DONOR FUNDING AND SUSTAINABLE RURAL DEVELOPMENT AND ITS CHALLENGES IN ZIMBABWE; A CASE STUDY OF MUDZI DISTRICT: 2000-2012

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Declaration

I declare that donor funding and sustainable rural development and its challenges; a case study of Mudzi district: 2000-2012 is my own work and that all sources I have used or quoted have been indicated and acknowledged by means of complete references.
Acknowledgement

I wish to extend sincere gratitude to all those who assisted me directly and indirectly to come up with this thesis. It is not possible to mention them all but to all the respondents with whom too many questions were asked and honestly responded to. Special thanks go to my supervisor Mrs Zembere whose guidance is invaluable. To Doctor Nyoni, thank you for tirelessly co-ordinating our group and this was motivational a lot.

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Dedication

This study and Masters of Science Degree are dedicated to my energetic and inquisitive daughter, Michelle Rutendo Misi. This is to challenge her that her future academic life should go beyond this qualification.
Abstract

The study assessed the socio-economic impact of donor aided projects and challenges that are faced by the donor organisations. It was based on the fact that in spite of the presence of over twenty donor organisations in the District of Mudzi, the socio-economic livelihoods of the people remains very minimal. Improving the welfare of the local communities is much more challenging to implement and the community has been subjected to non viable projects funded by the donor community. It was therefore necessary for the need to assess the reality behind poverty and underdevelopment in spite of the presence of huge funding by the donor organisations. More than twenty donor organisations in Mudzi District failing to transform people’s lives is something that needed an investigation of this kind. The findings from the case study were collated through interviews of key Government Ministries and Departments, non-governmental organisations working in the District on developmental projects, Ward Councillors and members of the communities in which the projects were established as well as through the use of documentary reviews, observations and questionnaires. It was therefore concluded that a more democratic and community based participative approach ought to be established. Although the level of political interference is usually down played, the interference is real and counters progress. This would enable the locals to capitalise on what they want rather than do with what the donor organisations and the politicians come to offer. Social fragmentation may lead to uncontrolled development that increases consumption patterns without progress. There is need for community participation not as beneficiaries but as stakeholders so that there is shared management in the programming of projects. This may be accomplished with a democracy to represent the locals’ concerns and needs regardless of political affiliation. In the long run, community involvement could progress into a bottom up approach in the implementation of potential sustainable policies to control and monitor the development of sustainable rural development in the District.
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List of Abbreviations

AGRITEX- Agricultural Technical and Extension Service

CBM-Community Based Management

COMMUTECH-Community Technology Development Trust

DAPP-Development Aid from People to People

DDF-District Development Fund

EAG-Environmental Action group

ESAP-Economic Structural Adjustment Programme

FAO-Food and Agriculture Organisation

FDI-Foreign Development Investment

GDP-Gross Domestic Product

GEF-Global Environmental Facility

IUCN-World Conservation Strategy

MDGs-Millennium Development Goals

MoU-Memorandum of Understanding

MRDC-Mudzi Rural Development Council

ODA-Official Development Assistance

PRP-Protracted Relief Program

SAPs-Structural Adjustment Programme
UMP-Uzumba Maramba Pfungwe District

UNCED-United Nations Conference on Environment and Development

UNESCO-United Nations Educational, Scientific and Cultural Organisation

UNDP-United Nations Development Programme

UNICEF-United Nations International Children Educational Fund

WCED-World Commission on Environment Development

ZESA-Zimbabwe Electricity Supply Authority

ZIMPREST-Zimbabwe Economic and Social Transformation
Chapter 1: Introduction

1.0 Background to the study

Sustainable development and its relationship to the construction and maintenance of peace have generated a lot of interest since the 1992 Rio de Janeiro conference on sustainable development. Sustainability represents an approach to development which addresses the fundamental concerns of poverty, environment, equality and development (United Nations Conference on Environment and Development (UNCED), 1992). With the end of cold war, the pursuit of lasting peace and an end to conflict has become, together with sustainable development, a global imperative. Meeting the basic needs of poor communities holds the promise of eliminating many of the types of situations which favour the outbreak of conflict.

Sustainable development represents an opportunity to construct a new approach and the success of that effort has powerful implications for issues of peace and security. The United Nations has been a leading advocate and proponent of sustainable development. According to the United Nations Report (2008), the Agenda 21 of 1992 at the United Nations Conference on Environment and Development (UNCED) (Rio de Janeiro), governments outlined a detailed blueprint for action that could move the world away from its present unsustainable model of economic growth towards one based on sustainable development and growth.

Poverty and external debt is common in developing countries. This has heralded unsustainable patterns of production and consumption, demographic stress and the change in international economic structures. The United Nations Report (2008) said the Agenda 21 of 1992 recommended ways to strengthen the part played by major groups of women, trade unions, farmers, children and young people, indigenous peoples, the scientific community, local authorities, business, industry and non-governmental organisations in achieving sustainable development. In other words, sustainable development is a multi-sectoral
approach hence the need for the whole community and its stakeholders to be part of the process.

It is the non-governmental organisations that have been playing a significant role in Zimbabwe to complement the government’s role of providing opportunity for development and self sustenance. Since the Second World War, organisations that were neither governments nor member states were recognised by the United Nations. The acceptance of these bodies led to the term ‘non governmental Organisations’. According to Castro-Leal et al (1999), if the Millennium Development Goals (MDGs) are to be achieved in many developing countries, the role of the non-governmental Organisations will have to be recognised by the international community. However, the role of the non-governmental Organisations has also been criticised, that much of the work done is not harmonised or tailor-made to the countries preferences and peculiarities (Collier 1997). Be it as it may, these are the organisations that are working to change people’s lives in Mudzi District through humanitarian projects.

Mudzi District lies in the north eastern periphery lowlands areas of Mashonaland East Province. The District is bordered with Rushinga to the North and Uzumba Maramba Pfungwe (UMP) to the North-West. To the South are Nyanga and Mutoko to the West and Mozambique to the Eastern side. According to the 2002 census, the District has a population of 135 015 people and with a total area of 4 052km² which is made up of typical communal lands area. It is predominantly flat terrain with a few hills and valleys. The soils are sandy, with scattered vegetation being in natural region 4 with low average annual rainfall pattern of between 400-600 mm. The climate is characterised with seasonal droughts with very little agricultural activity which is mainly supported by irrigation. Grazing is semi controlled with scarce pastures for animals. This drought prone District has survived from donations since
1980. The government tried to support the District soon after independence in 1980 through the national fiscus budget until the economy could not afford it paving way to foreign aid.

The communities in Mudzi are demographically vulnerable groups with characteristics resulting in varying levels of poverty. These are household sizes and general structure as compared to others, varying educational levels among children, income and economic status, health and special needs and access to lifelines which are drinking water and sanitation, electricity, healthy care, transportation and telecommunications. These indicators and others is a sure sign that communities in Mudzi are far from meeting their socio-economic needs.

Figure 1: Source: UNOCHA (2000)
1.1 **Statement of the problem**

In Mudzi District, there are more than 20 development aid organisations. These donor organisations have been implementing various projects in a bid to sustain livelihood since 1980 when Zimbabwe attained its independence from Britain. It is unfortunate that the socio-economic indicator for the people of Mudzi in spite of the continuous flow of aid is far from being significantly improving. Development aid since 1980 has had little impact on the people’s livelihood 32 years on, hence the need to investigate the challenges encountered by the donor organisations in implementing community projects.

1.2 **Research Objectives**

1.2.1 To find out how sustainable are the donor funded projects in Mudzi District.

1.2.2 To explore the nature of the projects being implemented by the donor organisations in Mudzi District.

1.2.3 To find out the socio-economic impact of the donor projects to the people’s livelihoods of Mudzi District.

1.2.4 To expound the challenges encountered by the donor organisations in implementing community projects in Mudzi District.

1.3 **Research questions**

1.3.1 How sustainable are the donor funded projects in Mudzi District?

1.3.2 What is the nature of the projects being implemented by the donor organisations in Mudzi District?

1.3.3 What is the socio-economic impact of the donor projects to the people’s livelihoods in Mudzi?

1.3.4 What are the challenges encountered by the donor organisations in implementing community projects in Mudzi District?
1.4 Assumptions of the study

The researcher assumed the following prior to the study;

1.4.1 Donor aid is essential in developing rural communities in Zimbabwe.

1.4.2 Donor organisations put their interests first before those of the communities they serve.

1.4.3 The local authorities through their elected representatives are not doing enough to conscientise the communities on Community Based Management System (CBM) as far as donor projects are concerned.

1.5 Significance of the study

This study will provide an in-depth source of knowledge about donor activities in rural Mudzi District of Zimbabwe. The role of the local authorities will be explored to help in the harmonisation of relations between the donor organisations and the communities. This is after the assumption that local authorities are not doing enough to properly harmonise the relationship between the donor organisations and the communities they purport to serve.

The other significance is to come up with distinct literature on socio-economic sustainability as opposed to environmental sustainability that seems to overshadow rural development whenever issues of sustainability are talked about. This will give rural development a priority and concentrate on tangible issues of socio-economics rather than complicated environmental issues.

This research will also encourage further research on sustainable development and its relationship to peace. The debate on sustainable development and peace has not been exhausted to date. This study will add to that call of seeking a deeper meaning as far as peace
and sustainable development as two sides of the same coin in highlighting socio-economic issues.

1.6 Limitations of the study

This study was likely to be affected by the interviewer bias, prejudice and stereotype perspectives during the administering of the instrument. There was likelihood that samples to be used were made up of extremely dissatisfied with some satisfied respondents dependent on the events immediately preceding the survey. However the snowball sampling of respondents took care of the bias.

There was also the prospect of missing respondents and the high cost of collection of data, time and resources. This was addressed through the identification of people within the field setting with whom initial contact was made.

Mudzi is a highly politicised area. Respondents were likely to be constrained by political interests resulting in an incorrect indication of perceptions and opinions. This was likely to impact negatively on the comprehensiveness of the study but it was however addressed by being impartial and working with ‘gatekeepers’ to obtain necessary permissions.
1.7 Delimitations of the study

The study focused on the non-governmental organisations working in development aid in the District. It also worked with government ministries and departments that monitor the activities of the non-governmental organisations. The research was carried out in Mudzi District in the Mashonaland East province.

The sample under study was as follows; 9 group projects, 9 household beneficiaries, 9 household non beneficiaries, 9 ward councillors, 1 Mudzi Rural District Council staff, 10 non-governmental organisations and 9 government key ministries and departments. This brings the total respondents to 56. The study took six months to complete.

1.8 Definition of terms

The following terms will assume the following definitions throughout the research:

**Community**: all the people resident in Mudzi District in their different wards from ward 1 to 18.

**Community Based Management System (CBM)**-Community ownership of donor projects through a transparent stakeholder participation. Once projects have been implemented, the communities take ownership and responsibility.

**Development aid**: long term foreign financial assistance to fund community projects.

**Donor Funding**: foreign financial assistance for development aid

**Rural Development**: local participation and improved quality of life.

**Sustainable Development**: Community projects by donor organisations that continue to function and/regenerate through diversification after initial capital injection. These projects survive well after the donor partners have pulled out.
1.8 **Summary**

The background to the study was given. The problem to be researched was stated together with its constituent research questions. This was a pointer to the possible findings of this study. Chapter two reviews in detail what various authorities say about sustainable development and its socio-economic impact on the intended beneficiaries as well as the challenges the donor organisations encounter in implementing the community projects.
Chapter 2: Literature Review

2.0 Introduction

This chapter will present the theoretical framework through which the study took as well as related literature. This literature was contextualised to the problem under study so as to fill and bridge the knowledge gaps established.

2.1 The theoretical framework

This study is premised on the dependency theory of development by Arnold et al, (1989). It was propounded that economic and social development of a state in terms of political as well as socio-economic and cultural may be dependent on external influence. According to Arnold et al (1989), the dependency theory acknowledges that there is unequal relationship between the rich industrialised countries and poor third world countries. This is reiterated by Ferraro (1996) who says dependency is a historical condition which shapes a certain structure of the world economy. So (1990) justifies why the dependence theory is real in this context as the donor determine the amount of aid to be provided to recipients. Arnold et al (1989) argue that aid dependency provides capital and facilitates technological transfer through technical assistance. Community projects usually stimulate and change people’s livelihoods socially and economically. This results in the building of infrastructure and improvement of social services and living standards for communities. Rural projects in Mudzi District aim to improve the standard of living of the people thus community development can be viewed as a strategy to improve development. These projects have been largely donor supported following lack of capacity on the part of government. This has created a dependence syndrome between the rich countries and the poor. In this case the poor countries like Zimbabwe are beneficiaries of donor aided projects in the rural areas where most of the vulnerable people are settled. However the donor funded projects find themselves operating
in political and bureaucratic charged environment when it comes to Zimbabwe leading to a number of variables to contend with in the process. The dependency theory proceeds to suggest that dependent countries like Zimbabwe should therefore attempt to pursue policies of self-reliance to ensure sustainability and improve integration into the global economy. This is not usually a good choice for the poor countries which have basically failed to perform many of their core functions of government. Foreign funding and expertise from the rich countries remain the panacea to poverty.

The unequal relationship alluded to by Arnold et al (1989) will make sure that the Millennium Development Goals (MDGs) can only be achieved by increasing the amount of foreign aid as in the case of Zimbabwe. In this research, the independent and intervening variables will be at interplay in this unequal relationship. The social and economic welfare of the poor will be the dependent variable and the independent variable will be the donor funded projects. Therefore this implies that improvement in social and economic welfare among the poor directly depends on a number of other intervening variables namely; the objectives of the donors sponsoring particular projects and programmes, the policy environment and the beneficiary attitude towards donor funded projects.

2.2 Historical Background of Development Aid

The idea and practice of community development existed within the colonial era with voluntary organisations presenting themselves and their projects in terms of development for a long time.

It was then the United States and international agencies began to see some parts of the world as ‘underdeveloped’ and to ascribe development as a universal goal (The United Nations Today Report, 2008). Sustainable social development could be defined as development towards improving the quality of life (Bartelmus, 1994). Poverty is often seen as a barrier to
sustainable development and a major cause of dependence on those countries that have the need for external assistance.

