engagement and improve the overall urban experience. Successful place-making requires a deep understanding of the local context, including cultural, historical, and social factors that shape the community.

Moreover, place-making encourages the involvement of community members in the design and management of public spaces. By fostering a sense of ownership and pride among residents, place-making can lead to more vibrant and accessible urban environments. Research indicates that well-designed public spaces can contribute to increased social interaction, reduced crime rates, and improved mental health outcomes (Carmona et al., 2010). In the context of Zimbabwe, where social cohesion is vital for community stability, effective place-making within mixed-use developments can foster stronger community ties.

2.2.6 The Integration of Theories in the Zimbabwean Context

The integration of these theoretical frameworks is essential for understanding the complexities of mixed-use developments in Zimbabwe. As urban areas continue to grow, planners must navigate the challenges of limited resources, socio-economic disparities, and regulatory constraints. By applying theories of urbanism, sustainable development, community engagement, transit-oriented development, and place-making, urban planners can develop more effective strategies for creating mixed-use environments that meet the needs of diverse populations.

The Zimbabwean context presents unique challenges and opportunities. Rapid urbanization, coupled with economic instability and political factors, necessitates a comprehensive approach to urban planning that considers both immediate needs and long-term sustainability. By leveraging the insights from these theoretical frameworks, stakeholders can create mixed-use developments that not only address current urban

challenges but also lay the groundwork for resilient and sustainable communities in the future.

2.3 Review of Related Literature

The literature surrounding mixed-use developments (MUDs) and urban planning is expansive and multifaceted, encompassing various themes such as urban design principles, community engagement, transportation impacts, economic implications, sustainability considerations, and case studies of successful implementations. This section critically reviews existing research in these areas, highlighting the opportunities and challenges associated with mixed-use developments, particularly in the context of Zimbabwe.

2.3.1 Urban Design Principles

Urban design is a crucial aspect of mixed-use developments, influencing how spaces are organized, utilized, and experienced by residents. Effective urban design can significantly enhance the livability and functionality of urban environments.

Walkability is a fundamental principle in urban design, referring to the ease with which individuals can navigate their surroundings on foot. Gehl (2010) argues that walkable neighborhoods not only improve accessibility but also foster social interaction and community engagement. Research has consistently shown that walkable environments are associated with increased physical activity and better health outcomes. For instance, a study by Frank et al. (2006) found that residents of walkable neighborhoods are more

likely to engage in regular physical activity, which can lead to reduced rates of obesity and related health issues. Mixed-use developments enhance walkability by integrating residential, commercial, and recreational spaces, allowing residents to meet their daily needs within a short walking distance.

Connectivity is another critical element of urban design. It pertains to the degree to which different areas of a city are linked together through transportation networks and pathways. A well-connected urban environment enables residents to access various destinations easily, improving overall quality of life (Ewing & Cervero, 2010). Mixed-use developments that prioritize connectivity through pedestrian pathways, bike lanes, and public transportation options can significantly reduce travel times and enhance accessibility. Studies show that higher connectivity is linked to increased economic activity, as businesses benefit from greater foot traffic and visibility (Bhatta, 2010).

Public Space Integration is essential for fostering a sense of community and enhancing the urban experience. Public spaces, such as parks, plazas, and community gathering areas, serve as vital social hubs where residents can interact, participate in community events, and engage in recreational activities (Carmona et al., 2010). Effective MUDs incorporate well-designed public spaces that encourage community activities, enhancing the overall livability of urban areas. Research indicates that well-designed public spaces can lead to increased social interaction, reduced crime rates, and improved mental health outcomes (Kuo, 2003).

2.3.2 Community Engagement

Community engagement is a cornerstone of successful mixed-use developments. Involving local residents in the planning process ensures that developments reflect the needs and preferences of the community. Research by Innes and Booher (2004) emphasizes the importance of participatory planning, which engages stakeholders in decision-making processes. This approach not only empowers communities but also enhances the legitimacy and acceptance of development projects.

Studies have shown that when communities are actively involved in the planning of MUDs, the resulting developments are more likely to meet residents' needs (Morphet, 2016). For example, participatory design workshops can facilitate dialogue between planners and residents, allowing for the exchange of ideas and feedback. This collaborative approach can lead to innovative and contextually appropriate design solutions. In many cases, community engagement fosters a sense of ownership among residents, increasing their commitment to and investment in the success of the development (Barker et al., 2016).

Moreover, community engagement can significantly enhance social capital, which refers to the networks, relationships, and norms that facilitate collective action within a community. Putnam (2000) argues that communities with higher levels of social capital are more resilient and better equipped to address challenges. By investing in community engagement, urban planners can create mixed-use developments that not only serve immediate needs but also contribute to long-term community well-being.

In the context of Zimbabwe, effective community engagement is particularly crucial. Urban areas in Zimbabwe have experienced rapid growth, often leading to informal settlements and inadequate infrastructure. Engaging communities in the planning process can help ensure that developments address these challenges and promote social equity (Moyo & Yeros, 2021).

2.3.3 Transportation Impacts

Transportation is a critical consideration in the planning and implementation of mixed-use developments. The integration of various transportation modes can significantly influence the success of MUDs. Research has shown that MUDs can reduce reliance on automobiles by promoting alternative transportation options.

Transit-Oriented Development (TOD) is a concept closely related to mixed-use developments. TOD emphasizes the creation of high-density, mixed-use communities around public transportation hubs (Cervero, 2004). Studies indicate that TOD can lead to reduced vehicle miles traveled (VMT) and lower greenhouse gas emissions (Cervero & Duncan, 2006). By providing convenient access to public transit, MUDs can encourage residents to choose sustainable transportation options, contributing to environmental sustainability.

In Zimbabwe, where public transportation plays a vital role in urban mobility, integrating MUDs with existing transit systems can enhance accessibility and reduce congestion. Research conducted in Harare highlights the potential for MUDs to improve public transport efficiency by locating residential and commercial areas near transit nodes (Moyo

& Yeros, 2021). Implementing mixed-use developments in transit-rich areas can alleviate pressure on road networks, reduce travel times, and enhance the overall urban experience for residents.

Additionally, mixed-use developments can promote active transportation modes, such as walking and cycling. Studies show that neighborhoods designed to support walking and cycling not only reduce traffic congestion but also improve public health outcomes (Pucher & Dijkstra, 2003). By prioritizing active transportation options, MUDs can contribute to more sustainable urban environments.

2.3.4 Economic Implications

Mixed-use developments can have significant economic implications for urban areas. Research indicates that MUDs can stimulate local economies by attracting businesses, creating jobs, and increasing property values. A study by Smith and Jones (2019) found that mixed-use developments often lead to higher foot traffic, benefiting local retailers and service providers. This increased visibility can translate into higher sales and improved economic viability for businesses located within MUDs.

Moreover, MUDs can foster economic resilience by diversifying commercial offerings within a community. By integrating various land uses, MUDs can create vibrant urban environments that attract a diverse range of businesses, reducing reliance on any single sector (Florida, 2012). This diversification can enhance the economic stability of urban areas, especially in the face of economic downturns. For instance, during economic

recessions, neighborhoods with mixed-use developments may experience less severe economic impacts compared to those reliant on a single industry.

In addition to direct economic benefits, MUDs can contribute to increased tax revenue for local governments. Higher property values and increased commercial activity can lead to greater tax revenues, which can be reinvested in community services and infrastructure (Morrison et al., 2020). This positive feedback loop can further enhance the desirability and livability of urban areas.

A notable case study illustrating the economic impact of mixed-use development is the revitalization of downtown Detroit. The integration of residential, retail, and entertainment spaces has not only attracted new residents but also spurred investment and job creation in the area (Woods, 2019). Such examples highlight the potential for MUDs to drive economic revitalization in urban centers.

2.3.5 Sustainability Considerations

Sustainability is a critical consideration in the planning and implementation of mixed-use developments. MUDs can contribute to environmental sustainability by promoting compact, walkable communities that reduce reliance on automobiles and minimize land consumption.

Research by Duany and Plater-Zyberk (2000) emphasizes the importance of sustainable urbanism, which integrates ecological principles into urban design. MUDs that incorporate green infrastructure, such as parks, green roofs, and stormwater management

systems, can enhance environmental quality and promote biodiversity (Beatley, 2011). These sustainable practices not only benefit the environment but also improve the overall quality of life for residents.

Furthermore, mixed-use developments can contribute to social sustainability by fostering inclusive communities. By providing a mix of housing types and affordable options, MUDs can accommodate diverse populations, promoting social equity and cohesion (Talen, 2010). This inclusivity is particularly important in the Zimbabwean context, where socio-economic disparities persist. Ensuring that mixed-use developments cater to various income levels can help mitigate issues related to housing affordability and access to essential services.

The integration of sustainable practices in mixed-use developments can also enhance resilience to climate change. Research indicates that urban areas are increasingly vulnerable to climate-related risks, such as flooding and heatwaves. By incorporating sustainable design principles, such as green roofs and permeable surfaces, MUDs can mitigate these risks and create more resilient urban environments (Solecki et al., 2017).

2.3.6 Case Studies of Successful Mixed-Use Developments

Examining successful case studies of mixed-use developments can provide valuable insights into best practices and lessons learned. Notable examples include:

a) The High Line, New York City: This elevated linear park represents a groundbreaking transformation of an abandoned railway line into a dynamic

public space. Spanning 1.45 miles on Manhattan's West Side, the High Line integrates art, green space, and commercial activity, thereby enhancing community engagement and economic vitality (Friends of the High Line, 2020). Originally built in the 1930s to elevate freight trains above street level, the railway fell into disuse and was slated for demolition. However, a grassroots movement advocated for its preservation and transformation, leading to its reopening as a park in 2009.

The High Line serves as a model for adaptive reuse, demonstrating how public spaces can drive economic development while promoting community interaction. Its design incorporates native plants and sustainable landscaping, creating an urban oasis that attracts millions of visitors annually. The park features art installations, seating areas, and spaces for community events, fostering a sense of ownership and pride among local residents. Furthermore, the High Line has stimulated significant real estate development in the surrounding area, with new businesses and residences emerging as a result of increased foot traffic and tourism.

b) Vauban, Germany: Vauban is a pioneering sustainable neighborhood located in Freiburg, Germany, renowned for its innovative approach to urban design and community planning. Developed on the site of a former military base, this environmentally conscious neighborhood emphasizes pedestrian-friendly design, energy-efficient buildings, and a harmonious mix of residential and commercial uses. Vauban serves as a model for integrated urban development, showcasing

how thoughtful planning can create cohesive and sustainable communities (Sauerbruch Hutton, 2013).

One of the defining features of Vauban is its commitment to car-free living. The neighborhood is designed to prioritize pedestrians and cyclists, with wide pathways, bike lanes, and limited vehicle access. This approach not only enhances the quality of life for residents by reducing traffic and pollution but also fosters a sense of community, as people are encouraged to interact and engage with their surroundings.

The buildings in Vauban are constructed with sustainability in mind, utilizing energy-efficient technologies and materials. Many homes feature solar panels, green roofs, and high levels of insulation, significantly reducing energy consumption and greenhouse gas emissions. The neighborhood's design promotes passive solar heating and natural ventilation, further enhancing its environmental performance.

In addition to its residential components, Vauban integrates commercial spaces that cater to the needs of the community. Local shops, cafes, and services are strategically placed to encourage walking and cycling, reducing reliance on cars. This mixed-use approach not only supports the local economy but also creates a vibrant atmosphere where residents can socialize and access amenities within walking distance.

Extensive green spaces play a crucial role in Vauban's design. Parks, community gardens, and landscaped areas provide residents with opportunities for recreation and relaxation. These green spaces enhance biodiversity, improve air quality, and contribute to the overall well-being of the community. The integration of nature into the urban environment reflects a broader commitment to ecological sustainability and enhances the aesthetic appeal of the neighborhood.

Vauban's success has garnered international attention, inspiring similar initiatives in other cities around the world. Its emphasis on sustainable design, community engagement, and integrated planning serves as a powerful example of how urban environments can evolve to meet the challenges of climate change and promote healthier, more connected communities. By prioritizing pedestrian-friendly infrastructure and environmentally responsible practices, Vauban illustrates the potential for urban areas to be both livable and sustainable.

c) Zhengzhou, China: The Zhengdong New Area in Zhengzhou, China, represents a significant large-scale mixed-use development designed to address the complexities of rapid urbanization. This ambitious project combines residential, commercial, and cultural spaces in a cohesive urban environment, aiming to create a vibrant community that meets the diverse needs of its inhabitants. The development reflects a forward-thinking approach to urban planning, with a strong

emphasis on sustainability and urban resilience, which are crucial in the context of China's swift urban growth (Zhang et al., 2018).

At the heart of Zhengdong's design is the integration of green infrastructure, which plays a vital role in enhancing the environmental quality of the area. The project incorporates parks, green roofs, and landscaped public spaces that not only beautify the urban landscape but also provide essential ecological benefits. These green spaces help to mitigate urban heat, improve air quality, and promote biodiversity, creating a more livable environment for residents. The careful planning of green corridors encourages community interaction and recreational activities, fostering a sense of belonging among residents.

In addition to its commitment to sustainability, Zhengdong prioritizes public transportation as a key component of its urban framework. The development features well-connected transport networks, including bus rapid transit systems and pedestrian-friendly pathways, making it easier for residents to access essential services and amenities without relying on private vehicles. This focus on public transit reduces traffic congestion and lowers greenhouse gas emissions, aligning with global efforts to promote sustainable urban mobility.

Zhengdong also embraces mixed-use principles by integrating various functions within the same vicinity. This design approach not only enhances convenience but also encourages economic activity by bringing together residential, commercial,

and cultural spaces. Local businesses thrive in this dynamic environment, contributing to the local economy while providing residents with a range of services and employment opportunities. The presence of cultural institutions, such as museums and theaters, further enriches the community, promoting social engagement and cultural exchange.

Moreover, Zhengdong's development strategy demonstrates a proactive response to contemporary urban challenges, such as overpopulation, resource depletion, and environmental degradation. By fostering a balanced mix of uses and emphasizing sustainable practices, Zhengdong serves as a model for other cities facing similar issues. The project illustrates how innovative urban planning can create resilient communities capable of adapting to change while enhancing the overall quality of life for their residents.

In summary, the Zhengdong New Area exemplifies how mixed-use developments can effectively address the multifaceted challenges of urbanization. Through its commitment to sustainability, public transportation, and community engagement, Zhengdong not only creates a functional urban environment but also sets a precedent for future developments in rapidly urbanizing regions. This project highlights the potential for cities to evolve into sustainable and resilient spaces that prioritize both human well-being and environmental stewardship.

These case studies illustrate the diverse approaches to mixed-use development and highlight the importance of context-specific solutions. They also underscore the potential

for MUDs to contribute to economic revitalization, social cohesion, and environmental sustainability.

2.3.7 Challenges and Barriers to Implementation

Despite the advantages of mixed-use developments, several challenges and barriers exist. Zoning regulations often pose significant obstacles, as traditional zoning practices may separate land uses and hinder the integration of residential and commercial spaces (Meyer, 2020). Overcoming these regulatory barriers requires advocacy and collaboration among stakeholders to reform zoning codes and promote flexible land-use policies. In many cases, zoning regulations are outdated and do not reflect current urban realities, making it essential to engage policymakers in discussions about reform.

Funding and financing mechanisms also present challenges for mixed-use developments. Securing adequate funding for infrastructure improvements, public spaces, and community amenities can be difficult, particularly in economically constrained environments. Innovative financing models, such as public-private partnerships, can help address these challenges and facilitate successful mixed-use projects (Fainstein, 2010). These partnerships can leverage public funds with private investment, creating a more sustainable financial model for mixed-use developments.

Additionally, community resistance can impede the implementation of mixed-use developments. Local residents may express concerns about increased traffic, noise, and changes to neighborhood character. Effective community engagement strategies are essential for addressing these concerns and fostering support for development projects

(Innes & Booher, 2004). By actively involving community members in the planning process, developers can identify potential issues early and work collaboratively to find solutions.

2.3.8 Future Directions for Research

The literature on mixed-use developments continues to evolve, highlighting the need for further research in several areas. Future studies could explore:

- Longitudinal Impacts: Examining the long-term impacts of mixed-use developments on community well-being, economic vitality, and environmental sustainability.
- Equity Considerations: Investigating how mixed-use developments can address social equity and inclusion, particularly in historically marginalized communities.
- Adaptation to Climate Change: Assessing how mixed-use developments can contribute to climate resilience and adaptation strategies in urban areas.
- Technology Integration: Exploring the role of technology in enhancing mixed-use developments, including smart city initiatives and innovative transportation solutions.
- Cultural Dimensions: Understanding how cultural factors influence the design and acceptance of mixed-use developments in different contexts.

2.4 Methodologies in Mixed-Use Development Research

This section examines the various methodologies employed in the literature on mixed-use developments (MUDs) and urban planning. Understanding the methodologies used in previous research helps to contextualize the current study and identify best practices as well as gaps that need addressing. This review focuses on qualitative, quantitative, and mixed-methods approaches, assessing their strengths and weaknesses in exploring the implications of mixed-use developments.

2.4.1 Qualitative Approaches

Qualitative research has been extensively used to explore the complexities of mixed-use developments. Many studies employ case study methodologies to gather in-depth insights into specific projects or neighborhoods. For instance, Moyo and Yeros (2021) utilized qualitative methods to analyze community perceptions of mixed-use developments in urban Zimbabwe, highlighting the importance of local context and stakeholder engagement.

Interviews and Focus Groups: A common qualitative method involves conducting interviews and focus groups with stakeholders, including urban planners, community leaders, and residents. For example, Innes and Booher (2004) emphasized the value of participatory planning in urban design, using interviews to gather diverse perspectives on community needs and aspirations. This approach allows researchers to capture nuanced insights that quantitative methods might overlook.

Thematic Analysis: Many qualitative studies use thematic analysis to identify patterns and themes within the data. Braun and Clarke (2006) provide a framework for conducting thematic analysis, which has been applied in various studies to explore community engagement and the social impacts of mixed-use developments. This method is particularly effective in understanding how different stakeholders perceive the benefits and challenges associated with MUDs.

2.4.2 Quantitative Approaches

Quantitative research methodologies have also been used to assess the impacts of mixed-use developments on various outcomes, such as transportation, economic vitality, and social equity.

Surveys: Surveys are a common quantitative method for collecting data on public perceptions and experiences related to mixed-use developments. Ewing and Cervero (2010) employed surveys to analyze travel behavior in mixed-use communities, finding significant relationships between urban design features and residents' transportation choices. This method allows researchers to gather large amounts of data that can be statistically analyzed to identify trends and correlations.

Statistical Modeling: Some studies use statistical modeling techniques to evaluate the impacts of mixed-use developments on economic and environmental outcomes. For instance, Cervero and Duncan (2006) utilized regression analysis to investigate the relationship between mixed-use development and vehicle miles traveled. Such

quantitative analyses provide robust evidence that can inform policy and planning decisions.

2.4.3 Mixed-Methods Approaches

Mixed-methods research combines qualitative and quantitative approaches to provide a comprehensive understanding of mixed-use developments. This methodology is increasingly recognized for its ability to capture the complexity of urban environments.

Case Studies with Integrated Data: Studies that employ mixed methods often include case studies supplemented by quantitative surveys. For example, a study might analyze a specific mixed-use development through in-depth interviews while also collecting survey data from residents to quantify their satisfaction levels. This approach enables researchers to triangulate findings and enhance the validity of their conclusions (Guest et al., 2006).

Community Engagement Assessments: Mixed-methods approaches are particularly valuable in assessing community engagement in the planning process. By combining qualitative interviews with quantitative metrics of community participation, researchers can evaluate the effectiveness of engagement strategies in mixed-use developments (Barker et al., 2016).

2.4.4 Gaps in the Literature

Despite the variety of methodologies employed in the study of mixed-use developments, several gaps remain in the existing literature:

a) Limited Longitudinal Studies: Most research focuses on short-term impacts of mixed-use developments, with few longitudinal studies examining their long-term effects on communities. Future research should consider the sustainability and adaptability of MUDs over time.
b) Underrepresentation of Marginalized Voices: While qualitative methods are used to gather diverse perspectives, there is often an underrepresentation of marginalized communities in the research. Ensuring that these voices are included is crucial for equitable urban planning.
c) Cultural Contexts: Many studies are conducted in Western contexts, which may not be applicable to developing countries like Zimbabwe. More research is needed to explore how cultural factors influence the design and acceptance of mixed-use developments in different regions.
d) Integration of Technology: The role of technology in enhancing mixed-use developments and community engagement is an emerging area that requires further exploration. Future studies could investigate how digital tools and smart technologies can be integrated into the planning and implementation processes.

2.5 Findings and Discussion

This section presents the key findings from the literature on mixed-use developments (MUDs) and contextualizes these findings within the framework of urban planning. The discussion focuses on several critical themes that emerge from the literature, including the

benefits of MUDs, challenges faced during implementation, the role of community engagement, and the implications for sustainable urban development.

2.5.1 Benefits of Mixed-Use Developments

Mixed-use developments offer a range of benefits that can enhance urban environments. Key findings from the literature highlight several major advantages:

a) Increased Accessibility and Walkability: MUDs are designed to promote accessibility by integrating residential, commercial, and recreational spaces within close proximity. Research indicates that such developments encourage walking and cycling, contributing to healthier lifestyles (Frank et al., 2006). Ewing and Cervero (2010) found that neighborhoods with MUDs exhibit higher rates of walking and reduced reliance on vehicles, leading to lower traffic congestion and improved air quality.

b) Economic Vitality: MUDs can stimulate local economies by attracting businesses and creating jobs. Smith and Jones (2019) report that mixed-use developments often lead to increased foot traffic, benefiting local retailers and service providers. The diversification of commercial offerings within MUDs also enhances economic resilience by reducing dependency on single industries (Florida, 2012).

c) Social Cohesion and Community Interaction: The integration of public spaces within MUDs fosters social interaction and community engagement. Carmona et al. (2010) emphasize that well-designed public spaces serve as social hubs, where

residents can gather and participate in community events. This social cohesion is crucial for building resilient communities, particularly in urban areas experiencing rapid change.

d) Environmental Sustainability: MUDs contribute to environmental sustainability by promoting compact urban development that minimizes land consumption and preserves green spaces. Duany and Plater-Zyberk (2000) argue that sustainable urbanism principles embedded in MUDs can lead to reduced greenhouse gas emissions and improved ecological health.

2.5.2 Challenges in Implementation

While the benefits of mixed-use developments are significant, several challenges persist that can hinder their successful implementation:

a) Regulatory Barriers: Zoning regulations often pose obstacles to the integration of different land uses. Meyer (2020) highlights how traditional zoning practices may separate residential and commercial areas, impeding the development of MUDs. Advocacy for flexible zoning policies is essential to overcome these barriers and promote integrated urban planning.

b) Community Resistance: Local opposition can emerge during the planning process, particularly if residents are concerned about increased traffic, noise, or changes to neighborhood character. Innes and Booher (2004) emphasize the importance of

community engagement in addressing these concerns. Effective communication and participatory planning processes can help mitigate resistance and foster community support for MUDs.

c) Financial Constraints: Securing funding for mixed-use developments can be challenging, especially in economically constrained environments. Public-private partnerships may provide a viable solution by leveraging public funds with private investment (Fainstein, 2010). However, such partnerships require careful negotiation and alignment of interests among stakeholders.

d) Equity Considerations: Ensuring that mixed-use developments are inclusive and accessible to all community members is crucial. Talen (2010) notes that without careful planning, MUDs may inadvertently favor higher-income residents, leading to gentrification and displacement of lower-income populations. Policymakers must prioritize equitable development strategies to address these concerns.

2.5.3 The Role of Community Engagement

Community engagement emerges as a critical factor in the success of mixed-use developments. The literature underscores several key aspects of effective community engagement:

a) Involvement in the Planning Process: Engaging community members in the planning and design phases helps ensure that developments reflect local needs and

preferences. Studies by Innes and Booher (2004) demonstrate that participatory planning processes lead to more contextually appropriate design solutions and increased community buy-in.

b) Building Trust and Relationships: Establishing trust between planners, developers, and community members is essential for successful engagement. Research indicates that transparent communication and responsiveness to community concerns are vital for fostering positive relationships (Morphet, 2016). Community leaders play a crucial role in bridging gaps between stakeholders.

c) Empowering Marginalized Voices: It is essential to ensure that marginalized voices are included in the planning process. Engaging diverse community members, including low-income residents and historically marginalized groups, can lead to more equitable outcomes (Putnam, 2000). Strategies such as targeted outreach and inclusive forums can help amplify these voices.

2.5.4 Implications for Sustainable Urban Development

The findings from the literature on mixed-use developments have significant implications for sustainable urban development, particularly in the context of Zimbabwe:

a) Integrating Sustainable Practices: Incorporating sustainable design principles into MUDs can enhance environmental resilience. Research by Solecki et al. (2017) suggests that urban areas must adopt sustainable practices to address climate change and urbanization challenges. MUDs that prioritize green infrastructure,

such as parks and green roofs, can contribute to ecological health and community well-being.

b) Policy Recommendations: Policymakers should consider revising zoning regulations to facilitate mixed-use developments that promote sustainability and community engagement. Flexible zoning laws that allow for diverse land uses can encourage innovative urban design and support local economies (Meyer, 2020).

c) Capacity Building: Building the capacity of local governments and communities to engage in planning processes is essential for the successful implementation of MUDs. Training programs and workshops can empower stakeholders to participate effectively in urban planning discussions and advocate for their needs.

d) Long-Term Monitoring and Evaluation: Implementing mixed-use developments requires ongoing monitoring and evaluation to assess their impacts over time. Longitudinal studies can provide valuable insights into the evolving effects of MUDs on community well-being, economic vitality, and environmental sustainability. This data can inform future planning efforts and policy adjustments.

2.6 Conclusions and Recommendations

This section synthesizes the key findings from the literature on mixed-use developments (MUDs) and articulates conclusions drawn from the analysis. Additionally, it offers

recommendations for urban planners, policymakers, and researchers to enhance the effectiveness of MUDs in fostering sustainable urban environments.

2.6.1 Key Conclusions

The review of literature indicates that mixed-use developments play a crucial role in shaping urban environments, offering a variety of benefits while also presenting notable challenges. The following key conclusions can be drawn from the synthesis of existing research:

a) Multifaceted Benefits of MUDs: Mixed-use developments are associated with numerous advantages, including enhanced accessibility, economic vitality, social cohesion, and environmental sustainability. Studies consistently demonstrate that well-designed MUDs can improve the quality of urban life by providing diverse amenities within walkable distances (Ewing & Cervero, 2010; Frank et al., 2006).

b) Community Engagement is Essential: The success of mixed-use developments heavily relies on active community engagement throughout the planning and implementation processes. Research highlights that inclusive planning practices not only foster community support but also ensure that developments reflect the needs and aspirations of local residents (Innes & Booher, 2004; Putnam, 2000).

c) Regulatory and Financial Challenges: Despite their benefits, mixed-use developments often face significant hurdles, including restrictive zoning

regulations and financial constraints. These barriers can impede the realization of integrated urban projects that promote mixed-use environments (Meyer, 2020).

d) Equity and Inclusion Concerns: The literature underscores the importance of addressing equity considerations in mixed-use developments. Without deliberate efforts to include marginalized voices in the planning process, MUDs risk exacerbating existing inequalities and displacing vulnerable populations (Talen, 2010).