The post independent African economy managed to at least sustain a social infrastructure that, while not comparable to the conditions in the west but served a wide population. The impact of these interventions was reflected in the subsequent changes in average life expectancy, infant and child mortality rates, improvements in nutritional status of the young, literacy levels and educational enrolment and among other achievements thereto. These achievements were observed up to the 1970s as a result of the social programmes (Prebisch, 1970).

However the role of the non-governmental organisations in the early post independent Zimbabwe remained marginal as the state provided most of the social services. With most developing countries increasingly becoming indebted to the west, the neo-liberal policies became the political-economic ideology by the west over the developing countries demanding a minimalist role on providing the enabling environment for growth and time in the provision of social-economic services (Manji and O’coil 2002).

The Bretton Woods polices dictated by the rich western countries and their institutions resulted in the rise of unemployment and decline in real incomes of the majority, the social basis and structure was restructured and transformed thus strengthening the forces or alliances that would be sympathetic to the situation. Frank (1972) reiterated that externally imposed constraints on health, education and welfare measures and social programmes, liberalisation of price controls and the dismantling of state owned enterprises contributed to the widening of internal disparities. The Structural Adjustment Programmes (SAPs) were linked to the deteriorating health conditions in Africa and Latin America. This led to the
escalation of child malnutrition, growth in infectious diseases and in infant and maternal mortality rates.

In Zimbabwe, soon after independence on 18 April 1980, the post war reconstruction became imminent and this was supported by many foreign donors. This reconstruction was generally a success as the economy by then was able to be recapitalised and reintegrated into the world economy (Sichone, 2003). This was not for long as the second decade after independence; the socio-economic inequalities became racially inclined and unravelling. The whites continued to control the means of production while the majority of blacks remained poor. A shift in development policies took place with pressure from the west of course that saw the Economic Adjustment Programme (ESAP) coming into effect in 1991. It purportedly mitigated against the economic crisis which had negatively impacted on Zimbabwe since the 1980s although the indicators became visible towards the end of the decade.

The Structural Adjustment Programme led to policy change when the Zimbabwe government made a follow up launch of the second stage of its economic structural adjustment programme, the Zimbabwe Economic and Social Transformation (ZIMPREST). Sichone (2003) says that the ZIMPREST outlined macro-economic reforms through to the year 2000. This did not stop the economic melt down which led to the trading imbalances especially between South Africa and Zimbabwe. South Africa was the biggest trading partner and the trading imbalance led to the unfavourable condition that made Zimbabwe’s goods to be less competitive. This led to the flight of skilled personnel to neighbouring countries including America, United Kingdom and Australia being preferred destinations. The Economic Intelligence Unit (1998) says that incidence of increased poverty was noted as a result of ESAP. The Poverty Assessment Study (1995) undertaken by the Government of Zimbabwe indicated by then that over 62 per cent of the Zimbabwean population lived in poverty and the incidence of poverty was higher in rural areas where 72 per cent of households were
below the ‘total consumption poverty line’ compared to 46 per cent in urban areas. Chikulo (2001) reiterates that no other policy in Zimbabwe to date contained the poverty amongst the people serve for the illusion that the situation is under control. Yet the reality is that the socio-economic policies failed as they did in Zambia and elsewhere in Africa according to http://news.bbc.co.uk/1/hi/business/1524821.htm. The donor community continue to come to the aid of Zimbabwe as a means to improve socio-economic welfare of the people under different bilateral and multilateral agreements.

The bilateral and multilateral institutions set aside significant volumes of aid aimed at mitigating the social-economic dimensions of poverty. These acted as palliatives to minimise the more glaring inequalities that the western policies had perpetuated (Manji and O'Coil, 2002). These funds were directed to the non governmental sector that in turn was trusted with the mandate to assist vulnerable communities. The governments directly were not trusted in handling development aid.

The history of development aid dates to the period after World War II, 1945 -1960, a period when some of the African countries were emerging from colonialism and World War II. During this time, the west decided to show compassion in support of recovery programs from the damage of war. There was also a feeling of guilty by Europe for colonialism and the conditions in which their colonial masters had released countries into independence. More so, there was the motive to maintain the grip to pursue capitalistic and communist ideologies after the cold war (Kuhnen, 1995). At this time, most of the United Nations agencies like UNESCO and UNICEF were formed and organisations such as Oxfam and Save the Children appear in 1960s and 70s as development focused non governmental organisations. The advent of non governmental organisations is also a result of Structural Adjustment Programmes (SAPs) that filled the space created as private agencies to the poorest, especially those failing through the neo-liberal policies like Structural Adjustment Programmes. Many organisations
emerged with the collapse of the Soviet bloc as an avenue for opposition of the prevailing political agenda (Anthony and David, 1994).

The neo–liberal revolution represented a major assault on national developmentalism. According to the Civil Society (2010) pointed out that neo-liberal policies of the 1970s and 1990s are in the context of development process and strategies. It called for governments to concentrate on providing overheads and promoted individualism, market liberalisation and outward orientation. Generally, the neo-liberal revolution encouraged private sector growth and that’s how non governmental organisations came to fill the gap created by neo-liberal policies and strategies of the Bretton-Woods institutions (Zimbabwe Programme for Economic and Social Transformation, 1998).

It is unfortunate that real development was only visible in the ‘golden decade’ of the 60s and 70s and after that the situation for Third World countries considerably declined (Kuhnen, 1995). For example East Asia Gross Domestic Product has grown by 800 per cent since the 1960s and that of Sub-Saharan Africa like Zimbabwe, Zambia, Mozambique, Malawi and others continue to decline in exception of post apartheid South Africa (Mutabazi, 2008).

2.2.1 Foreign Aid Lessons from Sub-Saharan Africa

Developing countries have been receiving aid for a very long time now. According to Abuzeid (2009), the sub-Saharan Africa has received a substantial amount of over one trillion dollars in American currency over a period of fifty years. Of interest, as shown by the figures below, over the same period of time, the Gross Domestic Product (GDP) per capita in Africa actually registered a considerable decline and was for many years even negative. With only a few exceptions, actual GDP per capita figures also declined across most of Sub-Saharan
Africa (Kasper 2006). For example, World Bank (2000) calculations show that if theoretical models had predicted correctly, foreign aid transfers to Zambia, which began in 1960s, would have by today pushed per-capita income to over fifty thousand United States dollars. In practice, however, Zambian income per capita has stagnated at around six hundred dollars over the years (Mwenda, 2006). This provides a stark example of the failures of foreign aid in Sub-Saharan Africa.

There is consensus that foreign aid has failed to achieve its intended outcome in Sub-Saharan Africa. A country’s aid intensity is defined as the total Official Development Assistance (ODA) transfers it receives as a percentage of its GDP, which is a proxy measure for aid dependence (Sachs 2005).

![Aid and Growth in Africa 1970-2000](image)

Figure 2: Source: Erickson (2005)

2.2.3 Motives of Aid:

The psychology of aid is based on three broad motives. Sahn and Younger (2000) said the emphasis of each vary greatly between donors and buffeted by the prevailing global political and economic climate. For some donors, the desire behind aid is that of tackling extreme
poverty. Such compassion is especially powerful in the context of humanitarian emergencies when need for assistance is most evident, often through the lens of global media coverage (Sahn and Younger, 2000). The global media is very good at providing favourable public relations for the humanitarian organisations.

The second motive of aid emanates from recognition that in a globalised world, countries large and small are interdependent. The prosperity of one increases the economic potential of the other. This is the essence of globalisation. For example, according to Collier (1997), controlling the spread of disease, whether in humans, livestock or crops, requires competence in all governments. And excessive inequality is known to increase the supply of migrant workers, not always welcome in richer countries. Fragile states are less able to prevent the outbreak of armed conflicts or in some circumstances, to stamp out the recruitment of foot soldiers of terrorism (Steinberg, 2006). Recent political instability in many countries including Zimbabwe and Kenya has prompted a flurry of proposals for increased foreign aid (Mosley, 2002).

The third motive is the pro-active pursuit of interests. These may be political or economic in nature. White (2000) said aid is a tool for constructing alliances in the international domain. For example China has adopted an aggressive aid strategy to leverage access to Africa’s natural resources. To the Chinese it is a win-win situation as they increase Foreign Direct Investment to Africa (FDI); they also gain in exchange for mineral rights among other attractive incentives associated with doing business in Africa. In Zimbabwe, the relations between Zimbabwe and China emanates from the liberation struggle era when the Chinese trained and gave both material and expert support to the Zimbabwean liberation movement. It is normal for post struggle business and strengthening of the relations between the two nations and aid support is not out of place. After all, Zimbabwe needed assistance to reconstruct a country destroyed by effects of war and the Chinese were and continue to be
available. This has seen the establishment of many Chinese companies in Zimbabwe for example the Sino-Zim group of companies are Chinese franchise. This is a typical pro-active pursuit of interests.

The non governmental sector has expressed concern that the pendulum in aid motivation has swung too far towards politics and security. The needs of the poor are taking second place to geopolitics, according to the view cited by Boone (1996).

Strategic imperatives also diminish the association of aid with principles. The 2011 revolution in Egypt drew attention to the historic role of the United States’ aid in popping up the Mubarak regime. This is how aid has been used in other circumstances but all the same Krieger (2012) said Africa’s largest aid recipient is Ethiopia, strategically important for its proximity to Sudan and Somalia, but with a lamentable record on political freedom. In other words, aid is aid regardless of the geopolitics at play although Africa is the largest beneficiary in the world to date.

Some scholars have been critical of aid (Easterly, 2006). Some schools of thought show that aid has been used as a tool of exploitation by the West (Harlon, 1991 and Amutabi, 2006). Aid is denounced as being unable to bring development to the global south-they say it has harmed African governments, has fostered dependency, encouraged corruption and ultimately perpetuated poor governance and poverty. World Bank (2000) recorded that there is no correlation between aid and growth in Africa and aid has harmed development by supporting governments whose policies have actually impoverished people but at the same time there is no evidence that aid works better in better policy or geographical environments (Mwenda, 2006). However aid industry has been under pressure to demonstrate results and be an effective force that its providers claim it is.
2.2.4 Concepts of Sustainable Development

The concept of sustainable development is widely used but it is too broad. The term was first introduced by the World Conservation Union (WCU) in 1980 in their publication; The World Conservation Strategy (Hall and Lew, 1998). By 1987, ‘sustainable development’ entered the political platform when the World Commission on Environment Development (WCED) published, ‘Our Common Future’, otherwise known as the Brundtland Report. This report defined new principles and objectives relating to the concept of development and its impact on socio-economic livelihoods of the people (Wackernagel et al (1996).

The Brundtland Report (1987) defined sustainable development as, development that is capable of meeting the needs of the present generation without compromising the future generations. Rondinelli (1982) points out the problem of false assumptions in development projects, noting that ‘delays cost overruns, changes in objectives and other deviations are usually attributed to inadequate design, analysis and administrative control. The unpredictability of the problems and the fact that rigid designs, rational analysis and planning procedures may themselves be a threat to sustainable development. The realisation those decades of experimentation and large-scale efforts of multilateral development organisations has not revealed any replicable designs that would enable sustainable economic development (Bartelmus et al, 1994). This is another revelation against the perception that any aid is economically sustainable.
2.2.5 Aid as a Sustainable Model

Other schools of thought differ with the sceptics that aid is not useful and does not impact on the socio-economic livelihoods of the people. Saunders et al (2007) reiterates that this is possible if the social venture is driven by fundamental needs of the community. Projects are only sustainable if the community that is being served is empowered to take part in the implementation of the project. According to Mosley (2002), the community should not be simply recipients of social goods. They should be integrated into the supply chain as suppliers and producers that feed the project. Social ventures should provide sources that feed the project. Social ventures should provide resources and educate local people to help replicate aspects of the project or contribute to the commercial activity supporting the project. There is need to consider the existing human capital, logistics and larger socio-economic environment in the communities that the project serves (Saunders et al 2007). There is need for internal solutions that the project serves. There is need for internal solutions that boost the existing projects for sustainability.

2.2.6 Relationship with Stakeholders

Successful projects need a strong and transparent relationship among the stakeholders. This allows partners to access funding easier, allowing inspiration of confidence and trust amongst people. Boone (1996) reiterated that collaboration is critical in building sustainable sociable projects. This calls for the need for partnerships with similar organisations to increase the projects’ reach and capacity. This gives credibility to projects as it allows conservation of resources and accesses a larger pool of external resources. It is one way of covering costs and avoiding needless expenses. Project funds are therefore channelled to programmes.
2.2.7 Financial Management

Fund accountability differs with organisations; history has noted that for fund accountability within one donor organisation, another has misappropriated the fund. There is every need to distinguish a non profit organisation by managing the finances well (Wearing and Neil (1998). There is need for regular audited finances and need to develop a culture of cautious spending. Every expense that does not get picked up in increased transaction gets passed on to the end user in case of profit making organisations, but for the donor organisations, its wasted resource (Boone, 1996). There is need to develop accounting tools and financial management systems to determine how the projects will survive after donor support ends.

2.2.8 Appropriate Technology

Technology should enable the project to run smoothly on the ground. It should be network agnostic because if technology is dependent on any one factor, the project would be impaired (Moyo, 2009). If project is facilitated or utilised by technology, it must be accessible to any user. How then are the members of the communities incorporated into the project technology? This is a multi-million dollar question posed to all the donor organisations or they confuse their stakeholders by refusing them access to their operations through a system that is not user friendly? For example a donor organisation bringing in an inventory management system through the use of Global Positioning System (GPS) machines by taking GPS coordinates should make such a project village based consultative inventory system (VBCI). This allows training of the community members on the use of GPS machines first. This demystifies technology in the first place and increases enthusiasm among the stakeholder community. The essence is to allow user friendly technologies in the project programming as this increases trust and efficiency in the activity operations. Unnecessary
technological systems that put stakeholders and communities in an awkward position should be done away with.

2.2.9 Foreign Aid and Corruption:

Some critics of donor aid are on record that donors pay attention to institutional quality or corruption considerations in their aid allocation decisions (Warburton, 1998). Research has found no systematic evidence that bilateral or multilateral aid goes disproportionately to less corrupt governments. Other critics further claim that aid allocation by lateral donors are far more robustly dictated by the political and strategic interests of the donors than by concerns over good governance in the recipient nations (Riddel, 2007).