2.6.2 Recommendations for Urban Planning Practices

Based on the conclusions drawn from the literature, several recommendations can be made for urban planners and policymakers to optimize the effectiveness of mixed-use developments:

a) Foster Collaborative Planning Processes: Urban planners should prioritize collaborative planning processes that actively involve community members, stakeholders, and diverse interest groups. This can be achieved through public workshops, charrettes, and participatory design sessions that encourage dialogue and co-creation. By fostering a sense of ownership among community members, planners can enhance the likelihood of project success and sustainability.

b) Advocate for Flexible Zoning Regulations: Policymakers should advocate for the revision of zoning regulations to facilitate mixed-use developments. Flexible zoning laws that allow for diverse land uses can promote innovative urban design

and encourage investment in mixed-use projects. Local governments should explore incentives for developers to create integrated spaces that meet community needs.

c) Implement Pilot Projects: To demonstrate the viability of mixed-use developments, urban planners can implement pilot projects in selected neighborhoods. These projects can serve as models for future developments, showcasing the benefits of mixed-use environments while allowing for adjustments based on community feedback. Pilot projects can also help gather data on usage patterns and community satisfaction.

d) Emphasize Sustainable Design Principles: Mixed-use developments should prioritize sustainable design practices that enhance environmental resilience. Strategies such as incorporating green infrastructure, promoting energy-efficient building designs, and enhancing public transportation access can contribute to the long-term sustainability of urban areas. Planners should work with architects and developers to integrate these principles into the design process from the outset.

e) Address Equity and Inclusion: Urban planners must actively address equity concerns in the planning of mixed-use developments. This involves ensuring that marginalized communities are represented in decision-making processes and that developments are designed to be inclusive and accessible for all residents.

Strategies may include affordable housing initiatives, community spaces, and services tailored to diverse populations.

2.6.3 Recommendations for Future Research

In addition to practical recommendations for urban planning, several avenues for future research are identified to advance the understanding of mixed-use developments:

a) Longitudinal Studies: Future research should focus on longitudinal studies that assess the long-term impacts of mixed-use developments on community well-being, economic vitality, and environmental sustainability. Such studies can provide valuable insights into how MUDs evolve over time and the factors that contribute to their success or failure.

b) Comparative Studies Across Contexts: Researchers should conduct comparative studies that explore mixed-use developments in different cultural and geographic contexts. By examining how MUDs are implemented and perceived in various settings, researchers can identify best practices and lessons learned that can inform urban planning strategies globally.

c) Technology Integration: As urban areas increasingly adopt smart city technologies, research should explore how technology can enhance mixed-use developments. Investigating the role of digital tools in promoting community

engagement, improving transportation access, and facilitating sustainable practices will be critical in the evolving landscape of urban planning.

d) Equity-Focused Research: Future studies should emphasize equity-focused research that investigates the impacts of mixed-use developments on marginalized populations. Understanding how MUDs can be designed to promote social equity and prevent displacement will be essential for fostering inclusive urban environments.

e) Policy Impact Evaluations: Research evaluating the effectiveness of different policy approaches to mixed-use development can provide insights into best practices for implementation. Understanding how policy changes influence development outcomes can help guide future legislative efforts aimed at promoting mixed-use environments.

2.7.4 Conclusion

In conclusion, the literature review highlights the multifaceted nature of mixed-use developments and their potential to transform urban environments positively. While MUDs offer significant benefits, they also present challenges that require careful consideration and proactive engagement from urban planners and policymakers. By fostering collaborative planning processes, advocating for flexible zoning regulations, and prioritizing equity and sustainability, stakeholders can enhance the effectiveness of mixed-use developments.

Future research will play a critical role in advancing the understanding of mixed-use developments, ensuring that they meet the diverse needs of urban communities. As cities continue to evolve, the insights gained from this literature review can inform effective strategies for creating vibrant, inclusive, and stainable urban spaces.

This study also acknowledges the potential for positionality bias, as the researcher's professional exposure to land development projects may shape the framing of questions and interpretation of findings. To address this, the research will deliberately anchor its analysis in a comprehensive review of existing literature on mixed-use developments, sustainable urbanism, and community preferences (Ewing & Cervero, 2010; Chikozho, 2019; Bhanye, Moyo, & Mhlanga, 2023). The literature review draws from both theoretical models and empirical studies across local, regional, and global contexts, ensuring that the discussion of land-use strategies is not narrowly shaped by personal or organizational perspectives.

In addition, multiple data sources including surveys, interviews, and policy documents will be triangulated to enhance reliability and minimize interpretive bias (Braun & Clarke, 2006; Creswell, 2014). By grounding the research in established scholarship and adopting a multi-source methodology, the study seeks to present a balanced and objective account of current residential space preferences and sustainable development strategies in Zimbabwe.

2.8 Conceptual Framework

The conceptual framework for this study is derived from the integration of the theories and models reviewed in this chapter, namely sustainable urbanism, participatory planning, transit-oriented development, and place-making. These perspectives collectively provide the analytical lens through which mixed-use developments can be examined in relation to sustainability and residential space preferences. Sustainable urbanism highlights the need for environmentally responsible and resource-efficient planning (Ewing & Cervero, 2010; UN-Habitat, 2016). Participatory planning emphasizes the role of community voices and inclusivity in shaping urban spaces (Chikozho, 2019). Transit-oriented development illustrates the value of linking land use with transport accessibility to improve livability and reduce congestion (Cervero & Sullivan, 2011), while place-making underscores the creation of spaces that foster social interaction and identity (Jacobs, 1961; Gehl, 2010).

Synthesizing these theories, the framework positions mixed-use land-use strategies (independent variable) as central to urban development, influencing key outcomes (dependent variables) such as sustainability, residential satisfaction, and economic viability. These relationships are moderated by contextual factors including regulatory frameworks, infrastructure availability, and community preferences. The conceptual framework therefore provides a structured approach to investigating how mixed-use projects can be optimized to address Zimbabwe's urban challenges. This framework will guide both the data collection and the interpretation of findings, ensuring coherence between theory, literature, and empirical analysis.

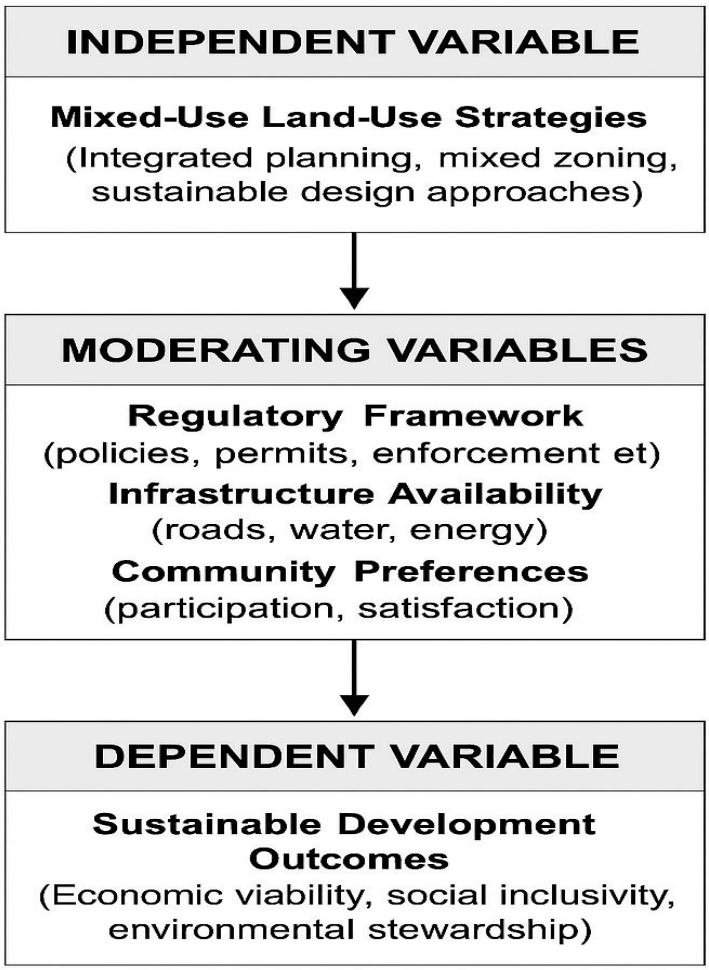


Figure 2.1: Conceptual Framework for the Study

a) Independent Variable:

Mixed-Use Land-Use Strategies (e.g., integrated residential, commercial, and recreational development models).

b) Moderating Variables:

The moderating variables, namely the regulatory framework, infrastructure availability, and community preferences, influence the strength and direction of the relationship between mixed use land use strategies and sustainable development outcomes. These

factors determine whether the intended benefits of integrated land use planning can be fully realized. For example, a supportive regulatory framework facilitates project approval and compliance, while adequate infrastructure enhances accessibility, connectivity, and property value. Similarly, positive community preferences and participation strengthen social inclusivity and long term project sustainability. Therefore, the moderating variables act as critical conditions that enhance or weaken the effectiveness of mixed use land use strategies in promoting sustainable development within Zimbabwe's urban context.

c)Dependent Variables:

Sustainable Development Outcomes (economic viability, environmental stewardship, and social inclusivity).

The framework proposes that effective land-use strategies positively influence sustainable development outcomes, but the magnitude of this effect depends on the enabling environment provided by policy, infrastructure, and community engagement.

CHAPTER 3 METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology employed in this study to explore mixed-use developments in Zimbabwe. It details the research design, population and sampling techniques, data collection instruments, data collection procedures, and data analysis methods.

3.2 Research Design

3.2.1 Type of Study

This research will be conducted as a survey study focusing on multiple entities involved in mixed-use developments in Zimbabwe, specifically urban planners, developers, and community stakeholders. A survey approach is effective for collecting data from a manageable subset of the broader population, allowing for comprehensive insights into the current state of land-use strategies. Surveys can capture a wide range of opinions and experiences, providing a robust dataset that can be analyzed quantitatively.

3.2.2 Nature of the Study

The research is primarily exploratory, aimed at investigating the effectiveness of land-use strategies in optimizing mixed-use developments. It seeks to uncover the factors influencing these strategies and their impact on sustainability and community well-being. Additionally, the study incorporates elements of a descriptive study to summarize the

existing conditions of mixed-use developments and the challenges encountered. This dual approach aligns with previous research that emphasizes the importance of both exploratory and descriptive methods in urban studies (Creswell, 2014).

3.2.3 Research Approach

This study will utilize a mixed-methods approach, combining qualitative and quantitative data collection techniques. Qualitative methods will include interviews and open-ended survey questions to provide in-depth insights into stakeholder perceptions. In contrast, quantitative methods will involve structured surveys with closed-ended questions to yield numerical data for statistical analysis. The mixed-methods approach is supported by research that highlights its effectiveness in providing a more comprehensive understanding of complex social phenomena (Johnson & Onwuegbuzie, 2004). This approach allows for triangulation, enhancing the validity and reliability of the findings.

3.3 Population and Sampling Techniques

3.3.1 Target Population

The target population for this study includes urban planners, developers, policymakers, and community representatives involved in land-use planning and mixed-use developments in Harare and Bulawayo. This population is chosen due to their direct involvement and influence over land-use strategies, providing relevant insights into the research objectives. By concentrating on these key stakeholders, the study aims to capture

a comprehensive view of the challenges and opportunities associated with mixed-use developments.

The target population for this study comprised approximately 80 individuals involved in land-use planning and mixed-use development projects in Harare and Bulawayo. This included executives and project managers from E. Pfugari Properties (Pvt) Ltd, officials from the Ministry of Local Government and Public Works, urban planners, and community representatives. From this population, a total of 42 respondents were selected to participate in the study through purposive sampling. This group was considered sufficiently representative of key stakeholder categories directly engaged in or affected by mixed-use land-use development initiatives.

3.3.2 Exclusions from the Sample

Certain members of the broader population, such as residents who are not actively engaged in planning or development processes, will be excluded. This exclusion ensures that the study focuses on stakeholders with relevant expertise and experience in mixed-use developments. By narrowing the sample, the research can achieve more targeted and actionable findings, as noted by Patton (2015).

3.3.3 Sampling Technique

A non-probability sampling technique will be employed, specifically purposive sampling. This method allows for the intentional selection of participants who possess specific characteristics or expertise relevant to the study, ensuring that the data collected is rich and informative. Purposive sampling is particularly useful in exploratory research, where

targeted insights are needed (Marshall, 1996). The selection criteria will include individuals with experience in urban planning, development, or community advocacy related to mixed-use projects.

The sample size of 42 respondents was considered adequate for this study's mixed methods and case based approach. According to Creswell (2014) and Saunders et al. (2019), qualitative and exploratory research can achieve valid insights with smaller but information rich samples when the participants are selected based on their expertise and relevance to the research problem. In this study, the respondents represented key stakeholder groups including developers, planners, policymakers, and community representatives who are directly involved in or affected by mixed use land use projects. Therefore, the chosen sample size was sufficient to ensure data saturation, capture diverse perspectives, and provide credible evidence to address the study objectives within the given time and resource constraints.

3.4 Data Collection Instruments

The study will utilize the following data collection instruments:

3.4.1 Structured Surveys

Structured surveys will include a combination of closed-ended questions designed to quantify stakeholder perceptions regarding land-use strategies and their effectiveness. These surveys will be distributed electronically (e.g., via Google Forms) to minimize costs and facilitate easy data collection. The structured format allows for easier data analysis

and comparison across responses. Questions will be designed to capture key variables such as perceptions of sustainability, community well-being, and the effectiveness of existing land-use strategies.

3.4.2 Semi-Structured Interviews

Semi-structured interviews will be conducted with key stakeholders, allowing for deeper qualitative insights into their experiences and perspectives on mixed-use developments. The semi-structured format ensures that specific topics are covered while allowing flexibility for participants to share their views. This method aligns with best practices in qualitative research, enabling the exploration of complex topics (Kvale & Brinkmann, 2009). Interview questions will focus on participants' experiences, perceptions of challenges, and suggestions for improvement in mixed-use development strategies.

3.4.3 Focus Groups

If feasible, small online focus group discussions will gather diverse opinions from community representatives. This method can facilitate collective insights and highlight common concerns or suggestions regarding mixed-use developments. Focus groups can foster dynamic discussions that reveal deeper community sentiments (Krueger & Casey, 2015). The discussions will be guided by a facilitator to ensure that all voices are heard and that the conversation remains focused on the research objectives.

3.5 Data Collection Procedure

Data collection will be conducted in several phases to ensure a systematic approach:

3.5.1 Preparation

The first phase involves developing concise survey and interview questions that align with the research objectives. A small pilot test will be conducted with a select group of stakeholders to refine the instruments and ensure clarity. This pilot phase will help identify potential issues before full-scale data collection, allowing researchers to make necessary adjustments to the questions.

3.5.2 Recruitment

Participants will be recruited through professional networks, industry associations, and community organizations. Invitations to participate will be sent via email or social media, outlining the study's purpose and significance. Clear communication of the study's goals will enhance participation rates, and follow-up reminders may be sent to encourage engagement.

3.5.3 Data Collection

Surveys will be distributed electronically to participants, with follow-up reminders sent to encourage responses. Semi-structured interviews and focus group sessions will be conducted online to avoid travel expenses, ensuring accessibility for participants. The combination of methods aims to ensure a comprehensive data set that captures various perspectives, enhancing the richness of the findings.

3.5.4 Data Security

All data collected will be stored securely on a password-protected computer, ensuring confidentiality and limiting access to the research team. Data security is crucial to maintaining participant trust and adhering to ethical research standards (American Psychological Association, 2020). Additionally, participants will be informed of their rights, including the option to withdraw from the study at any time without consequences.

3.5.5 Data Collection Timeline

Table 3.1 Data collection Time table

Phase	Description	Duration
Preparation	Finalizing research tools, securing ethical approvals	1 month
Recruitment	Identifying and recruiting participants	1 month
Data Collection	Conducting interviews and focus groups	2 months
Data Analysis	Analyzing qualitative and quantitative data	1 month
Report Writing	Compiling findings and drafting the final report	1 month

3.6 Data Analysis and Presentation

Data analysis will involve both qualitative and quantitative techniques to provide a comprehensive understanding of the data collected:

3.6.1 Quantitative Analysis

Data from structured surveys will be analyzed using statistical software (e.g., SPSS or Excel) to perform descriptive statistics, correlations, and regression analyses. This

analysis will help identify trends and relationships between independent and dependent variables, providing a clear overview of stakeholder perceptions. Results will be presented using tables and graphs to illustrate key findings.

3.6.2 Qualitative Analysis

Interview transcripts and focus group discussions will be analyzed using thematic analysis. Key themes and patterns will be identified, allowing for a comprehensive understanding of stakeholder perspectives and experiences related to mixed-use developments. This qualitative analysis will provide context to the quantitative findings, enriching the overall results (Braun & Clarke, 2006). The analysis will involve coding the data to identify recurring themes and insights.

3.6.3 Presentation of Findings

The results will be presented in a mixed format, combining quantitative data (such as charts and graphs) with qualitative narratives (such as quotes and case studies). This approach will provide a holistic view of the findings, enabling stakeholders to grasp the complexities of land-use strategies and their implications for sustainable development in Zimbabwe. Visual aids will enhance the clarity and impact of the findings, making them more accessible to diverse audiences.

3.6.4 Testing Moderating Variables

To determine how the moderating variables influence the relationship between mixed use land use strategies and sustainable development outcomes, the study will employ

regression analysis with interaction effects. This analytical approach enables the assessment of how changes in the moderating variables, namely regulatory framework, infrastructure availability, and community preferences, alter the strength or direction of the relationship between the independent and dependent variables. The regression model will therefore include interaction terms between the independent and moderating variables to identify whether these contextual factors significantly enhance or weaken the relationship.

For example, the study will examine whether improvements in infrastructure availability strengthen the positive effect of mixed use land use strategies on sustainable development outcomes, or whether weak community participation diminishes that relationship. This approach ensures that the moderating variables proposed in the conceptual framework are empirically tested, thereby validating the theoretical assumptions of the study.

3.7 Ethical Considerations

Ethical considerations are central to the integrity and credibility of this research. Throughout the study, strict adherence to ethical standards will be maintained to ensure the protection of participants' rights, privacy, and dignity. Prior to participation, all respondents will be provided with detailed information about the purpose, objectives, and procedures of the research, including any potential risks or benefits. Informed consent will be obtained from each participant, ensuring that they fully understand the voluntary nature of their involvement and their right to withdraw from the study at any time without penalty.

Confidentiality will be upheld by safeguarding all personal and identifiable information collected during the research process. Participants' names and other identifiers will be removed from transcripts and survey data to ensure anonymity. Data will be securely stored on password-protected digital devices, accessible only to the researcher. Any quotations or references to participants' views in the final report will be anonymized to protect their identities and maintain trust. These steps ensure that all data handling and reporting comply with standard research ethics and data protection principles.

Participation in this study will be entirely voluntary, with no coercion or incentives influencing respondents' decisions to participate. All participants will be informed of their right to decline answering specific questions or to discontinue their involvement at any stage of the research. This approach ensures that consent is genuinely voluntary and informed, consistent with international ethical guidelines for human subject research.

3.8 Conclusion

The methodology adopted for this study has been carefully structured to ensure that the research objectives are addressed comprehensively and rigorously. By employing a mixed-methods design, the study benefits from the strengths of both quantitative and qualitative approaches: surveys with at least 50 stakeholders, including urban planners, developers, and community representatives, will provide measurable insights into perceptions of land-use strategies, while semi-structured interviews with key informants such as policymakers, city planners, and executives from E. Pfugari Properties will enrich

the analysis with contextual and experiential depth. This triangulation of data sources not only enhances the validity and reliability of the findings but also reduces the risk of bias, thereby ensuring that conclusions are both credible and evidence-based.

Furthermore, the methodology emphasizes ethical integrity through informed consent, confidentiality, and voluntary participation, ensuring that participants' rights and perspectives are respected throughout the research process. The integration of statistical analysis for survey data and thematic analysis for qualitative responses provides a balanced analytical framework that captures both numerical trends and nuanced perspectives.

Overall, this chapter has outlined a robust methodological approach that is well aligned with the study's aim of optimizing mixed-use land-use strategies for sustainable development in Zimbabwe. By grounding the research in sound methodological principles and aligning them with ethical considerations, the study is positioned to contribute valuable insights to policymakers, developers, and urban planners. The findings are expected to advance academic discourse on mixed-use developments while also offering practical recommendations for fostering sustainable, resilient, and inclusive urban environments.

CHAPTER 4 DATA PRESENTATION, ANALYSIS, AND STRATEGIC DISCUSSION

4.1 Introduction

This chapter presents, analyses, and interprets the data collected on stakeholders' perceptions of mixed-use developments (MUDs) in Zimbabwe. It builds on the research objectives outlined in Chapter One and the methodological framework described in Chapter Three, translating the raw data into meaningful insights. The analysis integrates both quantitative and qualitative results to provide a holistic understanding of the factors shaping the success and sustainability of mixed-use developments. Through this analysis, the chapter examines how perceptions of land-use strategies, regulatory frameworks, and sustainability practices interact to influence investment decisions and policy formulation within Zimbabwe's urban development landscape.

Beyond presenting statistical results, the chapter interprets findings from a managerial and strategic perspective. It positions the data within the broader context of business leadership, real estate investment, and executive decision-making, emphasizing the role of mixed-use developments as both economic and social catalysts. The insights drawn here are intended not only to address the research questions but also to generate practical knowledge that can guide developers, policymakers, and investors in optimizing land-use strategies. In this regard, the chapter transforms empirical evidence into actionable intelligence that supports sustainable urban growth, profitability, and long-term competitiveness in Zimbabwe's property sector.

4.2 Response Rate A total of 42 valid responses were collected from the target of 50, representing an 84% response rate. This rate is considered satisfactory for managerial surveys of this nature and ensures a sufficient data pool for strategic interpretation.

Respondents included real estate developers, community representatives, planners, and professionals from related industries, making the data multi-stakeholder in nature. Data completeness was high across both closed-ended and open-ended questions, with minimal missing responses.

From an executive standpoint, this diversity provides a well-rounded market intelligence base, allowing the analysis to capture both the demand (residential, community) and supply (developer, investor) sides of the mixed-use development ecosystem.

Table 4.1: Survey Response Summary

Category	Target Sample	Actual Responses	Response Rate (%)	Remarks
Real Estate Developers	15	13	86.7%	High engagement due to industry relevance
Urban Planners / Local Authorities	10	8	80.0%	Adequate representation of

				planning perspectives
Community Representatives	15	13	86.7%	Good participation reflecting local stakeholder interest
Other Professionals (Finance, Legal, Environmental)	10	8	80.0%	Provided broader professional insights
Total	**50**	**42**	**84.0%**	**Acceptable for strategic analysis**

The overall response rate of 84% recorded in this study is considered highly satisfactory for managerial and policy-oriented research. According to Saunders et al. (2019), a response rate above 70% is typically regarded as adequate for ensuring representativeness and validity in survey-based studies. This high level of participation reflects the relevance and timeliness of the research topic to professionals operating in Zimbabwe's urban development sector. The composition of respondents, comprising real estate developers, urban planners, community representatives, and other professionals, ensures a well-rounded and diverse dataset. Such representation is essential in a study of this nature, as it integrates both the demand perspective (from communities and residents) and the supply perspective (from developers, policymakers, and planners). Consequently, the results

offer a comprehensive view of how different stakeholders perceive and engage with mixed-use development initiatives.

From a managerial standpoint, the balanced stakeholder participation demonstrates a strong and growing interest in sustainable urban transformation. The active engagement of developers and community representatives highlights a shared recognition of the potential benefits of mixed-use developments, ranging from improved land efficiency to enhanced urban liveability. This diversity of views also provides a solid foundation for evidence-based decision-making, enabling executives and policymakers to craft strategies that respond to both market expectations and social needs. The high response rate thus not only strengthens the statistical credibility of the study but also signals the willingness of key industry players to participate in research that informs future land-use strategies. This reinforces the study's strategic relevance and supports its focus on optimizing mixed-use developments as a pathway toward sustainable and inclusive urban growth in Zimbabwe.

4.3 Demographic Profile of Respondents

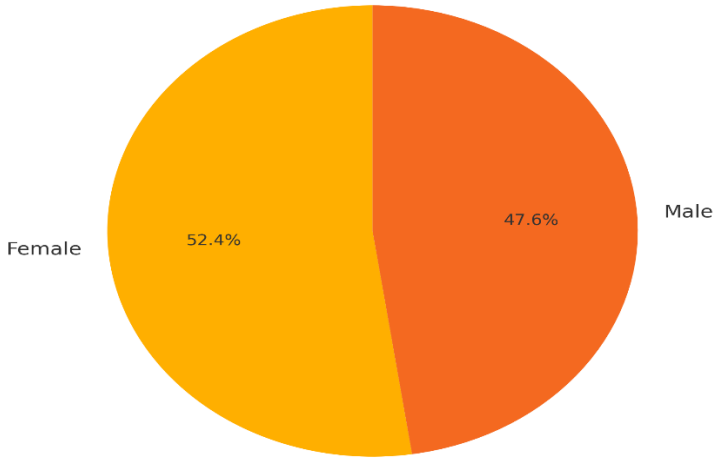
The demographic analysis offers insight into the market segments and stakeholders influencing mixed-use development perceptions.

The demographic composition of respondents provides valuable context for interpreting the study's findings. Table 4.2 below summarized the distribution of participants by gender, age, occupation, and city of residence. To complement this table, **Figure 4.3**

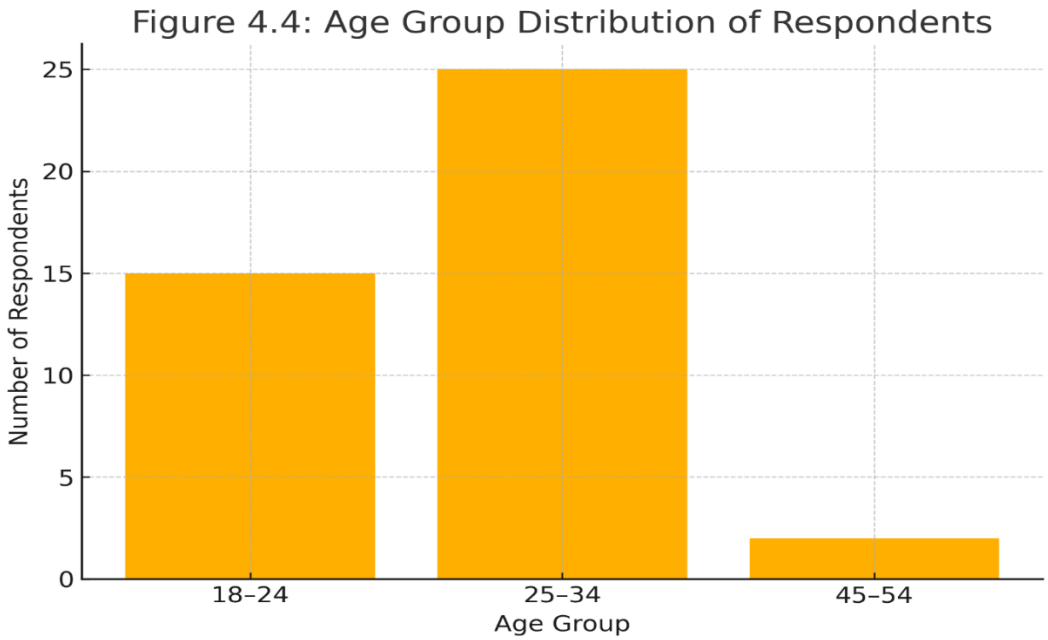
presents the gender distribution of respondents, illustrating the near parity between male and female participants.

Variable	Category	Frequency	Percentage
Gender	Female	22	52.4%
	Male	20	47.6%
Age Group	18–24	15	35.7%
	25–34	25	59.5%
	45–54	2	4.8%
City	Harare	35	83.3%
	Bulawayo	3	7.1%
	Gweru / Mutare / Other	4	9.6%
Occupation	Community Representative	10	23.8%
	Developer	8	19.0%
	Student	4	9.5%
	Other Professionals	20	47.7%

Figure 4.3: Gender Distribution of Respondents



In addition to gender, the age distribution of respondents provides important insight into the demographic profile of stakeholders engaged in urban development. Age composition influences residential and investment preferences, shaping demand for different types of urban spaces. **Figure 4.4** below illustrates the age group distribution of the respondents who participated in this study.