The United States, Japan, Britain and France, France in particular gives overwhelmingly to its former colonies, many of which are in Sub-Saharan Africa (Doucouliagos and Paldam, 2009). A few governments, notably Australia and the Nordic countries, do show a tendency to discriminate in favour of less corrupt governments, presumably because they do not have colonial legacies and are therefore free from specific political pressures, but on the whole these donors remain the exception (Burnside and Dollar, 1997). However, the international organisations like the World Bank that dispense multilateral aid do not show any discriminatory tendencies against corruption in the recipient countries (World Bank, 1998).

It is further argued that indiscriminate nature of foreign aid allocation is believed to have a direct impact on governance through its tendency to perpetuate existing corruption in the recipient countries (Pfutze, 2008). Given that many of the largest recipient countries of ODA in Sub-Saharan Africa are also some of the world’s lowest ranking countries when it comes to governance issues, particularly with regards to corruption. Foreign aid appears simply to increase the volume of funds at the disposal of government officials and kleptocratic elites. This effect is corroborated by Doucouliagos and Paldam, 2009) who reiterates that an
increase in aid influx is associated with a statistically significant increase in corruption and vice versa.

2.2.10 The Social Aspects of Empowerment and Poverty

Sustainable social development could be defined as development towards improving the quality of life including equality, freedom, health, security, education among other things (Bartelmus et al, 1994). Education is an important factor in social development because it is related to individual empowerment (Mowforth and Munt, 1998). Poverty is often seen as a barrier to sustainable development and a major cause of the decay of the social fabric. Starving communities’ options may be limited and lead to overexploitation of natural resources, since it may be the only sources for survival (WCED, 1987 and Elliot, 1998). Poverty in Mudzi District exemplifies this since the people have no further option but to gold pan and destroy the environment and mineral deposits. This worsens the situation as communities continue the unsustainable practice of destroying the very environment that is supposed to sustain them as they have no choice. For example the effects of load shedding and power cuts including inability by the Zimbabwe Electricity Supply Authority’s (ZESA) to attend to faults timeously has led to the destroying of the environment. People have resorted to cutting of trees to enable them to at least prepare a day’s meal. There is need for a concerted effort to consented people on the need to take care of the environment but because of the levels of poverty among the people and lack of alternative means to survive on, this effort is usually ignored and politicised by some sections of the society. In an effort to access the few resources available, the rich and well connected members of the community will bribe the service providers for example the Council by laws may not allow the production of charcoal but the Council Officials may turn a deliberate blind eye when this involves the prominent politicians and business people. It is a social issue and it is human nature (Collier, 1997). Poverty destroys the social fabric and the poor will take that unfavourable and
favourable resource allocation with a pinch of salt. They become a threat to the rich members of the community such that one of the days, they may just demand what should be theirs too by force.

2.2.11 Community Development Objectives

Community development occurs when the quality of life actually improves. The basic necessary indicators such as food, clothes, shelter, basic literacy, primary health care, security of life and poverty are important to assess people’s socio-economic progress. (Singh (1999) considers development to occur in communities when the economic growth becomes the sole measurement tool for community development.

Community Development is usually viewed as an approach to rural development. According to Krish (1993) rural development can be viewed as a strategy to rural development although human settlements are found in rural, as well as urban, but rural programmes are designed to affect rural people. Since Community Development is based on human aspirations and is multifaceted; the commonly addressed issues are rural poverty, illiteracy, ill health, regional disparity, unequal power among many other issues.

Community participation is essential for development to take place, developers or investors and community members ought to learn from each other’s skills for progress.

Development can not be simple given to a community from outside; it must take place within the community (Carmen, 1996).
This is summarised diagrammatically through the development formula:

<table>
<thead>
<tr>
<th>Rural Development = Local Participation + improved Quality of Life</th>
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<tr>
<td>Source: Carmen (1996)</td>
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2.2.12 **Participation and Preparation**

Planning and management of a project will enhance the level of sustainability and impact on the natural and human environment. Central themes for project development are local community participation and awareness of carrying limits (Wearing and Niels, 1998).

Community participation may be able to achieve local support for project development and encourage community ownership (Richards and Hall, 2000). Local participation directly affects project management, incorporating their attitudes, knowledge and management will enhance the development of a project. Participation can enhance a platform for empowerment, where local representation in the decision making process can promote profit sharing and social concerns could be addressed (Sproule, 1996). Acceptance and support for the project can be development (Pimbert and Pretty, 1995). Development imposed on a community without local support and participation may not be sustainable (Mowforth and Munt, 1998).

The participating community should not be thought of as a homogeneous group since individuals within the community are different (Fenwell, 1999 and Sproule, 1996). Inside these groups, individual interests and power may vary because of social prestige, wealth, age and/religion (Sproule and Suhandi, 1998). Typically affluent community members are more
influential in development process and may therefore benefit more than others. Despite this, the entire community should participate in development (Fenwell, 1999).

Participation can be practiced in various ways, each depending on the type of local involvement in the decision making process, (Mowforth and Munt, 1998). Pretty (1994) cited by Pimbert and Pretty (1995) classified different types of participation ranging from passive (development plans created without the input of the community by external institutions who then give roles and positions for the community to fill), to self mobilisation (the locals initiate their own development independently from outside institutions).

Participation type of interactive participation will be considered as the type of participation most applicable for the community of Mudzi. This is due to their wish to manage the development, but need guidance and capital to do it. Therefore they would need outside investment to support the development. According to Warburton (1998) interactive participation involves people participating in joint analysis (between locals and professionals), which leads to action plans and the formation of new local groups or the strengthening of existing ones. It involves interdisciplinary *modus operandi* with multiple perspectives and make use of systematic and structured learning process. This type of interaction take control over local decisions and so people are in control in maintaining structures or practices.

The education and capacity of the participating community members is important to consider, since project management requires certain knowledge and technical skills. The more conscious locals are about how the nature and human environments interact, the more prepared and capable the community will be to develop and manage sustainable development (Mowforth and Munt, 1988). An example of a technical skill needed for sustainable development is the ability to understand and set limits.
2.2.13 The Role of Local Authorities

The Local Authorities in Zimbabwe are responsible for registration and monitoring the donor organisations to operate in the District. The District Administrator advises the local authority and an incoming donor organisation has to produce a clearance letter from the Provincial Administrator (PA), Memorandum of Understanding (M.O.U) and the Private Voluntary Organisation’s registration number from the Department of Social Services. A special Social Services meeting to determine and deliberate on the desirability and acceptability of the donor organisation in question will be convened. This is usually the last hurdle for the donor organisation and if the social services committee see otherwise, the organisation is usually denied authority to operate. If authority is however granted, then Social Services committee recommends for final determination to a higher committee; -Full Council which usually endorses or overturns the Social Services Committees’ recommendation. This is the procedure and a political move to make sure donor organisations succumb to local laws governing the country.

However, aid accountability has been characterised by unequal power relationships and these inequalities are less likely to disappear (Doucouliagos and Paldam, 2009). The local Authority is empowered to enforce accountability on the part of the donor organisations. There is need for the use of legal frameworks and structures to evaluate and monitor progress during implementation of the projects by the donor organisations. The local authority has that purposive or goal oriented collaboration between the political and civil servants who are the technocrats on the ground (Fowler, 2005). Rural District Councils’ Act (1996) empowers the Local Authorities to work hand in glove with the relevant Ministries at every stage of aid development. Aid accountability is necessary if aid effectiveness is to take place as the Local Authorities should decide on usage of aid or appropriate targeting, enforcing proper
management, timely coordinated accountability, monitoring and controls on the operations of the donor organisations.

2.2.14 Challenges of Local Authorities

- Corruption tendencies within the system of local governance.
- Limited flexibility on conditional grants, even with pressing needs, some donor funding emphasises more on software in relation to hardware.
- Lack of capacity to harness adequate revenue for service delivery as well as administrative skill to monitor donor projects.
- Limited adherence to good governance principles such as equity, fairness, participation, transparency and disclosure (Zimbabwe Human Rights NGO Forum, 2010).

2.2.15 Aid Expenditure

Aid dependence as alluded to, is a situation in which a country can not perform many of its core functions of governance, such as operations and maintenance or the delivery of basic public services, without foreign aid funding and expertise.

This was further defined at the Earth summit of 1992, where it was agreed that most financing for Agenda 21 would come from within each country’s public and private sectors. However, new and additional external funds were deemed necessary to support developing countries’ efforts to implement sustainable development practices and protect the global agenda of alleviating poverty. In 1991, the Global Environment Facility (GEF) advocated the promotion of sustainable livelihoods in local communities. In the beginning, $6.8 billion in grants was generated including $24 billion in co-financing from recipient governments,
international development agencies, private industry and non governmental organisations to support 1900 projects in 167 developing countries in transition (Mair, 2005).

The west has spent 2.3 trillion on foreign aid over the five decades and not managed to get twelve percent medicines to children to prevent half of all malaria deaths. A typical African country received more than 12 percent of its income from foreign donors in the 1990s (Easterly, 2006).

In addition, the past two decades have witnessed an increase in the official aid to non governmental organisations, with the United States contributing nearly fifty percent of the funds to non governmental organisations (Sahn and Younger, 2009). There is between 10-15 (approximately 6 billion dollars) which was provided in support of development projects and programmes to non governmental organisations. This was reiterated by the United Nations General Assembly (2000) went on to say that from 1975 to 1988, the level of total overseas development assistance increased by 43 percent from US $27.3 to 48.2 billion, a growth of eleven percent from 27.3 to 30 billion and between 1980 to 1988 and the amount of aid allocated to non governmental organisations rose to $1.04 to 2.3 billion. However, this official aid to non governmental organisations also presents a number of negative quality aspects, namely; the project mode of funding and non governmental autonomy and project aid relies on a mechanical cause and effect paradigm that many observers argue not to be fully participatory (Alan, 1992).

Total aid from rich foreign countries through donor and voluntary transfer to assist the less fortunate countries, was $128, 7 billion in 2010, up from $119,6 billion in 2009 (United Nations Report, 2012). There is technical assistance, controversial area which is poorly defined and measured. It refers to the transfer of skills and knowledge, typically carried out by individual consultants from the donor country, accounting for just under 15 % of total aid
in 2009. Thirty percent of reported aid in 2009 was multilateral aid-funds made available to support the development programmes of the United Nations agencies, the European Union, the World Bank and the regional banks.

To show commitment, every four years, donor nations commit funds to replenish the Global Economic Facility. In 2006, 32 nations pledged $313 billion in fund projects between 2006 and 2010. This is in support of Brundtland Report of 1997 which said sustainable development should offer people the basic level of subsistence necessary to live in dignity and an overall level of consumption and use of resources that does not limit the options available to future generations. To instil new momentum in efforts to achieve sustainable development, the United Nations Millennium Declaration was adopted in 2000 at the largest gathering of international heads of states. It committed countries-rich and poor-to doing all they can to eradicate poverty, promote human dignity, equality, and achieve peace and democracy.

Across the globe, civil society and non governmental organisations in particular have been perceived as a vehicle for the promotion of democracy. In the early 1990s, key policy makers such as Ambassador Palmer while addressing the United States senate foreign relations committee, he said that achieving 100 percent democracy is possible only with radical strengthening of primary front line fighters of freedom-non governmental organisations (Riddell, 2007). Steinberg (2003) is critical of this suggestion by Armine and states that non governmental organisations are not democratic institutions that lack accountability. Steinberg (2003) perceive the operations of non governmental organisations as above board and equally accountable just like any other institution.
2.2.16 The Impact of Aid

Aid is viewed with mixed reactions but the majority see it as panacea to poverty as it should impact on growth in developing countries. According to Ferraro (1996) aid itself has a small and insignificant impact on growth but aid interacting with good policy has a positive impact on growth. Policy seems more important on aid effectiveness in lower income countries. On the contrary, Riddel (2007) stated that foreign aid depresses domestic savings and mostly channels it into consumption and has no relationship with investment and growth in developing countries. Donor funded projects are likely to have little or no substantial impact in poor sector-policy environment and where projects are not well integrated. Unfortunately, a donor is more likely to ignore the potential negative externalities on recipient country systems (Knack, 2006).

Part of the problem of aid ineffectiveness has a lot to do with the fragmentation of donor programmes. The real effects of donor fragmentation among others include; each recipient must contend with small projects from many different donors which breeds duplication, take much time of government ministers in aid intensive countries (Easterly and Pfutze, 2008).

Accordingly, the enhanced role of non-governmental organisations in the development process is their presumed efficiency and effectiveness in terms of programme delivery and meeting the needs of the poor. This is compared favourably with the failures of the state translating to poor governance, the private sector and multilateral efforts to promote development. Arguably, non-governmental organisations possess development capacities and capabilities that most governments especially in the third world countries lack and are acceptable as a necessary part of the development process (Atack, 2006). Although scholars like Steinberg (2006) argue that non-governmental organisations are not democratic and lack accountability, literature also suggests, non-governmental organisations have a comparative
advantage in local accountability, independent assessment of issues and problems, expertise and abuse-reach important constituencies, provision and dissemination of information awareness raising and proximity to their clients (African Recovery, 1999).

The non-governmental organisation involvement in development reflects private initiative and voluntary action and it also follows an increase in popularity of the non-governmental organisations with government official aid agencies and the willingness of donors to make funds available to them. There are two main reasons to explain why funds are availed to non-governmental organisations; one is that official funding agencies support non-governmental organisations in providing welfare services because of their cost effectiveness in reaching the poor and secondly they are seen as representatives of the poor and most vulnerable and their relationship with the people gives them greater public legitimacy than some governments (Nancy et al, 2006). Kanbur (2000) would disagree with this argument of effectiveness and counter argue that representatives of aid agencies in Africa, those who ‘parachute in’ for missions for a few days and those who are resident are symbols of power of donor agencies.

The non-governmental funded projects do not reduce some worst forms of poverty, although a modest achievement for the people helped can be very significant. Donor funded programmes focused on credit and agriculture in Latin America, have led to an increase in employment growth in income and production (Fowler and James, 1994). There have been modest improvements in the economic status of those reached by the non-governmental organisations and their programmes, however, there is little evidence that beneficiaries had managed to break out of self reproducing spirals of impoverishment. Even people helped by successful projects still remain poor (Fowler and James, 1994).