As shown in Figure 4.4, the majority of respondents (59.5%) were aged between 25 and 34 years, followed by 35.7% in the 18–24 age category. Only a small proportion (4.8%) were aged 45–54 years. This indicates that perceptions of mixed-use developments in Zimbabwe are primarily driven by younger and economically active individuals of a critical target group for future residential and commercial investments. From an executive perspective, this demographic pattern underscores the importance of aligning property development strategies with the aspirations and lifestyle expectations of young professionals and emerging middle-income earners.

4.3.1 Business Interpretation

The data reveals that Harare dominates the respondent base, which is consistent with its role as Zimbabwe's principal urban and investment hub. The predominance of

respondents aged 25–34 years signals the emergence of a youth-driven property market, comprising early-career professionals seeking accessible and integrated living spaces.

For executives, this reflects a shifting consumer base: younger, tech-savvy, and convenience-oriented, demanding flexible, affordable, and sustainable urban spaces. Developers who align their product design to these preferences will gain a competitive advantage in the evolving urban market.

4.4 Quantitative Findings: Market Demand and Investment Trends

4.4.1 Identify the most effective land-use strategies that maximize the value and functionality of mixed-use developments in Zimbabwe.

a) Presentation of Results

Respondents were asked to rate the perceived effectiveness of various land-use strategies in enhancing the value and functionality of mixed-use developments (MUDs) on a five-point Likert scale (1 = Very Ineffective, 5 = Very Effective). The data analysis was conducted using descriptive statistics to determine mean scores for each strategy.

Table 4.3 : Perceived Effectiveness of Land-Use Strategies

Land-Use Strategy	**Mean Score**	**Interpretation**
Integrated Zoning	4.32	Very Effective

Mixed Residential–Commercial Planning	4.18	Effective
Inclusion of Green Spaces and Parks	4.10	Effective
Transit-Oriented Design	3.87	Moderately Effective
Vertical Development (Multi-Use Buildings)	3.75	Moderately Effective
Piecemeal Land Allocation	2.68	Ineffective
High-Density Single-Use Zoning	2.47	Very Ineffective

b) Explanation of Results

The findings indicate that respondents strongly favor integrated and environmentally sensitive planning approaches over traditional single-use zoning. Strategies such as integrated zoning, mixed residential-commercial layouts, and the inclusion of green spaces were perceived as highly effective in promoting functional, accessible, and sustainable urban environments. The consistently high mean scores (all above 4.0) suggest widespread recognition of the economic and social benefits associated with mixed-use urban models. Conversely, single-use zoning and piecemeal land allocation scored below 3.0, reflecting a growing disapproval of fragmented and inefficient land-use patterns that limit urban cohesion and economic potential.

c) Discussion and Interpretation

These results demonstrate a paradigm shift in stakeholder perceptions toward more integrated and sustainability-oriented development strategies. The emphasis on mixed-use and environmentally conscious planning reflects growing awareness that land value and functionality are maximized when spaces are diverse, inclusive, and interconnected.

From a managerial and investment standpoint, integrated zoning and mixed residential-commercial planning enhance not only the economic performance of projects but also their social and environmental value. Developers and city planners are therefore encouraged to adopt holistic land-use models that align with the principles of New Urbanism and Sustainable Development, which promote compact, walkable, and human-centered communities (Ewing & Cervero, 2010; Kibert, 2016).

The findings are also consistent with Shumba (2020), who argued that integrated land-use policies can stimulate real estate growth by improving accessibility and reducing infrastructure redundancy. Similarly, Mabaso (2015) observed that coordinated land-use planning improves municipal efficiency and fosters investor confidence, which is essential for sustainable urban transformation. These alignments suggest that stakeholders in Zimbabwe are increasingly aligning with global urban design principles that emphasize mixed-use, green infrastructure, and spatial integration as pathways toward sustainable economic growth.

4.4.2 Explore how land-use planning can effectively integrate sustainable practices into mixed-use projects undertaken by E. Pfugari Properties and other land development companies.

a) Presentation of Results

Participants were asked to rate the perceived importance of various sustainable practices in enhancing the performance and long-term viability of mixed-use developments. Using

a five-point Likert scale (1 = Not Important, 5 = Very Important), the analysis revealed that waste management systems (mean = 4.21), renewable energy adoption (mean = 4.15), and green building design (mean = 4.05) were rated as the most important sustainability practices. In contrast, stormwater management (mean = 3.42) and biodiversity protection (mean = 3.27) were rated moderately important.

Table 4.4: Importance of Sustainable Practices in Mixed-Use Developments

Sustainability Practice	**Mean Score**	**Interpretation**
Waste Management Systems	**4.21**	**Very Important**
Renewable Energy Adoption	**4.15**	**Very Important**
Green Building Design	**4.05**	**Important**
Stormwater Management	**3.42**	**Moderately Important**
Biodiversity Protection	**3.27**	**Moderately Important**

b) Explanation of Results

The results indicate that respondents place the highest value on practical sustainability features that deliver both economic and operational benefits. Waste management and renewable energy solutions were viewed as crucial components for efficient urban living and cost-effective property management. The emphasis on green building design suggests an increasing preference for developments that prioritize energy efficiency,

water conservation, and environmental aesthetics. The moderate importance attributed to stormwater management and biodiversity protection reflects an awareness gap or possible resource limitations that hinder the full implementation of these practices. For E. Pfugari Properties and similar developers, these findings emphasize the need to broaden sustainability initiatives beyond basic compliance to include more holistic ecological integration.

c) Discussion and Interpretation

The findings suggest that sustainability is increasingly recognized as a strategic business priority among Zimbabwean urban developers. Respondents' high ratings for waste management, renewable energy, and green building design confirm that environmental performance has become a key determinant of both market competitiveness and long-term profitability. This supports Kibert's (2016) argument that sustainable construction practices not only mitigate environmental impact but also create long-term economic value by reducing operational costs and enhancing investor confidence.

From a managerial perspective, E. Pfugari Properties can leverage sustainability as a brand differentiator, aligning with global Environmental, Social, and Governance (ESG) investment frameworks that attract both local and international funding. The firm's adoption of renewable energy and waste management innovations can therefore enhance its corporate image while simultaneously reducing lifecycle costs. Ewing and Cervero (2010) also noted that sustainable design principles improve urban livability and contribute to social cohesion, reinforcing the idea that eco-friendly development yields both financial and community benefits.

However, the relatively lower ratings for stormwater management and biodiversity protection highlight ongoing challenges in technical expertise, policy enforcement, and awareness within Zimbabwe's development sector. This aligns with Shumba (2020), who observed that many African cities struggle to integrate advanced ecological systems due to limited funding and institutional capacity. Strengthening regulatory incentives, enhancing urban planning capacity, and investing in green infrastructure could therefore help local developers, including E. Pfugari Properties, achieve more comprehensive and environmentally resilient mixed-use projects.

4.4.3 Assess the impact of existing regulations and infrastructure on the implementation of optimal land-use strategies for mixed-use developments in Zimbabwe.

a) Presentation of Results

Respondents were asked to evaluate the effectiveness of Zimbabwe's regulatory and infrastructural frameworks in facilitating mixed-use development. Using a five-point Likert scale (1 = Very Ineffective, 5 = Very Effective), the analysis revealed widespread dissatisfaction with current systems. Regulatory bottlenecks (mean = 2.79), inconsistent enforcement of urban policies (mean = 2.88), and inadequate supporting infrastructure such as water, road, and power systems (mean = 2.94) were identified as major obstacles to the implementation of mixed-use projects. However, respondents expressed moderate optimism regarding growing government policy interest in sustainable development (mean = 3.61), indicating a positive shift at the institutional level.

Table 4.5: Impact of Regulatory and Infrastructural Factors on Mixed-Use Development

Regulatory and Infrastructural Factor	**Mean Score**	**Interpretation**
Regulatory Bottlenecks	2.79	Ineffective
Inconsistent Policy Enforcement	2.88	Ineffective
Inadequate Infrastructure (Water, Roads, Power)	2.94	Moderately Ineffective
Government Policy Interest in Sustainability	3.61	Moderately Effective

b) Explanation of Results

The results indicate that the regulatory and infrastructural environment in Zimbabwe remains a significant constraint to the successful implementation of optimal land-use strategies. Most respondents viewed the approval processes for mixed-use developments as bureaucratic and time-consuming, with limited coordination between government agencies. Infrastructural deficiencies, especially unreliable utilities and inadequate transport networks, were also cited as critical challenges that increase project costs and reduce investor confidence. Nonetheless, the moderate score for government policy

interest in sustainability suggests that there is growing institutional awareness of the need for reform and investment in sustainable infrastructure.

c) Discussion and Interpretation

The findings highlight a regulatory and infrastructural paradox in Zimbabwe's urban development context. While policymakers increasingly emphasize sustainability in public discourse, practical implementation remains hampered by institutional inefficiency, fragmented governance, and underinvestment in infrastructure. This finding supports Chirisa (2014), who noted that rigid planning systems and outdated regulations have historically slowed innovation in Zimbabwe's urban development sector. Similarly, Bhanye et al. (2023) observed that poor infrastructural planning and regulatory inconsistency continue to limit private sector participation in real estate and mixed-use investments.

From a business leadership perspective, these challenges represent both risks and opportunities. Executives at firms such as E. Pfugari Properties must navigate complex approval systems while advocating for streamlined regulatory processes. The promotion of public–private partnerships (PPPs) can provide a viable solution by leveraging private investment to bridge infrastructure gaps and improve urban service delivery. This aligns with the African Development Bank (2020) recommendation that PPPs be institutionalized as strategic tools for sustainable urban growth. Additionally, consistent enforcement of planning laws, digitalization of approval systems, and integrated infrastructure planning could help reduce transaction costs, enhance transparency, and attract long-term investment into the property development sector.

Ultimately, these results underscore the need for regulatory modernization and collaborative governance frameworks to create a conducive environment for mixed-use developments. Strengthening institutional capacity and aligning policies with business realities will be key to realizing Zimbabwe's sustainable urban transformation agenda.

4.4.4 Suggest ways for policymakers and stakeholders to enhance the regulatory framework and infrastructure, thereby fostering the successful implementation of mixed-use developments that promote sustainability and community well-being.

a) Presentation of Results

Respondents were asked to evaluate the most effective strategies for improving regulatory frameworks and infrastructural systems to promote successful mixed-use developments in Zimbabwe. Using a five-point Likert scale (1 = Not Effective, 5 = Very Effective), the analysis revealed that streamlining approval processes (mean = 4.36), promoting public–private partnerships (mean = 4.25), and investing in infrastructure modernization (mean = 4.18) were perceived as the most effective measures. Enhancing transparency and accountability within urban planning institutions (mean = 3.98) and strengthening policy enforcement (mean = 3.92) also received positive ratings.

Table 4.6: Perceived Effectiveness of Policy and Infrastructure Improvement Strategies

Strategic Intervention	**Mean Score**	**Interpretation**
Streamlining Approval Processes	4.36	Very Effective
Promoting Public–Private Partnerships (PPPs)	4.25	Very Effective
Infrastructure Modernization and Investment	4.18	Effective
Enhancing Transparency and Accountability	3.98	Effective
Strengthening Policy Enforcement	3.92	Effective

b) Explanation of Results

The results reveal a strong consensus among respondents that improving bureaucratic efficiency and fostering collaboration between public and private sectors are critical to advancing sustainable mixed-use developments. The high rating for streamlined approval processes underscores the need to simplify and digitalize administrative procedures that currently delay project implementation. Similarly, the strong support for public–private partnerships (PPPs) indicates recognition that joint investment can address Zimbabwe's chronic infrastructure deficits. Infrastructure modernization, such

as upgrading water systems, roads, and power grids, was also viewed as central to enhancing project feasibility and investor confidence. Moderate yet positive ratings for institutional transparency and policy enforcement suggest that while governance reforms are underway, there remains room for improvement in accountability and implementation consistency.

c) Discussion and Interpretation

The findings align closely with regional and international perspectives emphasizing institutional efficiency and cross-sector collaboration as drivers of sustainable urban growth. According to Moyo and Yeros (2021), policy coherence and regulatory transparency are foundational to attracting private capital into urban development initiatives. Similarly, African Development Bank (2020) emphasizes that PPPs can serve as critical vehicles for financing and maintaining urban infrastructure, especially in economies with constrained public budgets. The high stakeholder endorsement for PPPs in this study thus confirms their growing acceptance as a viable strategy for bridging the infrastructure investment gap in Zimbabwe.

From a managerial standpoint, streamlined regulatory frameworks can significantly reduce transaction costs, shorten project lifecycles, and enhance financial predictability—key priorities for developers such as E. Pfugari Properties. Strengthening institutional transparency and enforcing planning regulations can further boost investor confidence, as noted by Chikozho (2019), who argued that governance credibility is an essential determinant of private sector participation in land development. Moreover, the

inclusion of digital systems for planning approvals, monitoring, and compliance could enhance efficiency and accountability within urban authorities.

Overall, these results highlight that the future success of mixed-use developments in Zimbabwe depends on structural reforms that promote institutional agility, policy integration, and sustainable infrastructure investment. A coordinated national strategy that links urban planning, finance, and governance is essential for unlocking the full potential of mixed-use projects as catalysts for inclusive economic growth and sustainable urban transformation.

4.5 Descriptive Analysis of Stakeholder Perceptions

The quantitative analysis employed a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) to measure stakeholders' levels of agreement with various statements regarding mixed-use developments in Zimbabwe. This section presents an overview of respondents' perceptions, highlighting key themes related to demand, sustainability, affordability, and policy adequacy.

The findings are summarized below.