On the international scene, development aid has increased but lacks ability to reach out to the poor. Concerns have been voiced about the impact of donor funding as well as its long term
sustainability. Although their funding has increased enormously, their visibility with the
general public has never been above average. Their legitimacy and relationship with funding
agencies is questionable. There is increased debate that non governmental organisations have
become implementers of donor policies and their relationship with donors compromises the
work of civil society organisations (Nancy et al, 2006). A non governmental organisation is
only accountable to its particular funding agency or its members (Steinberg, 2003).

On the positive side, non governmental organisations play a recognisable role in development
work. Fowler and James (1994) reiterated that non governmental organisations play a unique
and largely a successful role in assisting and strengthening local groups and associations.
Referring to the United Nations Today Report (2008) report, Schneider points to a number of
cases where projects strengthen the capacity of communities to improve their bargaining
positions with government as well as having a significant impact in empowering the poor,
especially women. It is further argued that the mobilisation aspect of development in the
sense of forming strong groups and civic organisations appears successful but there is little in
sight as to their durability or impact in altering the power structures of society. More so,
Fowler and James (1994) have suggested a growing role for non governmental organisations
in monitoring government compliance to its own policies and implementation of international
agreement.

Credit programmes by non-governmental organisations in Bangladesh and in India for
example have successfully shifted productive resources into poor women’s hands and they in
turn were demonstrating how women’s enhanced incomes were applied to raise household
nutrition levels and improve the health and education status of their children. The
beneficiaries from these organisations were mostly women. However, the women are also
victims of loan failures used by their husbands and groups created by the non governmental
organisations. Unpaid loans may be recovered through selling of properties or any other
valuables belonging to the family concerned (Munro, 1995). Moyo (2009), research on credit organisations in Ghana found out that, credit organisations targeting mostly women focused on the active poor and discriminated against those in the absolute poor state because they considered them risky and a threat to future access to credit.

On the other hand, literature has shown that non governmental interventions do not reach the bottom. Sometimes the percentage reached is between 5-10 percent of the population although some scholars cite it higher than that. In a number of cases, it has been concluded that the not so poor have benefited from non governmental organisations (Fowler and James, 1994). Kalder (2007) further argues that aid money may lead to the formation of artificial non governmental organisations which squeeze the space for genuine grassroots initiatives and may foster corruption or train people who then use their new skills to find jobs elsewhere.

For development non governmental organisations, the cost of development services they provide are not met by the incomes from the clients they serve; - the poor, the marginalised, the oppressed and the deprived global south (Carmen, 1996). The rest is paid by surpluses generated by the for profit capitalists, market economy that is displacing all others as it expands across the world and penetrating deeper into countries of Eastern Europe and the South. The work of non governmental organisations is critically dependent on economic processes external to the client group (Riddell, 2007).

While reviewing development partnerships in Africa, Mutebile (2002) found out that donor dominance in Africa’s development efforts and the impact of aid programmes and over all development effort was not generating satisfactory and sustainable results on the ground. He further added that without strong collaboration with national institutions, the sustainability and the replicability of many programmes were uncertain. Scholarly literature has shown that, when international assistance ends the activities initiated on the ground also die with little left
to show the effort. The lack of sustainable impact is widely seen as a key threat to continued flow of international assistance (Chapman and Austin, 2006). Inadvertently, there will be a move away from comparative advantage to competitive advantage between non-governmental organisations as access to foreign aid becomes more critical for their functioning (Cromwell, 1995).

However the continued flow of aid to poor communities continue the world over without any literature to date that points out to challenges faced by non-governmental organisations in implementing their programmes. Whilst most of the literature concentrates on the various donor projects for the poor very few have touched on the level of impact the donor projects have on the socio-economic livelihood of communities. There is need to explore how communities can change their lives for ever after the initial donor assistance. Not enough literature is available on the conditions available for the donor organisations to operate in their endeavour to serve needy communities therefore creating a gap that is sometime contradicting the very purposes these donor organisations come to the rescue of poor communities. Literature has shown that development assistance lack transparency in some instances without expounding on the factors that shadow the challenges associated with donor programming in rural communities.

In conclusion, foreign aid transfers should henceforth pledge to abide by the Hippocratic Oath to ‘do no harm’, (Anderson, 2007). Although more progress has been made over the course of the last fifty years or so years in alleviating poverty than any other comparable period of time in history, poverty remains a huge global challenge especially to sub-Saharan Africa (World Bank, 1998). If foreign aid is hurting rather than being helpful, then it is clearly in need of being restructured, such that policy and incentives can be better coordinated to achieve the desired outcomes. It is for the very reason that this research seeks
to explore for the answers on sustainable rural livelihood in Zimbabwe against the donor funded projects and challenges there-to.
Chapter 3: Methodology

3.1 Introduction

This chapter presents methodological issues followed to conduct the research. This included the nature of the research design, instruments used, and the population of the study, the sample size, sampling techniques, procedures for collecting data, data presentation and analysis procedures.

3.2 Research Design

According to White (2000) research design is a general term that covers a number of separate but related issues associated with research study. White (2000) further reiterates that these issues are the aims of the research, the final selection of the appropriate methodology, the data collection techniques intended to be used and the chosen methods of data analysis including interpretation. Zikmund (2003) in support say that research design is a master plan specifying the methods and procedures for collecting and analysing the needed information. Research design is also known as research methodology. Methodology according to Brown and Saunders et al (2006) is the philosophical framework within which a research is conducted or the groundwork upon which it is based.

Haralambos and Holborn (2005) make an often neglected point that the strategies and tactics selected in carrying out a research depend on the type of questions the research is trying to answer. Cohen and Manion (1994) define the research design as a series of advance decisions that taken together; comprise a model of how the investigation to answer research questions will be conducted.
This case study research was based on a District which has hosted donors for over 32 years. Chikowore (1993) defines a case study as a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence. Yin (2003) adds that in using a case study, a wide range of people and activities are invariably examined. It entails assessing or evaluating the situation as it is on the ground. It allows respondents to express their opinion, perceptions, attitudes, emotions, behaviour and experiences pertaining to a common problem.

The non-organisations studied bore salient characteristics among others, including a long history of project programming and presence in the District of Mudzi. This would provide the chance to consider the projects’ sustainability measurement through a progressive analysis of the projects through their beneficiaries and the subsequent socio-economic community indicators. The non beneficiaries will provide the needed comparative analysis of standard of life.

The case study focused on the accurate description of the variables. It also provided a straight approach to the study of attitudes, values, beliefs and motives as it enabled the researcher to interact with participants in their own language and settings. A case study is a good way to document experiences that provide a mark for other projects as it gives a realistic feel of the world that can otherwise not be experienced in numerical data.

The rationale for choosing the case study was the need to investigate the sustainability challenges experienced by non-governmental organisations in their programming in rural Mudzi. These challenges are related to the socio-economic impact to the people’s livelihoods.
3.3 Research Instruments

There are various kinds of data collection instruments that can be used in a case study research. These include tests, observations, questionnaires, interviews, focus group discussions and documentary analysis. All the techniques have their strengths as well as their weaknesses. Robbins (1997) presents some of the following justifications to facilitate a case study and where and when the research instruments are appropriate;

(i) when investigating what people do in public, use direct observations.
(ii) when investigating what people do in private, use interviews, questionnaires or diaries.
(iii) when figuring out what people think, feel and believe in, use interviews and questionnaires.

In that view, this research employed Interviews, documentary reviews, questionnaires and observations.

3.3.1 Interviews

Interviews were guided by interview schedules that were specifically designed according to the category of respondents in the research. Recording of data was done by taking notes on a separate sheet of paper.

According to Saunders et al (2006) an interview is a purposeful discussion between two or more people. Interviews are one of the important sources of case study information. There are several forms of interviews such as open ended interview, focused, structured or surveys (Leedy, 2004). The researcher used open ended interviews to the key respondents who were asked to comment about certain events, propose solutions or provide insight into events and issues. The open ended interview questions were structured in such a way to avoid bias that is
usually associated with questions that are suggestive to the respondent. Suggestive type of questions introduces deliberate bias and compromises data quality. The researcher conducted the interviews with the help of two research assistants.

Interviews have the following advantages in using them;

1. The method allowed probing of questions when the responded half answered the question(s).

2. Data collection was immediate unlike in the questionnaires that needed more time to surf through the information that made the responses.

3. Non verbal responses were observed and noted during the interview including taking note of some things like the quality of the fencing the group projects had compared to non members’ gardens.

4. Clarification of questions and verification was made possible during the interview.

5. There was an opportunity to read the body language of respondents for example if the respondent was not comfortable with further, the researcher moved on to the next question.

The interview schedules were administered to the ward councillors, house hold beneficiaries, house hold non beneficiaries and the group project beneficiaries. The questions were different and designed to suit every mentioned category.

3.3.2 Documentary Review

Documents include letters, memorandum, agendas and administrative documents among many others. According to Chikowore (1993) archival documents can be service records, organisational records, list of names, survey data and other such records. Saunders et al (2007) documentary data refers to written documents such as notices, minutes, diaries,
policies as well as reports. Saunders et al (2007) further advocate that documentary reviews can be used to help to collate findings based on other data such as primary data collected through observation, interviews or questionnaires.

Literature from the local authority, the District administrator’s office and the non governmental organisations was used. The literature also included project documents, bank statements, acquittals, project and annual reports, project review reports and research reports conducted by the donor organisations on the projects that they implement. This was convenient for the provision of background information before field data collection.

3.3.3 Questionnaires

These are a set of questions pre-planned and written in advance for the respondents to respond to. According to Haralambos and Holborn (1993) a questionnaire is a formalised list of questions and may have guiding answers used to soliciting information from the respondents. A set of similar questions was asked to selected respondents in the sample. A questionnaire was administered to the Mudzi District Local Authority Social Services Manager because the Manager is administratively in charge of all the social activities of the non governmental organisations, another set of questionnaire different from the Local Authority was also administered to the non governmental organisations through their senior staff as well as to the and relevant government Ministries/Departments through their heads of departments. Again this set of questionnaire contained a different set of questions.

Questionnaires according to Hague (1993) are advantageous and convenient for a large population. It is also a simple method to administer without giving pressure to the respondents.
The researcher administered the questionnaires with the help of two assistants to all the key respondents who completed them within 24 hours for those who needed more time. This was useful as it ensured hundred percent responses within a short space of time.

3.3.4 Observation

This method was chosen in order to experience the hands on designing and delivery of donor funded projects. Therefore the researcher at times passively and actively participated in two different project activities. Invaluable data was collected to inform the research study. For example the researcher passively participated at the selection meetings for groups that were being presented to benefit from the donor aid. The researcher also had an opportunity to observe the impact of the donor projects among the beneficiaries. There was also active participation in the designing of some of the projects during the time the research was being conducted. This gave the researcher hands on experience of what the non-governmental staff go through and the feeling of how the whole process is done.

3.3.4 Validity and Reliability of Instruments

Validity and reliability of instruments ensures quality data and a credible research in the end. Cohen and Manion (2004) assert that validity is the measure of the extent to which the research instruments are purported to measure. Reliability is also important in producing precise and static results. The questions that were designed by the researcher were complete and to the point. This assisted the respondents in answering many questions within a short space of time with ease.

The questions were understandable and objective which did not suggest answers. They started with general questions and asked sensitive questions at the end so as to enable the
respondents to feel at ease throughout the session. This encouraged the respondents to be cooperative, independent, to feel in control of the session and giving it their best.

3.4 Target Population

This refers to the people who make the total target in the research. It provides a pool of jurisdiction from where respondents are to be drawn from. According to Kombo and Tromp (2006), a population is a total collection of elements about an inference. It is the possible personnel from which a sample can be obtained. Best and Khan (1993) refer population to any group of individuals that have more than one characteristic in common that are of interest to the researcher.

The population of the study was drawn from the total population of Mudzi District which is 135 051 people (Zimstats, 2002). The District population was divided into Wards from which group projects were sampled including household beneficiaries and non household beneficiaries. Eighteen political councillors who are chair persons of wards development committees, staff from the local authority responsible for social services whose mandate is to register and monitor the operations of the non governmental organisations in the District and relevant government Ministries working with the non governmental organisations. The donor organisations working and based in the District were also part of the population including government ministries and departments.

3.5 Sample

The use of sample saves the researcher time and money as it reduces the number of individuals to be studied. Sampling techniques refer to the methods used in choosing a sample. The researcher preferred the random and snowball techniques. Random sampling was used to select the group projects and the non-governmental organisations.
Snowball technique was applied when choosing beneficiaries and non-beneficiaries. Purposive sampling was used when choosing the respondent from the Mudzi Rural District respondent who happened to be the Social Services Manager who is the one in charge of non-governmental operations.

The sample studied was as follows; 9 group projects through their members, 9 household beneficiaries, 9 household non-beneficiaries, 9 Ward Councillors, one local authority staff who is Social Services Manager, 10 non-governmental organisations and 9 government ministries/departments.

Quantitatively the total respondents were 56 including individual respondents, groups and organisations. The study will approximately take six months to complete.

3.5.1 Sampling Techniques

Sampling is an important aspect of life in general and enquiry in particular. It is closely linked to the external validity of the findings in an investigation. According to Leedy (2004) a sample is a representation of the entire population taken to outline what the whole population is like. It is a subset of the population which is a perfect representation of the population from which it was extracted.

A list of non-governmental organisations was obtained from the case study organisations including project groups. Non-governmental organisations were purposively sampled. The researcher was interested in the organisations working on the following type of projects; nutrition gardens, soap making projects, apiculture (bee keeping), animal husbandry, bakery ventures, sewing clubs, grinding mills projects, piggery production and poultry. These were purposively selectively leaving out such projects to do with advocacy and water and sanitation which are difficult to assess in terms of ownership for example the issue of
boreholes. The key government ministries and departments working with the non-governmental organisations were also purposively sampled. In this regard the issue of bias was addressed as it is government’s policy to dictate which ministries to work with in which type of project. Of course the government has a deliberate policy to enhance participation of both women and the youth by making sure that the ministries of Youth Development, Indigenisation and Empowerment and Women Affairs, Gender and Community Development are present at every project that non-governmental organisations implement.

3.6 Procedures for Collecting Data

The researcher gathered data using semi structured questionnaires and interview schedules. These consisted open ended questions which allowed respondents to express their feelings in an unrestricted way. Three different questionnaires were designed specifically to suit the nature of the target respondents and its operations. The questionnaires were both self administered and with the help of two research assistants and collected within 24 hours. Response was hundred percent in that regard. Therefore the following were targeted, the Mudzi Rural District Council Social Services Manager, the non-governmental organisations through their senior staff and government ministries through their heads of departments. Questionnaires proved to be a cost effective and convenient method of collecting data.

Interview schedules were also used to gather data from the ward councillors, the group projects’ members, the house hold beneficiaries and the non household beneficiaries. The interviews were administered with the help of two research assistants. The assistants’ duty was to help ask questions whilst the researcher acted as the secretary. At the end of each interview, the research team would then debrief each other as to how the interview went and make necessary corrections before proceeding to the next interview.
3.6.1 Pre-testing

In order to determine the accuracy of the wording, layout and question sequence among others, the questionnaires were pre-tested to come up with an improved version. A sample was drawn from the population and these had no previous experience in completing a similar questionnaire. The responses gave the researcher ideas as to the clarity of questions in the questionnaire as well as space needed for the responses. This was the same approach when it came to interview questions. These were pre-tested through choosing volunteer respondents to represent the focus group discussions, the Councillors, household beneficiaries and non beneficiary household beneficiaries.

3.7 Data Presentation and analysis Procedures

The research relied on qualitative analysis technique where all data collected was coded and arranged according to the research themes. A table was also used to depict the nature of sample projects funded by donor organisations.

A list of donor organisations was obtained from the local authority and the District Administrator’s office. The list assisted in the random sampling of the community projects. The random sampling helped reduce bias and chances of error.

It was also imperative to seek guidance from the organisations’ staff and individuals’ guide on key community groups of success, where names will be provided to the researcher and to be screened on sustainability. Some groups were randomly selected in order to explore most of the research questions. Random sampling was used in identifying a project group for interview purposes.
3.8 **Summary**

The chapter presented descriptions, explanations and justifications of the research methods. It was outlined that the research was mainly qualitative. The population and sample was recorded after an exhibition of sampling techniques adopted in coming up with the sample.
Chapter 4: DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presented the key findings of the research according to the research questions. The findings were arranged according to research themes preceding every discussion.

4.1 Sustainability of donor funded Projects

This section examines the long term sustainability of donor funded projects in Mudzi district.

While investigating the question of sustainability, the researcher took into consideration a number of elements including but not limited to; financial sustainability, beneficiary ownership of projects, relevance of projects and involvement of beneficiaries in planning process, community and government perceptions of donor aided projects in terms of transparency and accountability.

It came out that working with people’s own initiatives make intervention efforts more sustainable. The local people have the potential to nurture their ideas and develop greater sense to monitor their own progress. Communities have learnt over time that development project fail because they are introduced into the communities from outside using top-down approach. Then the communities perceive such projects as short term and extractive and not addressing their critical needs. The approaches and methodologies place the communities in the recipient position and render them dependent on external handouts and suffocating their own innovation aptitudes in addressing their developmental challenges.

Literature and interviews with government staff working with donor organisations revealed a number of dimensions through which sustainability has been perceived. As such, this research discovered that donor organisations concern to attain project sustainability in the following areas; financial sustainability and the ideological sustainability. Most of the donor
funded projects visited, the members there were aware of how unsustainable donor funding can be but only a limited of these non governmental organisations had had sustainability mechanisms. One group project member said, “I no longer fancy donor funds and with its strings attached, but give me a loan. Too much dependency on the donor organisations has compromised sustainability.”

4.1.1 Donor Projects’ Ownership

Interviews with beneficiaries exhibited more ownership when it comes to economic projects such as income generating projects including agriculture based projects because of their immediate benefits unlike socially inclined projects like behaviour change and HIV/AIDS advocacy projects. For the economically related projects, the beneficiaries said that the non-governmental organisations found the communities already engaged in the development projects unlike socially inclined projects that were introduced from outside. One beneficiary retorted, “Through aid from Environment Africa, it was possible for me diversify from soap making project into goat rearing project. I am proud of this project as my small heard of goats have increased from 5 to over 30 in less that two years.”

4.1.2 Beneficiary, Local Leadership and Stakeholders’ Involvement

This research discovered that project ownership is affected by how the projects were designed and introduced in the community. It emerged that often a time, the projects were only introduced to the community at the time of implementation, with minimal involvement of the community members and the leadership. It was found out that the leaders have little control of the projects and where they are implemented. One village head complained, “In the beginning we resented the coming in of the donor projects because we were not properly consulted. Instead of coming to us on the ground, it was dictated to us to avail our gardens to the Donor organisations so that they can be amalgamated into community nutrition ventures.
It’s a thing we did not understand until we summoned our ward councillor who explained to us properly.” For this reason, some of the leadership did not bother to follow up on what was happening on the ground. At the same time, the community felt that it is the role of the donors to regularly monitor the operations of ‘their’ projects. One irate Chief said, “These projects do not need our input at all because the donor organisations come to promise us something completely different then instead of fulfilling their promises they go on to short circuit the programme. When this happens we fold our hands and look and wait what happens next because if it was our community project as they purport to be, then they would not promise us one thing and do something else.” Pressed to be more specific, the Chief proceeded to say, “You see, before any project is implemented, we impressed upon the donor organisation concerned that there is need for the conducting of a traditional ceremony and we agreed that the donor organisation would provide all that is needed to conduct the ceremony but we were surprised to learn through the area Councillor that the ceremony was optional. We realised that the donor organisation had arm twisted the Councillor to by pass the traditional ceremony and because of that we have decided not to have anything to do with their projects because we are not part the process.” This divides communities and apathy creeps in but because the organisations will have got permission from the local Council and the District Administrator, they devise means to incentivise to encourage participation.

Some donor organisations incentivise by offering bicycles and transport reimbursements to the community members to participate in the projects. Provision of food and drinks preceded the incense of time well spent with a donor organisation. Of course there is a catch here, because failure to participate by community members would mean low participation and eventually lack of interest. In addition, where incentives as bicycles were given to the beneficiaries, the beneficiaries would still look up to the donor organisation for repairs when they break down.
All relevant stakeholders complained a lot that most donor organisations are not sincere in their relationship with the government Ministries and Departments that they are suppose to work with. One stakeholder defended the sincerity of these organisations claiming that it is the only key Ministry because it has a lot of personnel on the ground such that the donor organisations cannot afford to double cross them as they do to other stakeholders. The donor organisations themselves claim to have an amicable relationship with the government Ministries/Departments.

The finding raises relevancy of projects implemented in communities and whether these projects address real needs. The fact that some non-governmental organisations have accustomed communities to incentives likes money; it is likely that communities will participate for money and not the results the projects are designed to achieve.

4.1.3 Incentivised Programming

Some of the leaders including the local authority agreed that donor funded projects were not sustainable. For the donor organisation, the results were more likely to carry on but they said that projects were unlikely to survive. Some of the leaders argued that, in order for the projects to be sustained; they should be given more funding for them to continue without which they will collapse. Some of the leaders said they should be provided with finance and transport in order for them to participate actively in the projects. Some councillors said, “The non governmental organisations should provide some allowances and transport to the local leaders to encourage them to work hard in their different activities. This argument implies that the leaders could only be compelled to follow through non governmental projects only with the provision of allowances without which, the leaders will continue to remain at bay and because the non governmental organisations come from outside and unlikely to regularly monitor the projects, the potential for most projects to collapse was much higher.
On the contrary, there were mixed views among leaders interviewed about financial rewards as demanded by some of the local leaders. Some of the leaders argued that allowances failed the successful implementation of government projects that according to the leaders did not have allowances compared to non-governmental organisations’ projects. During interviews, the chairperson of Dendera project said, “Monetary rewards should not be given to participants attending meetings; instead the money should be channelled to something else. When implementers call for meetings, some community members attend because they are facilitated and when government calls development meetings, people usually shun them because they know very well that they are not going to get anything in terms of financial reward.” This seems to be the source of resentment and the cause for leaders to demand payment in order to participate, and where this did not happen, the leaders kept a distance from the organisation and its project(s). It was revealed for example, that the leadership of Chimukoko kept a blind eye when the Village Based Savings and Lending group member ran away with more than two thousand United States Dollars. Asked about it the leaders said it was not their business and they are not involved in the group’s activities. On another note, one councillor from Chimukoko Ward complained bitterly to the COMMUTECH staff members during an exit meeting with the stakeholders at a local hotel. The argument was how they (the councillors) can be booked at an expensive hotel for a week and goes home empty handed. The councillor suggested that it was logical to give the councillors cash equivalent to the hotel days and look for their own accommodation. The real reason is the issue of financial rewards.

4.1.4 Dependency Syndrome

This research found significant attachment of the community to donor organisations. At the time of this research three non-governmental organisations were winding up their activities and the community members interviewed were extremely worried about the future and they
suggested that, “The non-governmental organisations should not abandon them when their problems are still too many to solve.” Some of the community members and project beneficiaries interviewed felt that in order for the projects to perform better; they need the stakeholders from Government Departments and the Responsible Authority to monitor the projects more regularly, the lack of which, they said resulted in some of the projects failing. The feeling of helplessness is evident among the communities as a result of donor syndrome.

4.1.5 Ripple Effects of Donor Aid in the Communities

It was found out in this research that, the community involvement and enhancing sustainability of donor funded projects through the creation of structures. For this reason, in either case, non-governmental organisations working with communities encouraged community based structures and as a result, a string of organisations were formed with guarantee of financial support. This research also found out that most of the structures, some of them which became Community Based Organisations (CBOs) and groups, increasingly became dependent on the non-governmental organisations, for financing and where funding was reduced or terminated, a number of the Community Based Organisations collapsed.

Literature suggests that the part of the economy that is controlled by the availing of large sums of money normally sustain the projects being implemented. Indeed, nearly all the related group projects have been implemented through groups both existing and new ones were created to serve that purpose. Government Report (1995) acknowledges the fact that donor funding plays a key role leads to the creation of more Community Based Structures. Fowler (1992) argues that non-governmental organisations play a unique and largely a successful role in assisting and strengthening local groups and associations. According to Anderson (2007), a number of cases where projects strengthen the capacity of communities to improve their bargaining positions with government as well as having a significant impact in
empowering the poor, especially women. Anderson (2007) proceeds to argue that the mobilisation aspect of development in the sense of forming strong groups and civic associations appears successful but there is little in sight as to their durability or impact in altering the power structures of society.

Interviews with some of the leaders in the District perceived all donor assisted ventures or projects as donor projects. Whereas this might appear a genuine perception by the local leaders that these structures and projects are viewed as belonging to non governmental organisations, partly due to the way they were designed and implemented in these communities. Without a clear role for the local leaders in these projects, it is unlikely that the local government and its sister ministries including the local authority would be able to follow through some of the structures and their activities when funding comes to an end. At the time of this research, two organisations created with the support of donor funding had closed shop because, officially donor funds had been exhausted. According to questionnaires completed, staff is usually laid off when the project has reached its end of cycle.

On the other hand, all the projects in the District and so are the structures created by it and therefore questioning the future for most of these structures and their associated projects, without donor funding, the sustainability approach of focussing on such structures is unviable.
4.1.6 Donor Transparency

In addition to the ownership of projects, this research considerably posed the question: to who is the non-governmental organisations accountable to? Most of the respondents, especially community members thought that the non-governmental organisations are accountable to the groups they support. One respondent said, “The donor- organisations report directly to the beneficiaries they support as we always see them do”. Some did not seem to be aware of where the non-governmental organisations account to, while others said that it is accountable to those who give the non-governmental organisations money. Neither did the leaders know to whom the non-governmental organisations are accountable to. One of the local leaders in Nyakuchena ward said, “The non-governmental organisations do not declare resources to the community and that makes it hard to qualify its work”. Interestingly most of the donor organisations, save for Zimbabwe Red Cross Society failed to declare the project funds when asked how much is usually spent on the project. The budget is the closely guided secret and even during the Social Services meetings the researcher attends, no donor organisation has been comfortable to disclose the amount to be spent on the projects. In other words the donor organisations are not totally transparent in their dealings especially with the communities and stakeholders they work with.

4.1.7 Financial Sustainability

The other sustainability element that the non-governmental organisations were aware of and planned for was on the finances. Some organisations implemented some strategies, including charging service fees from the saving clubs and conducting some consultancies although at a very minimal rate that also declined when projects diversified to agribased projects including livestock projects. Reviewed literature showed that incomes earned from service fees and consultancies helped some organisations to pay off running costs.
However, interviews and literature at the non-governmental organisations showed that a number of similar projects had to be abandoned because beneficiaries were fogging figures about their finances for the sake of winning over donor support. This meant a reduction in the number of beneficiaries reached.

In the final analysis, the strategy for financial sustainability of the projects is weak given that much effort is on raising donor funds other than those generated locally. It is unlikely that village savings clubs is a reliable avenue for investment and raising funds, unless many of these have outgrown the donor mentality. Information collated from the donor organisations through the questionnaires showed some pessimism about the continuity of the projects when they pull out. Some said that most projects would fail without their support and this will no doubt compromise the results of their work.

4.2.0 Nature and Origin of projects

This section presents findings about the nature and origin of projects being implemented in the District.

The research discovered that the donor organisations implemented a number of projects in the following areas; farmer-fields school projects, savings and lending, soap making, apiculture (bee keeping), nutrition gardens and small livestock farming and other income generating projects.

Under farmer-fields projects, farmers are grouped and trained in basic farming techniques under the guidance of AGRITEX officers. Farming inputs are given to the beneficiaries during the first season with emphasis on conservation agriculture. The farmer is monitored technically by non-governmental staff including the government staff on the ground, - agricultural extension officers.
Under savings and lending scheme, beneficiaries make project proposals and get funding for example a poultry rearing project which with the proceeds going into savings and eventual borrowing and lending to members and non-members. These clubs now boast around US$300 every month in profits through the scheme.

Soap making project under Environment Africa is in five wards and the beneficiaries extract oil from Jatropha seed which they grow. Because of low seed yields, the groups supplement seed by buying from the communities that use Jatropha plants as live fence. The seed produces oil that is processed into soap which is sold within the communities. The groups realise around US$600 every month.