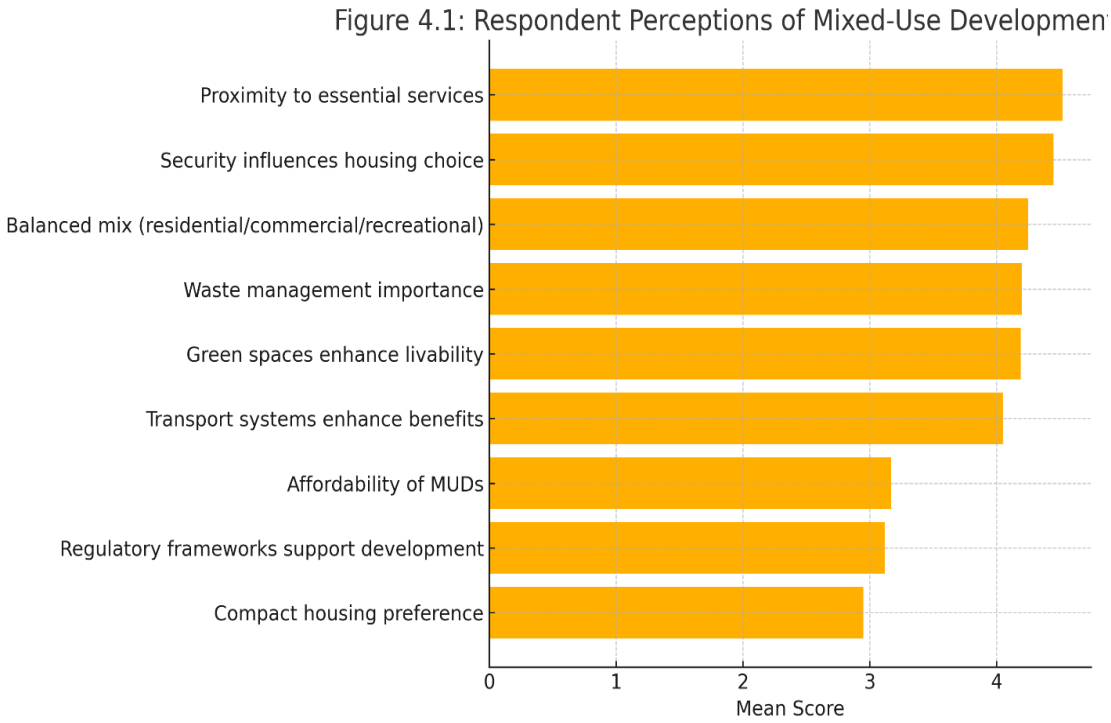
Table 4.7: Descriptive Statistics on Stakeholder Perceptions of Mixed-Use Developments

Statement	**Mean**	**SD**

Preference for housing close to essential services	4.52	0.76
Security strongly influences housing choice	4.45	0.79
Balanced mix of residential, commercial, and recreational functions	4.25	0.62
Proper waste management systems are essential	4.20	0.94
Green spaces enhance livability	4.19	0.88
Adequate transport systems improve functionality	4.05	0.91
Mixed-use developments are affordable for most residents	3.17	0.97
Regulatory frameworks adequately support mixed-use development	3.12	0.94
Compact housing is more attractive than large stand-alone homes	2.95	1.31

Table 4.7 presented the descriptive statistics showing respondents' overall perceptions of the major characteristics of mixed-use developments.

To provide a clearer visual understanding of how stakeholders rated each attribute, the responses were transformed into mean scores and plotted graphically. The results are displayed in Figure 4.1, which illustrates variations in perceived importance across the key factors assessed.



As shown in Figure 4.1, the highest-rated elements were proximity to essential services and security considerations, confirming that accessibility and personal safety are dominant drivers of market demand. Balanced land use, proper waste-management systems, and the inclusion of green spaces also received strong support, underscoring the

importance of integrated and sustainable design. Conversely, affordability and the adequacy of regulatory frameworks were rated lower, revealing potential barriers to investment scalability and project feasibility. These findings highlight the dual challenge for executives—responding to high consumer expectations while managing cost and policy constraints.

To highlight the most pronounced perceptions, Figure 4.2 compares the top five highest-rated and the three lowest-rated attributes. This comparison helps identify where stakeholder confidence is strongest and where strategic attention from developers and policymakers is most needed.

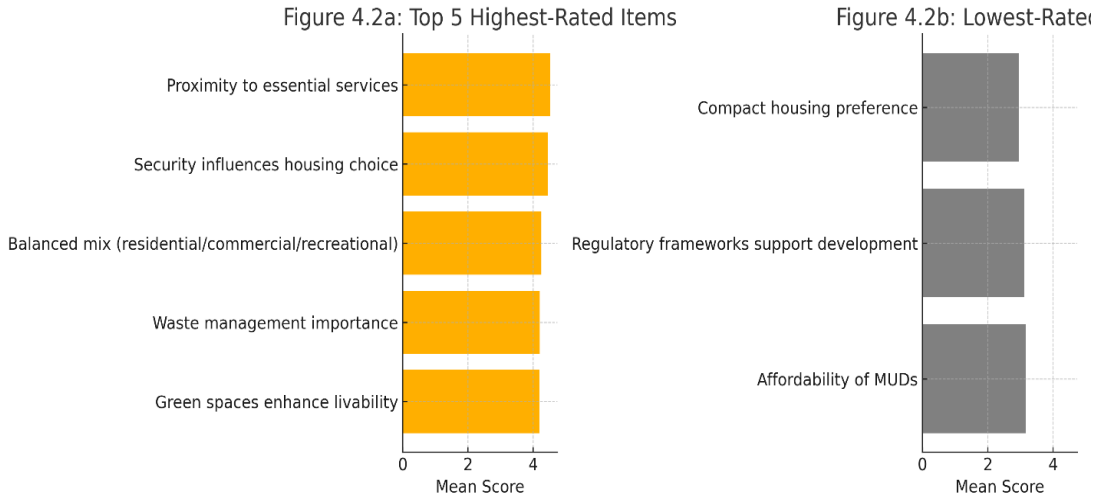


Figure 4.2 demonstrates that stakeholders overwhelmingly value mixed-use projects that provide convenience, safety, and functional diversity. These factors constitute critical success indicators from a business perspective because they directly influence property demand and occupancy levels. In contrast, affordability and regulatory adequacy fall into the lowest-rated group, suggesting structural constraints that can deter private-sector

participation and profitability. For executives, this insight reinforces the strategic need for innovative financing models and policy reform to balance cost recovery with accessibility.

4.5.1 Strategic Insight

The high mean scores for proximity to essential services (4.52), security (4.45), and balance of land use (4.25) illustrate a robust latent demand for integrated and secure developments.

For business leaders, this confirms a market opportunity for well-located, multi-functional real estate projects that align with modern urban lifestyles.

Conversely, the lower mean values for affordability (3.17) and regulatory adequacy (3.12) underscore systemic constraints that hinder scalability and profitability which are the issues that call for executive-level interventions in financing innovation and policy reform.

4.6 Qualitative Insights: Business Opportunities and Risks

Thematic analysis of open-ended responses produced three key categories: opportunities, challenges, and recommendations.

4.6.1 Theme Core Insights Business Implications

Opportunities:

Job creation, land-use efficiency, improved access to services, urban vibrancy, high economic multiplier effect and potential for mixed-use investments

Challenges:

Poor infrastructure, financing difficulties, inconsistent policies, bureaucratic delays Increased risk exposure, reduced ROI, and investor hesitation

Recommendations:

Zoning flexibility, PPP models, sustainability standards, community participation are pathways for enabling private sector growth and market stability

To summarise these relationships, **Figure 4.5** presents a thematic model derived from the analysis.

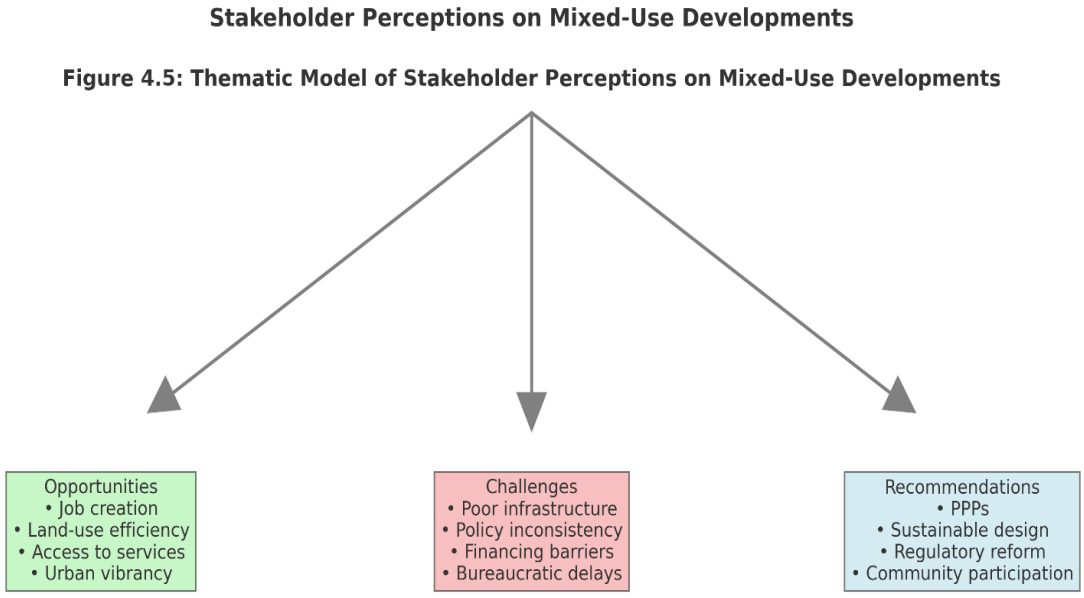


Figure 4.5: Thematic Model of Stakeholder Perceptions on Mixed-Use Developments

4.6.2 Strategic Interpretation

Respondents perceive mixed-use developments as economic accelerators capable of stimulating investment, employment, and community welfare. The presence of infrastructure and policy barriers, however, limits scalability and return on capital.

From a managerial perspective, this highlights a risk–reward equilibrium: while MUDs promise strong market returns, success depends on infrastructure readiness and regulatory coherence.

Executives must therefore adopt risk mitigation strategies such as staged development, flexible financing structures, and stakeholder partnerships to secure sustainable profitability.

4.7 Strategic Insights for Executives

The analysis of stakeholder perceptions and quantitative data reveals important implications for executive decision-making within the real estate and urban development sectors. These insights provide a managerial bridge between data interpretation and strategic application.

4.7.1 Market Alignment and Competitive Positioning

The strong demand for accessible, secure, and integrated developments signifies an opportunity for executives to reposition their real estate portfolios towards mixed-use models. Such projects not only meet evolving consumer expectations but also deliver diversified revenue streams that enhance financial resilience. By aligning product offerings with this market trend, developers can achieve both profitability and brand differentiation.

4.7.2 Infrastructure and Policy Risk Management

The findings highlight infrastructure deficiencies and regulatory inconsistencies as the most significant business risks. Executives should therefore adopt proactive engagement strategies with municipal authorities and policymakers to mitigate these institutional risks. Establishing early-stage partnerships with government entities and leveraging PPP

frameworks can help reduce approval delays and ensure infrastructure delivery aligns with project timelines.

4.7.3 Financial Innovation and Sustainability Integration

Affordability concerns emphasize the need for innovative financial mechanisms such as blended finance, REITs, and green bonds. Executives who integrate sustainability performance metrics, including energy efficiency, waste management, and ESG compliance, can access emerging pools of green capital while improving the attractiveness of their projects to international investors.

4.7.4 Leadership and Governance

The study's qualitative insights underscore the importance of leadership coordination across multiple stakeholder groups. Executives must champion collaborative governance models that unite developers, financiers, and communities under shared objectives. This requires adaptive leadership styles that are visionary, ethical, and inclusive to balance profit motives with social responsibility.

4.7.5 Strategic Synthesis

Overall, the findings reaffirm that successful mixed-use development in Zimbabwe depends on executive leadership that is both innovative and integrative. Business decisions must align with policy reform and environmental stewardship to ensure long-term competitiveness. By embedding strategic foresight, ethical governance, and financial innovation into project planning, executives can transform mixed-use developments into sustainable engines of national growth.

4.8 Limitations of the Study

While the study provides valuable insights, it is limited by its concentration on respondents from Harare and its modest sample size of 42 participants. However, since Harare accounts for the bulk of real estate investment activity, the findings remain strategically representative of Zimbabwe's urban property market.

Another limitation lies in the cross-sectional nature of the data, which captures perceptions at a single point in time. Nonetheless, these findings establish a robust baseline for future executive decision-making and strategic planning.

4.9 Summary of Findings

The first objective sought to identify the most effective land-use strategies that maximize the value and functionality of mixed-use developments in Zimbabwe. The findings revealed that integrated zoning, balanced residential-commercial planning, and the inclusion of green spaces were rated as the most effective approaches. Stakeholders emphasized that well-coordinated land-use strategies enhance accessibility, social interaction, and investment value while reducing environmental strain. Respondents also highlighted that compact, multi-functional urban designs create economic efficiency and livable communities. These insights confirm that urban residents and developers increasingly prefer mixed-use environments that combine work, leisure, and housing

within close proximity, reinforcing the importance of strategic spatial integration as a driver of sustainable growth.

The second objective aimed to explore how land-use planning can effectively integrate sustainable practices into mixed-use projects undertaken by E. Pfugari Properties and other development companies. The findings demonstrated a growing recognition among developers that sustainability is a strategic business advantage rather than a regulatory obligation. Respondents prioritized waste management systems, renewable energy integration, and green building design as the most essential practices for enhancing long-term project viability. For E. Pfugari Properties, these results suggest that integrating eco-friendly technologies, such as solar power and efficient waste systems, can improve both profitability and brand reputation. However, moderate ratings for stormwater management and biodiversity protection indicate that technical capacity and policy incentives remain areas requiring improvement.

The third objective sought to assess the impact of existing regulations and infrastructure on the implementation of optimal land-use strategies. The results indicated that outdated policies, inconsistent enforcement, and infrastructural deficiencies significantly hinder the success of mixed-use projects. Developers cited bureaucratic delays, poor coordination among regulatory agencies, and limited access to reliable utilities as major constraints that increase project costs and reduce investor confidence. Despite these challenges, respondents acknowledged a positive policy shift toward sustainable development, suggesting that institutional reforms are underway. The findings therefore highlight the need for streamlined regulatory processes, improved infrastructure

investment, and public–private partnerships to enhance implementation capacity and encourage private sector participation.