Apiculture is a bee keeping venture that has seen beneficiaries realising income through selling of honey. Market is still low but an income of around US$150 is realised from the groups every month. Nutrition gardens are common in the District through the support of various donor organisations for example COMMUTECH, Zimbabwe Red Cross Society and Development Aid from People to People (DAPP). Previously individual household gardens were adopted by the donor organisations where funding for inputs were provided including fencing. Where there was need to drill boreholes to supplement water source was done and these gardens have since turned into income generating projects for the beneficiaries.

There is a small livestock project in five wards implemented by Food and Agriculture (FAO) in partnership with COMMUTECH. Beneficiaries contribute US$32 dollars to the voucher that accumulates to US$160 that allows the beneficiaries to buy goats worth US$160. After that the farmers take care of the goats and resale at will realising income from the sale of goats. There are other income generating projects supported by various non-governmental organisations like sewing and bakery clubs. Members realise income through selling of the products.
One of the key questions asked in this research sought to find out, where the ideas of the projects came from? In response to this, all the respondents alluded to the top-down approach where the donor organisations impose the projects to the beneficiaries. This was reiterated by community members and local leaders, councillors included who said plans are made on behalf of the communities. Involvement comes only during implementation especially during sensitisation activities. The issue of community involvement becomes crucial in this regard.

The researcher interviewed the project beneficiaries and the ward councillors who revealed that communities and local leaders are only involved at implementation stages. When it came to nutrition garden projects the communities had already started on these projects to help out with their problems. The donor organisations offered to formalise the individual efforts by bringing people together and nutrition gardens where born. For some reason, most members claimed that the nutrition gardens were their initiations and the donor organisations just came in to assist. Some of the house hold members who were interviewed and do not belong to any group, felt left out of the projects. There is no doubt that the concern by the respondents stirs up the debate on the importance of participation as elucidated by Atack (1999: 861);

“A participatory methodology is the key to ensuring people become actively involved at all levels of decision-making. Participation must be seen as an end in itself because of its crucial contributions to the empowerment of local communities and not merely a means for completing projects more efficiently.”

This research discovered that participation is the key to successful project implementation. Literature shows evidence of the different participatory practices and models like Poverty Resource Monitoring and Tracking developed by a number of donor organisations (Easterly, 2006). Both the junior and senior members of staff alluded to lack of much community participation at design stage. In other words people in offices are the ones thinking for the communities with the hope that projects will work well.
When asked about their views on involving project beneficiaries in the design process, the donor organisation staff said there is little time to consult and yet project submission schedules by donors usually have limited time frame besides the cost involved to carry out consultations. In some cases the organisation concerned may not be sure whether it will eventually qualify for funding and therefore not in a position to carry out extensive consultations on the project.

Power imbalances exist among the partnerships the donor organisations normally have leading to policy shifts. Donor organisations usually collaborate with organisations that match objectives and strategy in poverty alleviation. Whilst partner relationships of donor organisations normally work well, the problem comes when the potential beneficiaries lie just to get the money. It becomes more than a game that end up distorting the ability of people to achieve what they planned to achieve. When this happens it compromises donor ability to carry out a needs assessment. This result in the projects that bear the label of the donors involved, with very little chance to see through consultation gaps.

Even though donor organisations distance themselves from imposing projects on communities; - the donor organisations know that they resemble a donor’s prescription. It all then points to the pressure the donors put on the communities. This researcher’s own experience while actively participating in preparing project funding documents revealed how difficult it can be, to involve communities in project design due to time pressures.

Directly related to the question how did these projects start, was the question on how communities are involved in the designing and implementation of projects. It has been established that communities are not involved in the project design processes including the stakeholders who are usually from government departments. The stakeholders complained that the non governmental organisations are ‘nice’ when they come in to seek approval to
operate, then ‘forget’ to work closely with the stakeholders. Instead they prefer to work with the communities who do not question them in any way.

Asking stakeholders the reason why the non-governmental organisations violate protocol, stakeholders suggested the insecurities that go with it. They say it is interesting that the non-governmental organisations would want to digress from the memorandum of agreement and protocol. In other words non-governmental organisations have hidden agendas but how many communities are taken for granted when non-governmental organisations bypass protocol? Stakeholders proceed to suggest that donor projects do not therefore reflect the aspirations of the communities. Some Ministries like National Housing and Social Amenities complained that the donor organisations are selective when it comes to their reporting. The Housing Officer in the Ministry of National Housing and Social Amenities had this to say regarding the operations of the non-governmental organisations, ‘Not all donor organisations respect the governmental instruments in place. It is not every day that the donor organisations come to report to us about their community projects yet we are the Ministry responsible for construction and provision of social amenities in the District”. There are Ministries that are politically inclined in their operations like the Ministry of Youth Development, Indigenisation and Empowerment and Ministry of Women Affairs, Gender and Community Development and the Ministry of Local Government, Rural and Urban Development. These Ministries are ‘respected’ unlike the rest of the Ministries be they Ministry of Health and Child Welfare, Public Works, National Housing and Social Amenities and others regardless of their technocratic relevance for example projects to do with water and sanitation will naturally involve Department of Social Amenities in the Ministry of National Housing, Ministry of Health, Public Works, District Development Fund (D.D.F) and others. This researcher has witnessed the sidelining some of the relevant Ministries serve for the two Ministries mentioned above which operate as if they represent the rest of the other Ministries.
4.3.0 The Social and Economic Impact of Donor Funded Projects

This section presents a discussion of key findings under objective three that sought to examine the social and economic impact of donor projects to the livelihoods of people in Mudzi. This question sought to examine both positive and negative impact.

4.3.1 Improved Production, Food Security and Household Incomes

The research found out that donor funded projects had to some extent impacted on some of the beneficiaries. The impact was found in isolated households and groups and the effect hardly spread to the neighbouring non-group members. In some of the groups that had improved on production like Chimukoko Protracted Relief Programs (PRP) beneficiaries under Community Technology Development Trust (COMMUTECH) contributed their success in production to hard work, effective planning and quick decision-making on the investments they made.

The researcher also observed indicators of success in some projects. There was success where good leadership and individual household ownership of given projects for example the Kapotesa Environmental Action Group (EAG) under the stewardship of Environment Africa. Direct benefits to the members was a motivating factor and also the provision of food for the family members including immediate income from the sale of soap for the Kapotesa group that make soap using Jatropha oil. The proceeds would then buy food, clothes, cattle and farming inputs. This has an economic effect on the general household for example when income is used to finance their children’s education or meeting medical bills. To a larger extent, members of the beneficiary groups participating in the micro projects had been directly affected on their household basic needs such as improving on their nutrition and food security. The increase in food available to families, especially those that had been directly
affected by the projects was noted. However, due to lack of statistical data at each group level, it was difficult to collate the increase in food production.

However, the less successful group members belonging to different project groups initiated by different donor organisations complained that the donor funded projects had done little to increase production that in their view would inevitably stimulate increased savings. Coming to Zimbabwe Red Cross Society’s pass on goat project, many members said the goats had died because they failed to manage them on their own. One respondent had this to say, “Zimbabwe Red Cross Society gave us goats, fine, but they failed to make sure the goats are well taken care of in terms of food and medication such that they all died from diseases”. Some had anticipated the donor organisation to help them take care of the initial goat from provision of shelter and provision of drugs to dosing the animals.

Information from the Ministry of Women Affairs, Gender and Community Development and from the Ministry of Health and Child Welfare showed that number of meals consumed per day had improved as compared to before joining the project groups supported by the different non-governmental organisations. However, there was no follow up information on the quality of meals a day. The researcher also observed that household members that have participated in the projects had diversified into other projects apart from the original projects such as chicken rearing to supplement their meals. According to the Ministry of Women Affairs, Gender and Community Development, whose Ministry promotes the participation of women in these community projects which are of course dominated by women suggest that the number of families having 3 meals a day increased dramatically between 2009 and 2012 after COMMUTEC introduced the Village Savings and Lending ventures. This led to the reduced number of households having 2 meals per day.
When asked about the impact of projects, some of the Zimbabwe Red Cross Society’s livelihoods beneficiaries were angry and responded with negative emotion. In Meza and Dengwa villages for example, little production had taken place. The beneficiaries wanted to talk about problems in the livelihood project of goat rearing. One farmer complained that he had lost all the goats under the scheme, and his source of income including milk for the kitchen suddenly stopped. Some of the local leaders interviewed also said that the impact on the members was really meagre as compared to similar projects under other donor organisations. Some claimed their incomes have not improved and many poverty signs are available. This is attributed to the failure of donor aid in that regard.

Interviews with non-governmental staff and beneficiary groups revealed that incomes of farmers had improved at the primary targets level, although this research could not establish comparative figures. It was also established that because of increased savings at village savings and lending, 100 groups have been established.

According to this research, a number of beneficiaries of the projects were accessing medical services due to increase in their household incomes. According to this research, before the members joined the savings clubs, affordability of medical services was low and there was an increase by 2012. Additional documents reviewed that primary beneficiaries in the groups could now afford to meet their medical needs.

Some non-beneficiary members interviewed doubted the impact of the projects, especially projects that aimed at improving economic livelihoods of their targets in exception of the project that directly targeted the very poor category. Some non-governmental staff said the very poor project was most successful. Although the very poor project had at the time of this research targeted very few beneficiaries, so, it was considered by the non-governmental staff as very successful compared to other projects. These are the village savings and lending clubs
under COMMUTECH but subdivided under Protracted Relief Programme (PRP). This was because the very poor project directly targeted the very poor households. Its impact could be seen as the grants given to them had been used to start small businesses in addition to meeting other needs such as shelter and acquisition of utensils and increased access to meals. It was difficult in this research to establish actual statistics that show the changes that have taken place.

Literature however suggests that, quite often, donors find it difficult in measuring project impact and in the context of democracy promotion; they are fond of counting numbers of non governmental organisations involved as impact out of their support (Kuhnen et al, 1995). Two of the biggest and long serving donors in Mudzi expressed optimism about the impact of their economic projects.

4.3.2 Employment Creation and Increased Access to Social Services

This research found out that, donor funded projects widely created employment opportunities to farmers who did not attain formal education and those that attained formal education including both semi-literate community members. The incomes earned, especially for the non governmental staff had been used to meet social and basic needs for their families including upgrading their education and that of their children including the youth who used music or drama talents to participate in the projects. The local leaders that were interviewed in this research further alluded to the contribution of donor funded projects to the youth.

Improvement of incomes and employment was found at group level, especially to members of beneficiary groups. The researcher came across evidence to show that incomes of members of progressive groups had improved and that they had used these incomes to provide for their social needs at the household level. Literature and interviews with direct beneficiaries such as those in the savings and lending projects were the changes that had occurred in their lives.
Members of Kapotesa soap making group were all happy at how their lives were transformed socially and economically. Each member now own on average three goats each and they are planning to make sure that each member owns a cow by December 2013.

In some communities where there were active and vibrant groups created with the support of donations, some of the members had greatly benefitted by way of paying school fees for their children up to university level. The improvement in beneficiary incomes enabled members, especially women to acquire valuable assets like land and in some areas some of the members had constructed commercial buildings. This was alluded to by the local leadership.

The researcher further found out that, economic related projects had indeed increased loans access to the rural women farmers located in hard to reach areas. Document review and interviews with project beneficiaries confirmed loans borrowed were partly used to finance small businesses and education for their children.

Therefore, it could be argued that amidst the neo-liberal policies imposed by the multilaterals, such as the minimalist role of the state in the provision of social services, with the support of donors has to a certain extent managed to facilitate the process for poor communities to provide for their own social and economic welfare needs to some of the poor people in the country.

On the other hand, it was observed that the effects of donor funded projects, especially economic projects hardly benefit the community members outside the project groups. Non group members interviewed sounded resigned about the activities of the groups and demand for the non governmental organisations to come to their rescue as well. The researcher on several occasions interacted with non group members that lived in the neighbourhoods of group members and found their poverty situation rather appalling and some had their children
dropped out of school simply because they could not afford school fees among many other demands.

The other category mentioned were the business owners that provided project supplies such as farm implements, goats, cows and shops that provided construction materials and other supplies needed to implement the projects. The business community revealed that they had used the incomes carried through involvement with donor projects to provide for their social needs and many said that they had used the income to either upgrade their education or paid school fees for their siblings and children including health care support.

The researcher noted that, this second level of beneficiaries was never mentioned in the project documents as one of the targets and yet it was directly impacted upon by donor funds more than the primary target, (very poor and active poor). The findings contradict with what Atack (1999) says it is the efficiency and effectiveness in terms of program delivery and meeting the needs of the poor. Unfortunately, the poor who should have been primary target by the non governmental organisations appear to have struggled to benefit from the non governmental projects because they are not initially organised to tap into the donor resource and the process of organising them could only benefit a few active poor people.
## Sample of Project effects on Direct Beneficiaries (2000-2010)

<table>
<thead>
<tr>
<th>Sampled Beneficiaries</th>
<th>Type of Project</th>
<th>Estimate incomes in 6 months</th>
<th>Socio-economic Investment(s)</th>
</tr>
</thead>
</table>
| 4 out of 27 | Soap making from Jatropha soap | $600 | -School fees for children in primary and secondary.  
-augdequate food at home. |
| 6 out of 30 | Community Nutrition Garden | $350 | -payment of fees.  
-meeting medical bills  
-augdequate food at home. |
| 4 out of 26 | Apiculture(Bee Keeping) | $150 | -school fees for children.  
-meeting medical bills.  
-augdequate food at home. |
| 10 out 20 | Livestock pass on project. | $650 | -school fees for children.  
-meeting medical bills.  
-augdequate food at home. |
| 4 out of 16 | Sewing club | $300 | -sewing uniforms.  
-meeting medical bills.  
-payment of fees. |
| 5 out of 20 | Bakery | $420 | -school fees.  
-meeting medical bills.  
-augdequate food at home. |
| 10 of 20 | Poultry | $1,500 | -school fees.  
-Purchase of business stand.  
-augdequate food at home. |

Source: Field Data: 2012
4.3.3 Awareness and Skills Development

Group members, community leaders and community members interviewed in this research strongly felt that donor funded programmes have accelerated awareness and skill development among community members. The awareness is on; the savings culture, need for education, production and human rights, especially women and children’s rights. The local leaders interviewed testified about the increased awareness especially about women and children’s rights among community members. The leaders specifically pointed to reduced domestic violence and the related cases to local courts for redress.