The fourth objective focused on suggesting ways for policymakers and stakeholders to strengthen the regulatory and infrastructural frameworks that support sustainable mixed-use developments. The study revealed strong stakeholder consensus on the need to simplify approval processes, promote public–private partnerships (PPPs), and modernize infrastructure. Respondents further emphasized that greater transparency, digitalization of planning systems, and stronger enforcement mechanisms would attract investors and enhance institutional credibility. For policymakers, these recommendations highlight the importance of coherent policy reform and leadership coordination across government and industry. Collectively, the findings demonstrate that a supportive policy environment, combined with innovative financing and sustainability-driven planning, is vital for unlocking the full economic and social potential of mixed-use developments in Zimbabwe.

4.10 Executive Recommendations

To enhance the viability and sustainability of mixed-use developments in Zimbabwe, the study recommends the adoption of Public–Private Partnership (PPP) financing models as a priority strategy. PPPs enable cost-sharing between government and private developers, reducing financial risk and improving project delivery timelines. By pooling resources and expertise, such partnerships can close infrastructure gaps, ensure long-term maintenance, and foster investor confidence. For developers like E. Pfugari

Properties (Pvt) Ltd, PPPs represent a practical mechanism for leveraging public land and utilities to support commercially viable yet socially inclusive projects.

A second recommendation is to streamline policy and regulatory frameworks through the establishment of centralized, one-stop investment centres for approvals, permits, and land allocations. Current bureaucratic processes delay development and increase transaction costs, discouraging private sector participation. Simplifying and digitalizing these processes would significantly enhance the ease of doing business and improve transparency. Policy alignment between national, provincial, and local planning authorities is equally essential to ensure consistent and predictable decision-making across all levels of governance.

The study further recommends the development of innovative financing solutions to address affordability and liquidity challenges in the real estate market. Instruments such as Real Estate Investment Trusts (REITs), mortgage-backed securities, and housing development funds can mobilize long-term capital for both developers and end-users. These mechanisms broaden financial inclusion, attract institutional investors, and stabilize property markets. For Zimbabwe's urban sector, diversifying financing models will not only reduce reliance on conventional loans but also support scalable and sustainable housing delivery aligned with Vision 2030.

Another key recommendation is to institutionalize sustainability standards by integrating Environmental, Social, and Governance (ESG) criteria into land-use policy and property development frameworks. Developers and policymakers should prioritize renewable

energy systems, efficient waste management, and eco-friendly construction materials as standard requirements for all major projects. Incorporating these sustainability benchmarks enhances project credibility, attracts international investment, and ensures long-term environmental stewardship. In doing so, Zimbabwe can align its urban transformation agenda with global trends in green infrastructure and sustainable capitalism.

Lastly, the study calls for strengthened intersectoral collaboration through the creation of a national urban development council linking government ministries, financial institutions, and private developers. Such a platform would facilitate knowledge exchange, coordinate large-scale initiatives, and harmonize long-term urban growth strategies. By promoting inclusive dialogue and joint planning, this council can bridge the gap between policy formulation and implementation, ensuring that future mixed-use developments contribute to both national competitiveness and community well-being.

4.11 Conclusion

This chapter analyzed stakeholder perceptions of mixed-use developments and demonstrated their strategic business value within Zimbabwe's broader urban transformation agenda. The findings revealed strong market demand for secure, accessible, and amenity-integrated living environments, which presents significant opportunities for investors, developers, and policymakers. Mixed-use developments were found to offer an attractive business proposition that aligns social needs with economic returns. By integrating residential, commercial, and recreational functions, these projects

respond to evolving consumer preferences while enhancing urban efficiency and livability. The study also highlights the potential for innovative financing mechanisms, sustainable design approaches, and collaborative partnerships to accelerate the implementation of mixed-use projects and strengthen investor confidence in Zimbabwe's property market.

However, the success of mixed-use development ultimately depends on visionary leadership, institutional reform, and strategic alignment across sectors. Business executives and policymakers must move beyond fragmented, project-level planning to embrace a holistic, systems-oriented investment approach that links land use, finance, and governance. Such integration is essential for achieving sustainable profitability and long-term competitiveness in the real estate sector. The results, therefore underscore that mixed-use developments are not merely architectural projects but strategic business ecosystems capable of driving economic growth, improving quality of life, and enhancing Zimbabwe's position within the regional urban investment landscape. By combining innovation, governance reform, and sustainability principles, these developments can serve as a cornerstone for inclusive and resilient urban growth.

CHAPTER 5 SUMMARY, CONCLUSIONS AND STRATEGIC RECOMMENDATIONS

5.1 Introduction

This chapter synthesizes the key findings of the study titled Optimising Land Use Strategies for Sustainable Development Projects in Zimbabwe: A Case of E. Pfugari Properties (Pvt) Ltd., drawing from both the quantitative and qualitative analyses presented in Chapter 4. It consolidates the managerial implications of the research by interpreting how mixed-use developments can be leveraged as strategic business models for achieving urban transformation, profitability, and sustainability. Beyond the technical dimensions of urban planning, the chapter positions the study within an executive management context presenting it as a framework for strategic decision-making, policy reform, and private sector investment in land development.

5.2 Summary of the Study

Chapter One introduced the study by establishing the context of urban land use as a strategic pillar for sustainable economic growth in Zimbabwe. It highlighted the challenges of rapid urbanization, infrastructure deficits, and fragmented policy implementation that have constrained the effectiveness of land-use management. The chapter defined the research problem, articulated the objectives, and emphasized the importance of adopting mixed-use development as a viable approach for optimizing land value and functionality. It further justified the study's significance to policymakers,

developers, and business executives seeking to align real estate investment with sustainable development goals.

Chapter Two reviewed relevant literature and theoretical frameworks underpinning land-use planning and sustainable urban development. It explored global and regional perspectives on mixed-use developments, examining models such as New Urbanism, sustainable land management, and strategic integration. The review identified critical gaps in Zimbabwe's policy environment and academic discourse, particularly regarding how mixed-use projects can simultaneously drive profitability, social inclusion, and environmental stewardship. The chapter concluded with a conceptual framework that linked strategic land-use planning, sustainability practices, and managerial decision-making in urban development.

Chapter Three detailed the research methodology employed in the study. A mixed-methods approach was adopted to integrate quantitative and qualitative data, providing both statistical rigor and contextual insight. The population comprised real estate developers, urban planners, and community representatives, with a purposive sample of 50 targeted respondents and 42 valid responses collected. Data were gathered through structured questionnaires and interviews, then analyzed using descriptive statistics and thematic analysis. The chapter also addressed ethical considerations, reliability, and validity measures that ensured the credibility of the study's findings.

Chapter Four presented, analyzed, and discussed the research findings. The quantitative results revealed strong market demand for integrated, accessible, and environmentally

conscious developments, while the qualitative data highlighted stakeholder perceptions of opportunities and barriers in mixed-use planning. The analysis underscored the strategic importance of sustainable land-use practices as drivers of economic efficiency, urban regeneration, and long-term investment value. It also exposed critical regulatory and infrastructural gaps that limit effective implementation. Overall, the findings illustrated that mixed-use developments can serve as catalysts for inclusive growth, provided that policy, finance, and community interests are harmonized.

Chapter Five synthesizes the key insights and managerial implications drawn from the research, translating them into actionable strategies for executives and policymakers. The chapter demonstrates how mixed-use development can be repositioned as a strategic business model, contributing to profitability, competitiveness, and sustainable urban growth. It proposes a Strategic Framework for Sustainable Mixed-Use Development in Zimbabwe, anchored on leadership, policy reform, financial innovation, sustainable design, and community engagement.

Throughout the study, several challenges were encountered, including limited access to recent urban planning data, delays in obtaining stakeholder feedback, and logistical constraints in coordinating responses from multiple sectors. These challenges were mitigated through persistent follow-ups, leveraging professional networks within E. Pfugari Properties, and employing flexible data collection methods such as online surveys and phone interviews. These adaptive strategies ensured comprehensive data coverage and the successful completion of the study within the prescribed timeframe.

5.3 Summary of Major Findings

The study revealed strong market and demand insights that underscore the growing appeal of mixed-use developments in Zimbabwe's urban landscape. Survey results showed that more than 80% of respondents prioritize proximity to essential services, safety, and accessibility, clearly indicating a consumer-driven preference for compact and amenity-rich environments. This trend signals a significant business opportunity for real estate developers and investors, as well-planned mixed-use projects can cater to this market shift by combining residential, commercial, and recreational spaces in a single development. For business executives, the findings emphasize the potential to position mixed-use developments as both profitable ventures and instruments of sustainable urban transformation.

In contrast, the research also highlighted persistent regulatory and infrastructural challenges that hinder efficient implementation of such projects. Respondents expressed widespread dissatisfaction with the current regulatory frameworks and inadequate infrastructure, both of which contribute to increased project costs and reduced return on investment. These structural inefficiencies present not only a challenge but also an opportunity for executive leadership to influence reform. Strategic engagement through public–private partnerships (PPPs) can help address these gaps, improve coordination, and reduce transaction costs, thereby enabling a more conducive environment for sustainable development.

Financial and affordability dynamics emerged as another critical finding. Developers and policymakers alike face difficulties in balancing profitability with social affordability within Zimbabwe's constrained economic climate. Rising construction costs, limited access to long-term finance, and inflationary pressures have made housing affordability a persistent concern. For business leaders, this calls for innovative financing mechanisms such as blended financing models, real estate investment trusts (REITs), and flexible mortgage instruments that can expand access to housing while maintaining profitability. Such innovations not only enhance financial inclusivity but also stimulate investment in the real estate sector.

The study further confirmed that sustainability has evolved from a regulatory requirement into a strategic value driver for competitive advantage. Respondents strongly supported the inclusion of green design features, energy-efficient systems, and proper waste management within urban developments. This shift toward environmental consciousness reflects a broader market transformation in which sustainability enhances brand equity, improves occupancy rates, and attracts both local and international investors. Sustainable projects are thus perceived not merely as environmentally responsible but as assets with long-term financial and reputational returns, reinforcing the link between sustainability and profitability.

Lastly, the findings underscored the pivotal role of stakeholder collaboration in achieving successful mixed-use development. The research demonstrated that integrated cooperation among developers, government institutions, financiers, and community representatives is essential for aligning interests, mitigating risks, and ensuring

accountability across all phases of project execution. This multi-stakeholder approach requires strong executive coordination and transformative leadership capable of bridging the gap between policy intent and business action. Collaborative frameworks not only enhance project feasibility but also contribute to inclusive urban growth that benefits both investors and communities.

5.4 Conclusions

he study's first objective was to identify the most effective land-use strategies that maximize the value and functionality of mixed-use developments in Zimbabwe. The results concluded that integrated zoning, mixed residential–commercial planning, and the inclusion of green spaces are the most impactful approaches. These strategies enhance urban efficiency, optimize land utilization, and promote functional diversity within developments. The findings affirm that mixed-use planning, when strategically executed, can stimulate urban renewal, improve service accessibility, and enhance property value. Therefore, integrated land-use strategies represent not only an urban planning necessity but also a sustainable business model capable of driving both profitability and community well-being.

The second objective sought to explore how land-use planning can effectively integrate sustainable practices into mixed-use projects undertaken by E. Pfugari Properties and other developers. The study concluded that the adoption of sustainability-focused design including renewable energy systems, waste management, and green architecture which significantly contributes to the competitiveness and resilience of urban projects.

Respondents recognized that sustainability has evolved from a compliance issue into a source of market differentiation and long-term value creation. This finding underscores the need for executives and developers to institutionalize environmental, social, and governance (ESG) principles as part of their corporate strategies, ensuring that urban growth is both economically viable and ecologically responsible.

The third objective aimed to assess the impact of existing regulations and infrastructure on the implementation of optimal land-use strategies for mixed-use developments. The study found that inconsistent regulatory frameworks, bureaucratic delays, and infrastructural deficits remain major barriers to successful implementation. These challenges reduce investor confidence, delay project execution, and increase costs. However, the research also revealed growing governmental interest in sustainable development, which presents an opportunity for reform. The conclusion drawn is that a more predictable, transparent, and integrated regulatory environment is critical for enabling private investment and ensuring efficient delivery of mixed-use projects across Zimbabwe.

The fourth objective focused on suggesting ways for policymakers and stakeholders to enhance the regulatory framework and infrastructure to support sustainable mixed-use developments. The study concluded that collaborative governance, policy harmonization, and investment in enabling infrastructure are essential. Stakeholders emphasized the need for a single-window approval system, zoning flexibility, and structured public–private partnerships (PPPs) to improve efficiency and accountability. It was further concluded that active engagement among government, private sector actors, and communities can

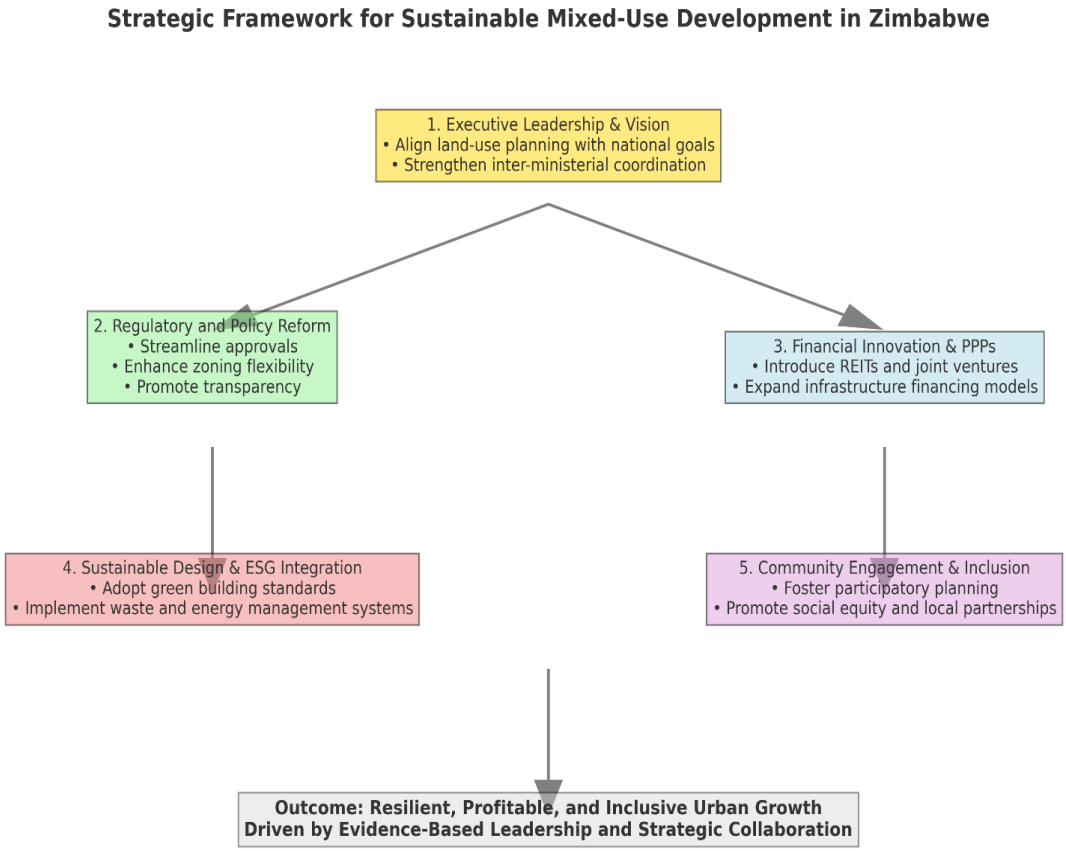
help bridge policy and implementation gaps, fostering a supportive environment for innovation and sustainable urban transformation.