Parents now know the importance of taking their children to school especially the girl child. Interviews showed that the communities value the skills and exposure that come with donor funded projects. It was claimed the projects contributed to the development of human resources within communities. The research found out that, these skills were spread over different categories of beneficiaries, namely workers of groups, group members, community process facilitators, the non governmental organisations’ staff and the local leaders.

Even non beneficiaries who were interviewed by the researcher acknowledged that the coming in of the donor organisations in Mudzi District has allowed people to do certain things and gain certain experiences that would not have been possible without it. By the very fact that some money came into people’s pockets, they may be able to go for an exchange visit and be able to see what people have done. Some of the group members interviewed said that they had gained new skills in animal rearing and agronomy practices like kitchen gardening from which they have provided for their households.

Interviews with the project beneficiaries as well as non beneficiaries indicated some skills in; agronomic practices, conflict resolution at household level and the community, animal management practices and advocacy skills including ability to administer first aid through
trainings by Zimbabwe Red Cross Society. The research discovered a wide array of individuals and most dominant of these were the group of Community Development Officers from Ministry of Women Affairs, Gender and Community Development and Youth who have multiple problem solving skills developed as a result of direct involvement in the implementation of donor-funded projects.

It can then be concluded that donor funded projects contributed to the creation of human resources at the grassroots level and in addition provided employment opportunities especially for community volunteers more so in a community with limited jobs.

4.3.4 Harnessed Social Networks and Expanded Beneficiary Horizons

This research found out that even though, social welfare networks existed before donor projects were introduced; donor aid increased their cohesion by that community members have accelerated their connectivity and this increased the opportunity for them to address other community problems beyond those at their groups and households but also problems that generally affected their community gender based violence conflicts where members benefited from peer counselling.

4.3.5 Learned Helplessness through Dependency

Donor organisations, local leaders’ beneficiaries and non beneficiaries agreed that projects and hand outs are responsible for creating dependency especially among the community and project beneficiaries. It was found out that community members through the groups that are created for funding purposes tell lies for the sake of getting donations. A member of staff at one of the non governmental organisation sounded frustrated, “Some of the groups we have funded and we think have progressed well, will always find a reason to come back with proposal asking for more money.” Even when it comes to small scale farmers, too much
handouts create expectations and give false impression to the farmers that without handouts they cannot improve their activities.

It was further revealed that dependency had taken away the inner motivation by community members to do things by themselves but wait for donations. The local leadership said donor projects create a lot of dependency once they are in place. The communities tend to depend on them entirely. Some suggested the need to train communities on how they could establish projects to sustain themselves. It was observed in this research that communities are observed by the need to consume more donor resources. Chikulo, (2001) says foreign aid depresses domestic savings and mostly channels it into consumption. This appears to provide the necessary environment to demand for help even where it is not needed and therefore hampers the ability of the local community to produce their own resources.

4.4.0 Challenges in the Implementation of Donor Funded Projects

This section presents findings under the objective four. The key research question under this objective was on the challenges encountered by donor organisations in implementing community projects in Mudzi District? The preceding subsections, discuss the following emerging challenges that were revealed in this research; accelerated poverty, political pressures, low project ownership and short term programming among others.

4.4.1 Accelerated Poverty

Non-governmental organisations can not operate on full scale covering the whole District owing to lack of funds. Because of that, they have always resorted to a sampling technique which does not reach out to the poor. Interviews with household and group beneficiaries revealed that the impact at group level, samples a particular group of people and this has left out many poor people from donor funding projects.
For example Zimbabwe Red Cross Society operates in 2 wards only out of 18 wards. Environment Africa is in 5 wards, Commutech is also in 5 wards, World Vision is in 7 wards just to mention a few. This was mainly attributed to the fact that the non governmental organisations prefer to work with groups other than individuals. In other words the donors’ lack of capacity to operate at a larger scale has led to the sideling of other people who may be more vulnerable.

4.4.2 Political Interference

This research found out that donor funded projects suffer external pressures. Political pressure interferes in the programming of community projects. The questionnaires that the non-governmental organisations completed revealed that they are under intense political pressure and intimidation from all levels. At ward level, the youth officers want a stake in their work and so are the councillors and the traditional leaders who usually accuse the non-governmental organisations of non compliance if personal favours are not granted. Beneficiaries to all the projects in Mudzi are recommended and chosen on party lines. This was observed by the researcher as well as reiterated by the non beneficiaries who felt that aid at times does not go to the vulnerable in the socio-economic sense but against those who are politically vulnerable. The District Administrator was also implicated as being heavy handed in dealing with the non-governmental organisations which his office openly accuses of being political. However some revealed in spite of the heavy handedness of the politicians who have shown corrupt tendencies in their monitoring activities, some non-governmental organisations revealed their interaction with all the centres of power have been amicable to date. The researcher could not establish whether the issue of amicability by some of the donor organisations is a question of ‘hear no evil’ and not wanting to be victimised.
4.4.3 **Projects Ownership**

Interviews with the non-governmental organisation staff revealed that the communities do not own the projects they implement, unless there is money they do not want to participate. Projects seem to have created the impression that nothing can work without money. In some areas the researcher went to, there were comparisons that some organisations do not give sitting allowances for participants where others do. Some local leaders interviewed complained that people no longer attend their meetings because they do not have allowances. As a result of this, some leaders and community members do not want to attend meetings of project activities and this was affecting the ownership of the projects and the work of local leaders. It also emerged from interviews with communities that projects often undermine what people know and they participate for formality reasons and not because they believe in the project per se.

Interviews with non beneficiaries, project beneficiaries and the ward councillors indicated that donors should regularly follow up ‘their’ projects or else they collapse. Whereas this was a genuine demand, it was observed in this research that the community seemed to separate themselves from the project by calling them ‘their’ projects, that was likely to affect their sustainability in the absence of the donor.

4.4.4 **Short Term Projects**

Literature and discussions with non governmental staff revealed that many of the projects implemented are normally between 6-12 months with some being shorter. Only one organisation, World Vision has longer period of up to more than 5 five years with possibility of renewal. The programming periods of the non governmental organisations are decided depending on the availability of funds. Community members complained a lot about short programming periods saying this has led in some projects being abandoned before
completion. Dendera nutrition garden is one example where Catholic Relief Services (C.R.S) left without completing laying the underground pipes to supply water to all corners of the garden.

4.4.5 Donor Programming Operandi

It was revealed that inflexible donor organisations could be a major bottleneck in the implementation of projects. Some plodded that the donor organisations do not operate outside the log frame system. They are boxed in the results that are put in the project log frame and yet sometimes the situation on the ground might affect the achievement of some of the results hence requiring some aspects of the project to be changed. Such rigid donors go through prolonged to and fro communication protocol over the changes. This frustrates both staff and stakeholders as complained by one non governmental organisation staff, “As staff we have one obligation unless one wants to lose his job. There is need to survive as staff as it is difficult to twist the donor conditions.”

4.4.6 Project Initiation

A key finding coming from the research is that donor organisations directly dictate pace on what they want rather than take what the people want. Key informant interviews revealed that, in some instances donor organisations have dictated what the agenda should be.

It was also found out that the donor organisations impose concepts to the communities for example the 3 tonne granaries constructed by COMMUTECH for the farmer fields school projects. Now all the granaries have turned into white elephants as the farmers have failed to produce enough grain to store in the granaries that were built on the homesteads of Chiefs, Councillors or Village heads. Some of the beneficiaries complained about their siting such that some have since decided not to get involved. The beneficiaries further argued that the
non governmental organisation did not consider the seriousness of the need to respect the African culture among the Shonas that each household should have its granary. This resulted in the abandonment of the collective storage of grain produce that have since become personal infrastructures of a few at whose homesteads they have been built.

4.4.7 Project Coordination

Field observations indicate that, a number of organisations are competing for space in the areas of operation. Space to install information notice boards is the in thing at every donor project. It emerged that, each non governmental organisation wanted to show that they had supported the project and at the same time claim the communities do not want to own the projects. Although this might appear the problem of poor coordination among the implementing organisations demand visibility hence weak project coordination resulting into resource wastage. (Knack, 2006) summarise this by saying that donors place no value on the success of other projects. The organisations care more to the success of their own activities.

Although the government is happy with the non governmental organisations’ projects, most local leaders interviewed were not aware exactly what kind of activities being implemented on the ground. The main reason given was that, the organisations implement their activities without providing the documentation of their projects. This research discovered that because of the direct relationship with the local government, most non governmental organisations had provided their plans to the council and not to the local leadership as well for example councillors and village heads and Chiefs. The leaders argued that at some point this led to the duplication of services in some of the areas. Fowler (1992) says that in response to greater availability of aid to the non governmental organisations, will lead to the growth of the donor community faster in the third world countries giving rise to problems of collaboration, self regulation and quality control. There will be a move away from the comparative advantage
between non governmental organisations and poor governments as access to external aid becomes more critical for their functioning.

4.4.8 Relationship

The relationship amongst the non-governmental organisations, the key government ministries/departments and the community is a hide and seek relationship mired with mistrust. A good number of non-governmental organisations showed that they do not fully trust the local leadership especially the politicians. It also emerged the leaders in question are also sceptical of the donor community. One of the open allegations is the insistence of the donor organisation to be represented on selection committees when choosing beneficiaries to projects as both sides (the donor organisation and the government) insist on having a representative on all selection committees when choosing beneficiaries to projects. In Mudzi, the politicians have gone to an extent of imposing and choosing beneficiaries based on party lines as alleged by both beneficiaries and non-beneficiaries and this the non-governmental organisations can not challenge.

4.5 Summary

The chapter presented the key findings according to the research questions.
Chapter 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key findings from this research, conclusions and recommendations.

5.2 Summary of findings

It was found out that projects implemented by the non-governmental organisations are a replica of the donors’ policies and objectives. More often than not, these projects do not involve primary beneficiaries in their design but tend to seek the involvement of the primary target including the leadership at the time of implementing the projects.

The research further found out that because of power imbalances caused by the financial muscle of the donor organisations, it is highly unlikely for the donor organisations to implement the agenda of the target beneficiaries. This financial imbalance is responsible for the re-awakening of some conflicts within the communities the donor projects are in progress. More than 48 out of 50 projects (96 %) of Mudzi District projects from 2000-2012 have been donor driven. All these projects have been implemented according to the donors’ prescriptions. The power imbalances increase the chances for continued donor imposition of ideas amidst the call to conduct the needs identification that must by all means be fitting in the donor’s policy objectives without which cannot be funded. The result of this donor imposition of ideas through their financial muscle has encouraged the dependency mentality to prevail among the community members. This has imbedded a feeling among the communities in Mudzi District that they cannot do without donor aid.

The impact of donor funded projects onto their primary beneficiaries is mixed and appears minimal. Although this research found out that there were some positive economic effects at
primary level, these hardly are beyond the group members that were often targeted by donor projects. Even then, among the group members, it was quite challenging to identify model households with all round impact as a result of project support. In Goronga A ward for example, the members testified that their incomes had significantly improved and they had used the money to provide for the education of their children.

Generally, project impact on primary beneficiaries is very minimal and mostly it is isolated and mixed and could only be visible among a few members of beneficiary groups with progressive and planning capabilities. This research found out that on average 6 out of 30 members of a group supported, managed to improve their household status. These had increased their production capacity, stepped up their incomes and the members had used these incomes to provide for their social and economic needs at the household level. Trainings to group members on human rights and governance as part of the group trainings had a significant influence on the individual group members which had a ripple effect to non beneficiaries as well. This led to behaviour change that translated into the reduction of domestic violence related cases and increased the recognition of the role of women.

Project impact on primary beneficiaries of donor projects is affected by structures that the donor projects is affected by the group dynamics at every level of interaction. The fact that it is mandatory to work with government structures, local leadership and the communities has often led to some kind of conflict and the disintegration of resources. The need to work with government structures and local leadership has in fact widened the gap instead of bridging it, leading to the disenfranchising the poor to retreat to the periphery. Project impact was feasible in cases where the poor were targeted and who were not in groups.

Overall, project impact was difficult to trace among the primary targets, the poor, but more was seen at the level of non governmental staff, business owners and service providers like
pumpkin Hotel, Mudzi Resource Centre and Kuda Rest Inn. These are the places where conferences and accommodation for non governmental business took place.

The implementation of donor funded projects presented itself with a number of challenges namely; political interferences, rigid donor conditions, imposition of donor ideas and generally poor coordination as a result of competition and the subsequent conflicts between the non-governmental organisations, council and non beneficiaries.

Finally, this research found out that most donor funded projects are not sustainable without continued donor funding. The project handouts had promoted dependency among community members on the other hand. Even the current nature of the projects is unlikely to survive as a significant number of similar projects since 2000 have not survived to date because of lack of complete involvement in designing the projects that are basically from the top to the grassroots. This has led to the dictation of pace when it comes to implementation of the projects.

5.3 Conclusions

This research achieved the research objectives and the research questions and therefore makes the following conclusions;

Donor funded projects are often influenced by donor’s policy objectives with less consideration of the communities and local leaders’ input in the design and implementation. Both social and economic projects strongly lacked the participation of their primary target beneficiaries at the design stage, thus resulting in the top-down approach. This reiterates that donor projects are a replica of the donors’ policy objectives.

The donor funded projects impact on a limited scale, for example a few beneficiaries are likely to meet their own social and economic needs. It can be reliably documented that there
are many uncoordinated donor projects that have led to dependency syndrome among their target beneficiaries with the same effect at wider community level. The dependency syndrome has suppressed the entrepreneurial potentials among local communities and instead created a regular demand for help just like others were helped.

It can also be concluded that donations are the lifeline of projects without which they are unlikely to survive. There are examples like Kudzwe Ostrich Farm project and the grinding mill projects which are now defunct. Finally the donor organisations neglect and subsequent withdrawal of funds undermines the social fabric as well as the political and cultural community set ups of the local people for example the local beliefs and knowledge. The introduction of the community granaries irked the communities who did not believe in communal ownership of farm produce. This has led to the granaries turning into white elephants.

5.4 Recommendations

This section presents recommendations derived from the discussion and analysis of findings. The recommendations are structured and directed to non governmental organisations operating and those intending to operate in Mudzi District, Government Ministries and Departments working directly or indirectly with non governmental organisations namely Ministry of Youth Development, Indigenisation and Empowerment, Ministry of Women Affairs, Gender and Community Development, Ministry of Health and Child Welfare, Ministry of Local Government, Rural and Urban Development, Ministry of Public Works, Ministry of National Housing and Social Amenities, Ministry of Education, Sport, Arts and Culture, Departments of Irrigation, AGRITEX, Social Services and Veterinary Services. This includes the Responsible Authority-Mudzi Rural District Council (MRDC), local politicians,
traditional leaders and the academia. Two new areas as a result of this research have been recommended for further research.

5.4.1 To non-governmental organisations

The non governmental organisations should move away from giving grants in form of vouchers to giving loans although at reasonable rates. This would mean that the non governmental organisations should revisit their financing strategies and seriously consider providing loans instead of grants to start income generating projects. This decision will require an adaptation of a business mindset and orientation for communities to work harder.

The loans will instil the entrepreneurship skills within communities. Grants would then be necessary to revamp crisis level problems as in the case of extreme poverty, but even in that it must be directed towards business development. The non governmental organisations should also consider finding alternative sources of funding including; tapping into government funding, that will improve the collaborative effort between government and the non governmental organisations would improve.

Donor organisations should also realise the consequences of imposing ideas on communities. There is need for channelling funds to locally generated priorities and programs of action as summarised in the rolling plans of council of Mudzi. This will require that donor organisations accept a paradigm shift from project modalities, log frame and time limitations by engaging closely with communities (bottom-up approach) and agree on development priorities. This planning will equip the project beneficiaries as well as to involve government stakeholders and agencies to make sure communities participate in the design and implementation of their projects. This will ensure project ownership by both beneficiaries and local governments.
The non governmental organisations should be wary of paying attention to conflict sensitive programming and avoid the risk of giving one group economic and political power. This eventually undermines development especially.

5.4.2 To government and local leadership

The local leadership is very important and cannot afford to sit back and watch projects crumble. As such, the local leadership need to step up their monitoring efforts during implementation of donor projects. Ministry of Local government, Rural and Urban Development through the District Administrator and Council need to create a framework of representativeness to encourage information sharing and to discuss development in the communities. Non governmental organisations’ must account at all levels.

5.4.3 To the local authority

Mudzi Rural District Council should deal with a number of issues to enable take over in terms of financing and overall monitoring of donor projects after exiting of the donor organisation responsible for the project. This is possible when the local authority is prepared to end corruption and partisan politics. Partisan politics affects service delivery at the expense of effective coordination of development. Staff should be autonomous and firm in dealing with professional issues and not be manipulated by the politicians.

The local authority should do away with too ambitious non developmental programmes without matching the finances as this is crippling. The local authority should be self sufficient as far as resources are concerned to foster local accountability. Council needs to adhere to good governance principles such as equity and fairness, participation and transparency when dealing with donor-organisations.
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Appendices:

5.4.5 Appendix I: Interview Schedule for Group Project Beneficiaries

_Name of Ward:_ ..................................................... _Name of Village:_ ........................................

_Date:_ ………………………………

Instruction:
_Interviewer asks questions while writing down the responses._

1. Name of your group.

2. When did the group start?

3. Who started it?

4. Why was your group started?

5. What brings you together as members?

6. What activities do you implement?

7. How are these activities financed?

8. How have these activities impacted on the communities/ your members?

9. How successful are the activities that you implement with the support of donor funding?

10. (a) What are the factors responsible for the success or failure of your work if external assistance stopped coming?
11. How are you prepared for such eventualities such as reduced external financing?

12. What are some of the constraints that you face in relation to the projects that are financed by the donor organisation?

13. How can these constraints be solved?

14. Is there anything more that you would like to add to this conversation?

Thank you for your time!
Appendix II: Household Interview Schedule

Name of Ward: Name of Village: ............................................................................................

Instruction:
Interviewer asks questions while writing down the responses.

1. What projects are being implemented in this village?

2. Who started these projects?

3. How have the projects contributed to social and economic welfare in your household?

4. Has there been any impact from the donor funded projects?

5. What is your perception of the projects implemented by the donor funded organisation(s) in your village?

6. How does government perceive/view these projects implemented by the donor organisations(s) in your village?

7. How would you describe your level of ownership of the projects implemented by the donor organisation(s) in your village?

8. To who is the donor organisation giving you support accountable?

9. What is your opinion regarding current/future funding of projects implemented by the donor organisation(s)?

10. What are some of the constraints that affect the implementation of the project(s) in your village?
11. What would you recommend in order to improve the performance of how projects are designed and implemented to benefit your household level?

12. Is there anything more that you would like to add to this conversation?

Thank you for your time!
Appendix III: Household Non Beneficiary Interview Schedule

Name of Ward........................................... Name of Village................................Date: ...............
Appendix IV: Interview Guide for Ward Councillors in Mudzi

Name of Ward: ................................................................. Date: ........................................

Venue of Interview: ................................................................................................................

Instruction:
Interviewer asks questions while writing down the responses.

1. For how long have you been Councillor for this Ward?

2. Which donor organisations have been operating in the Ward?

3. For how long have been these organisations operating in your Ward?

4. What type of project(s) is/are being implemented by these donor organisations?

5. How have these projects addressed the ‘real needs’ of the community?

6. To what level are you involved as Councillor in the implementation of these projects?

7. How many people/households have benefited from these donor organisations?

8. How do you perceive these projects as a community?

9. What are some of the challenges associated with these projects?

10. What are your suggestions that can improve the implementation of these projects?

11. How sustainable are these projects after the donor organisations pull out?

12. Do you have any other comment in relation to the discussion we have just had?

Thank you for your time!
Appendix V: Questionnaire for Donor Organisations

Description of the Research:
My name is John Misi and I am a final year student in the Social Sciences Department at Bindura University of Science Education. I am working towards my Master’s degree in Peace and Governance. As part of research project, I have to design and implement a research study. The purpose of my study is to gain further understanding on donor funding and sustainable development as this brings peace within the communities. Sustainability represents an approach to development which addresses the fundamental concerns of poverty and other situations which favour the outbreak of conflict.

Risks and Discomforts:
There are no known risks associated with this research.

Confidentiality:
Your name and that of your organisation will remain anonymous throughout the entire study. No one will be able to be identified from any of this information.

Voluntary Participation:
Participation in this research is voluntary.

Instruction:
Complete the questionnaire by completing in the spaces provided. Should you need more space please feel free to use extra paper. It will be appreciated if you answer all the questions fully.

1. How did your organisation choose Mudzi as a District of choice to come to work in?

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2. (a) What project(s) is your organisation into? Include the year you started programming?

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(b) When is your current project coming to an end? What happens thereafter to staff, movable and immovable properties?

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(c) How much is spent (approximately) on each project? (US Dollars)

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3. Your organisation went through some kind of registration before you finally start working. Describe the process.

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4. Do you see the process above worthwhile and necessary? Do you have reservations on some of the procedures that you have to endure? Please elaborate in every case.

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5. How do you describe your relationship with the following centres of power in your work?

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ii. The Local Authority
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iii. The Ward Councillors
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iv. The Traditional Leadership
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6. To what extent do you involve the people in the communities you operate in? Take note of
the different stages like before, during and after/towards the end of cycle periods?
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7. Do the communities in Mudzi have capacity to take over the running of the projects once organisations like yours pull out? *Please elaborate.*

8. What mechanism(s) are always in place to caution and help communities to ensure sustainability after coming to the end of project cycle?

9. Are there any operational problems that you have experienced or are on record that have resulted in a dispute during your time in the District?

10. Some sectors of critics say that there is duplication of Donor aid in the District. What do you think? If it is the case, how can this be avoided?
11. (a) Which of the projects that you implement have been **successful, partially successful** and those which had **little or no impact**?

(b) What have been some of the factors leading to successful, partial success or failure of the implementation of the projects you indicated above?

12. (a) In your own view, what have been positive and negative impacts of your projects?

(b) How sustainable are these projects?

*Thank you for your time!*
Appendix VI: Questionnaire for Government Ministries

Description of the Research:
My name is John Misi and I am a final year student in the Social Sciences Department at Bindura University of Science Education. I am working towards my Master’s degree in Peace and Governance. As part of my research project, I have to design and implement a research study. The purpose of my study is to gain further understanding on donor funding and sustainable development as this brings peace within the communities. Sustainability represents an approach to development which addresses the fundamental concerns of poverty and other situations which favour the outbreak of conflict.

Risks and Discomforts:
There are no known risks associated with this research.

Confidentiality:
Your name and that of your Ministry/Department will remain anonymous throughout the entire study. No one will be able to be identified from any of this information.

Voluntary Participation:
Participation in this research is voluntary.

Name of Ministry /Department: ..................................................................................................
Designation of Respondent: .....................................................................................................
Date: ..................................

Instruction:
Complete the questionnaire by completing in the spaces provided. Should you need more space please feel free to use extra paper. It will be appreciated if you answer all the questions fully.

1. In your opinion, do you think donor aid is necessary in the District? Please elaborate the reason for your answer.

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2. Please elaborate the registration process that the non governmental organisations (NGOs) go through before they start operating in the District?

3. From your opinion, what is the level of involvement of the people on the ground on the projects being implemented by the donor community in the District?

4. What do you think about stakeholder participation? Is it real on the ground or the donor organisations do whatever they want once permission to program has been granted? Cite instances you know without writing the names of people or organisation(s) involved.
5. Elaborate the kind of working relationship you have with the donor organisations in the District?

6. You have seen donors come and go away after coming to the end of their project cycles. Do you know of any strategies being put in place to ensure sustainability after the organisation(s) pull out? For example, handing over of the project(s) to beneficiaries to run on their own etc

7. Some sectors say there is duplication of Donor aid. What do you think? You can cite examples?
8. Which of the projects that have been implemented have been successful, partially successful and those which had little or no impact? Please point to some key examples of success and failure.

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9. In your opinion, what have been some of the factors leading to the success, partial success or failure of these projects?

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10. In your own view, what have been positive and negative impacts of the projects being implemented by the NGOs in the District?

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11. How sustainable are these projects?


12. (a) Do the donor organisations reveal to you the amount of money they spend on each project? Indicate by encircling Yes or No.

(b) If Yes, indicate how much was spent on each project that you have been involved in.


(c) If No, in your opinion what is the reason for not being transparent with the project funds?


13. Is there anything you want to add and that you think has been left out in this questionnaire involving donor funding and sustainable development?


Thank you for your time!
Appendix VII: Questionnaire for Mudzi Rural Authority

Description of the Research:
My name is John Misi and I am a final year student in the Social Sciences Department at Bindura University of Science Education. I am working towards my Master’s degree in Peace and Governance. As part of my research project, I have to design and implement a research study. The purpose of my study is to gain further understanding on donor funding and sustainable development as this brings peace within the communities. Sustainability represents an approach to development which addresses the fundamental concerns of poverty and other situations which favour the outbreak of conflict.

Risks and Discomforts:
There are no known risks associated with this research.

Confidentiality:
Your name and that of your organisation will remain anonymous throughout the entire study. No one will be able to be identified from any of this information.

Voluntary Participation:
Participation in this research is voluntary.

Name of Local Authority: ...........................................................................................................

Designation of Responding Officer: …………………………………………………………………

Date: ………………………………………

Instruction:
Complete the questionnaire by completing in the spaces provided. Should you need more space please feel free to use extra paper. It will be appreciated if you answer all the questions fully.

1. What kind of procedure is required for the registration of non governmental organisations (NGOs) to operate in the District before 2000?

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................................................................................................................................................
................................................................................................................................................
2. From your point of view and analysis, are all the donor projects alleviating poverty and vulnerability among the people of Mudzi? Please cite examples if true. If not, elaborate why you say so.

3. What kind of mechanism(s) is/are in place that you enforce as the governing authority to monitor progress on the NGOs activities?

4. (a) What is the level of stakeholder participation in the implementation of non governmental organisation’s projects?

(b) How do you ensure stakeholder participation in the implementation of these projects?
(c) How do communities partake in the decision making processes and the needs assessment procedures before and prior to the project implementation?

5. It has been noted that some of the NGOs are not resident in the District in terms of having offices on the ground whilst some do have. Have you noted any differences in terms of compliance and efficiency between organisations that have offices and those operating but not having offices on the ground?

6. When an organisation is pulling out of the District, what are the mechanisms in place to ensure sustainability?

7. Are there any operational problems that you have experienced or are on record that have resulted in a dispute between local authority and any NGO? If problem exists/existed, how is it being solved/how was it solved?
8. As regulating Authority, what does your policy say regarding immovable property belonging to the organisation that has come to an end of project cycle?

9. Who decides the nature of project(s) the donor organisation(s) implement in the District?

10. How sustainable (ability to continue operating after stopping of funding support) have been the NGO projects in the District? Please cite examples in each case.

Thank you for your time!
Appendix VIII: Population by Ward and Councillors in the District of Mudzi:

<table>
<thead>
<tr>
<th>Name of Ward</th>
<th>Ward No.</th>
<th>Ward Population</th>
<th>Number of Councillors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mukota A</td>
<td>2</td>
<td>11,688</td>
<td>1</td>
</tr>
<tr>
<td>Mukota B</td>
<td>10</td>
<td>9,739</td>
<td>1</td>
</tr>
<tr>
<td>Mukota C</td>
<td>9</td>
<td>5,220</td>
<td>1</td>
</tr>
<tr>
<td>Mukota D</td>
<td>17</td>
<td>1,560</td>
<td>1</td>
</tr>
<tr>
<td>Goronga A</td>
<td>1</td>
<td>5,389</td>
<td>1</td>
</tr>
<tr>
<td>Goronga B</td>
<td>11</td>
<td>9,739</td>
<td>1</td>
</tr>
<tr>
<td>Masarakufa</td>
<td>8</td>
<td>6,790</td>
<td>1</td>
</tr>
<tr>
<td>Makaha</td>
<td>14</td>
<td>9,998</td>
<td>1</td>
</tr>
<tr>
<td>Chimukoko</td>
<td>3</td>
<td>8,242</td>
<td>1</td>
</tr>
<tr>
<td>Shinga</td>
<td>4</td>
<td>9,632</td>
<td>1</td>
</tr>
<tr>
<td>Suswe</td>
<td>7</td>
<td>10,039</td>
<td>1</td>
</tr>
<tr>
<td>Bangawuya</td>
<td>5</td>
<td>5,977</td>
<td>1</