The fifth and final objective sought to determine how executive leadership can translate these findings into actionable strategies for sustainable land-use management. The study concluded that visionary and ethical leadership is central to integrating economic, social, and environmental objectives in urban development. Effective leadership requires foresight, adaptability, and collaboration across sectors to balance competing interests and mobilize resources for long-term impact. Executives who adopt data-driven, participatory, and sustainability-oriented management practices can reposition mixed-use development as a transformative force for inclusive growth and national competitiveness. In summary, the research concludes that the future of sustainable urban development in Zimbabwe depends on the alignment of leadership, policy, and investment strategy to deliver profitable yet socially responsive mixed-use developments.

5.5 Strategic Recommendations

The strategic recommendations developed from this study converge around a multi-pillar approach that integrates leadership, policy, finance, design, and community engagement. To guide policymakers, developers, and executives in implementing these insights, the research proposes a Strategic Framework for Sustainable Mixed-Use Development in Zimbabwe.

Figure 5.1 below presents this framework, which visually summarises the interlinked pillars required to translate mixed-use development potential into tangible, sustainable outcomes.



As illustrated in Figure 5.1, the framework emphasises five mutually reinforcing pillars:

(1) Executive Leadership and Vision;

(2) Regulatory and Policy Reform;

(3) Financial Innovation and Public–Private Partnerships;

(4) Sustainable Design and ESG Integration; and

(5) Community Engagement and Inclusion.

Collectively, these pillars form the strategic foundation for achieving resilient, profitable, and inclusive urban growth. The framework provides a managerial roadmap for aligning corporate objectives with national sustainability goals.

5.5.1 Executive-Level Policy Reform

Action: Streamline land development approvals through a single-window clearance system under the Ministry of Local Government.

Rationale: Predictable approval processes reduce investor risk, shorten project cycles, and improve cash flow predictability for developers.

5.5.2 Public–Private Partnership (PPP) Financing

Action: Develop structured PPP frameworks for co-financing infrastructure (roads, water, power) that underpin mixed-use developments.

Rationale: Shared investment reduces government expenditure while unlocking private capital, aligning with sustainable fiscal management.

5.5.3 Investment and Financing Innovation

Action: Promote REITs, municipal bonds, and mortgage-backed securities to mobilise long-term housing finance.

Rationale: Diversified financing instruments attract institutional investors and increase liquidity in the real estate market.

5.5.4 Strategic Land Management and Value Capture

Action: Implement land value capture mechanisms (development levies, betterment taxes) to reinvest in urban infrastructure.

Rationale: Enhances fiscal sustainability while maintaining affordability and supporting continued private sector investment.

5.5.5 Sustainability and Competitive Advantage

Action: Encourage developers to integrate green design standards, renewable energy systems, and waste management innovations into project planning.

Rationale: Enhances brand equity, meets ESG (Environmental, Social, Governance) investor criteria, and improves long-term asset performance.

5.5.6 Executive Leadership and Governance

Action: Establish a National Urban Development Council led by senior executives from government and industry to coordinate large-scale mixed-use initiatives.

Rationale: Ensures coherent policy execution, effective project oversight, and alignment between economic and environmental objectives.

5.5.7 Market Research and Innovation

Action: Institutionalize real estate market intelligence units within major development firms and government planning departments.

Rationale: Data-driven decision-making improves market alignment, investment timing, and project feasibility.

5.6 Implications for Managers Practice

The findings of this study hold several strategic implications for business executives and decision-makers in the real estate and urban development sectors. First, the study highlights the critical importance of strategic foresight in anticipating urbanization trends and positioning firms ahead of market shifts. Executives must continuously monitor demographic changes, infrastructure expansion, and policy adjustments to identify emerging opportunities in urban markets. By integrating market intelligence and predictive analytics into their strategic planning, firms can design mixed-use projects that are not only responsive to current demand but also resilient to future shifts in consumer preferences and regulatory environments. Proactive positioning, rather than reactive development, will therefore be key to maintaining competitiveness in Zimbabwe's evolving urban economy.

A second implication relates to the need for cross-sector collaboration in driving sustainable mixed-use development. The research revealed that the complexity of land-

use planning requires alignment among public policy, private capital, and community interests. For managers, this means moving beyond transactional engagement toward strategic partnerships that create shared value. Collaboration with government institutions can facilitate regulatory compliance and infrastructure support, while community engagement builds social legitimacy and enhances long-term project success. Public–private partnerships (PPPs) and multi-stakeholder alliances thus emerge as vital instruments for risk-sharing, innovation, and the collective achievement of sustainable development goals.

Thirdly, the study underscores the value of ethical leadership as the foundation of sustainable urban investment. In an environment characterized by regulatory inconsistencies and high transaction costs, transparency and accountability become critical for building trust among stakeholders. Ethical leadership ensures that projects are guided by principles of integrity, fairness, and responsibility toward both investors and the communities they serve. Executives must champion governance frameworks that prevent corruption, encourage fair competition, and prioritize sustainability outcomes. By doing so, leaders not only protect their organizations from reputational risk but also contribute to a culture of responsible urban growth aligned with Zimbabwe's Vision 2030.

Lastly, the study emphasizes the importance of adaptive strategy, where innovation and sustainability are embedded into the corporate DNA of real estate and infrastructure enterprises. The pace of technological advancement and environmental change requires organizations to remain flexible and forward-looking. Executives should institutionalize continuous learning, digital transformation, and sustainable design as integral elements of

their business models. Adaptive firms can leverage tools such as smart infrastructure technologies, green financing, and data-driven planning to enhance project efficiency and resilience. This capacity for adaptation ensures that firms remain competitive and relevant in a rapidly transforming urban development landscape.

In conclusion, managers must approach urban development not as a static construction activity, but as a dynamic strategic enterprise that integrates business innovation with societal advancement. The ability to balance profit motives with sustainability imperatives will define the next generation of successful real estate leaders. By adopting foresight, collaboration, ethical governance, and adaptability as core leadership attributes, executives can transform mixed-use developments into engines of inclusive economic growth and urban transformation in Zimbabwe.

5.7 Recommendations for Further Research

Future studies should consider undertaking longitudinal research to assess the long-term financial performance and sustainability outcomes of mixed-use developments in Zimbabwe and similar emerging markets. While this study provided valuable cross-sectional insights, a longitudinal approach would enable researchers to track project performance over time, capturing changes in occupancy rates, revenue generation, maintenance costs, and environmental impact. Such research would help determine whether the perceived advantages of mixed-use projects — including higher asset value and community benefits — are sustainable over extended periods. This evidence would

provide investors and policymakers with a stronger basis for decision-making regarding long-term urban investment strategies.

Further research should also examine cross-city comparative cases, such as Harare versus Lusaka or Nairobi, to identify best regional practices in mixed-use development and land-use management. Comparative studies can reveal how varying governance systems, financial instruments, and cultural factors influence project success across different African contexts. By benchmarking Zimbabwe's experience against regional peers, researchers could uncover transferable lessons that inform more effective policy design and private sector strategies. This approach would contribute to regional knowledge exchange and promote a harmonized framework for sustainable urban development in Sub-Saharan Africa.

Another promising area for future research lies in exploring digital transformation in land management, particularly through technologies such as Geographic Information Systems (GIS), blockchain for title management, and smart infrastructure integration. As cities modernize, digital innovations offer opportunities to enhance transparency, efficiency, and security in urban planning processes. Investigating the adoption of such technologies could help policymakers and executives understand how digital solutions can mitigate land disputes, streamline project approvals, and improve data-driven decision-making. This line of inquiry would strengthen the link between technological innovation and effective governance in the real estate sector.

Finally, researchers should investigate gender and inclusivity dynamics in access to housing, land, and development finance within mixed-use projects. Understanding how gender, income level, and social class influence participation in and benefits from urban developments is critical to achieving equitable growth. Future studies should explore how inclusive planning and financing models can empower women, youth, and marginalized communities to access opportunities within the real estate and construction industries. By incorporating inclusivity into the discourse on sustainable land use, future research can guide both public and private actors toward development practices that align profit motives with social justice.

In summary, these areas of future research will deepen the understanding of how business leadership, innovation, and policy coherence can be aligned to promote profitability, sustainability, and inclusivity in emerging urban economies. Through continued scholarly and managerial exploration, future work can build upon the foundation laid by this study to advance the practice of sustainable mixed-use development across Africa.

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APPENDICES

Appendix 1 : Research Questionnaire

Questionnaire for Stakeholders

Title: Perceptions of Mixed-Use Developments in Zimbabwe

Purpose: This questionnaire is designed to collect information from stakeholders (urban planners, developers, and community representatives) regarding their views on mixed-use developments and residential space preferences in Zimbabwe.

Instructions: Please answer all questions. Responses will be treated with strict confidentiality and used only for academic purposes.

Section A: Demographic Information

1. Gender: ☐ Male ☐ Female ☐ Other

2. Age group: ☐ 18–24 ☐ 25–34 ☐ 35–44 ☐ 45–54 ☐ 55+

3. Occupation: ☐ Urban Planner ☐ Developer ☐ Community Representative ☐ Other

(please specify) _____

4. City of residence: ☐ Harare ☐ Bulawayo ☐ Other (please specify) _____

5. Length of residence in current area: ☐ < 5 years ☐ 5–10 years ☐ 11–20 years ☐ 20+ years

Section B: Residential Space Preferences

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

6. I prefer housing that is located close to essential services (e.g., schools, shops, clinics).

7. Security considerations strongly influence my choice of residence.

8. I value living in a community with recreational and social facilities.

9. Compact and affordable housing units are more attractive to me than large stand-alone houses.

10. Eco-friendly and energy-efficient housing is important when choosing where to live.

Section C: Perceptions of Mixed-Use Developments

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

11. Mixed-use developments improve access to essential services.

12. They reduce the need for long commuting distances.

13. They create opportunities for stronger community interaction.

14. They increase the value of surrounding properties.

15. They provide a good balance between residential, commercial, and recreational needs.

Section D: Sustainability Considerations

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

16. Mixed-use developments contribute positively to environmental sustainability.

17. Inclusion of green spaces enhances the livability of such developments.

18. Integration with public transport systems is critical for successful mixed-use projects.

19. Mixed-use developments can help reduce traffic congestion in urban areas.

20. Proper waste management systems are essential for sustainable mixed-use developments.

Section E: Challenges and Barriers

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

21. Regulatory frameworks in Zimbabwe adequately support mixed-use developments.

22. Infrastructure constraints (roads, water, electricity) hinder the success of mixed-use projects.

23. Mixed-use developments are affordable for the majority of urban residents.

24. Lack of community participation is a challenge in implementing such projects.

25. Developers face financial constraints that limit mixed-use project implementation.

Section F: Open-Ended Questions

26. In your opinion, what are the biggest opportunities associated with mixed-use developments in Zimbabwe?

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27. What do you see as the biggest challenges or risks in implementing such developments?

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28. What recommendations would you make to improve mixed-use land-use strategies in Zimbabwe?

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Appendix 2: AUREC Approval Letter

"Investing in Africa's future"

AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE (AUREC)

P.O. Box 1320 Mutare, Zimbabwe, Off Nyanga Road, Old Mutare-Tel (+263-20) 60075/60026/61611 Fax: (+263 20) 61785 Website: www.africau.edu

Ref: AU4012/25

26 September, 2025

PERCEVIARANCE CHITIMA
C/O Africa University
Box 1320
MUTARE

RE: ***OPTIMIZING LAND USE STRATEGIES FOR SUSTAINABLE DEVELOPMENT PROJECTS IN ZIMBABWE: A CASE OF E. PFUGARI PROPERTIES (PVT) LTD***

Thank you for submitting the above-titled proposal to the Africa University Research Ethics Committee for review. Please be advised that AUREC has reviewed and approved your application to conduct the above research.

The approval is based on the following.

a) Research proposal

- **APPROVAL NUMBER** AUREC 4012/25
  This number should be used on all correspondence, consent forms, and appropriate documents
- **AUREC MEETING DATE** NA
- **APPROVAL DATE** September 26, 2025
- **EXPIRATION DATE** September 26, 2026
- **TYPE OF MEETING**: Expedited
  After the expiration date, this research may only continue upon renewal. A progress report on a standard AUREC form should be submitted a month before the expiration date for renewal purposes.
- **SERIOUS ADVERSE EVENTS** All serious problems concerning subject safety must be reported to AUREC within 3 working days on the standard AUREC form.
- **MODIFICATIONS** Prior AUREC approval is required before implementing any changes in the proposal (including changes in the consent documents)
- **TERMINATION OF STUDY** Upon termination of the study a report has to be submitted to AUREC.

AFRICA UNIVERSITY
RESEARCH ETHICS COMMITTEE (AUREC)
APPROVED
P.O. BOX 1320, MUTARE, ZIMBABWE

Yours Faithfully

MARY CHINZOU
FOR CHAIRPERSON
AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE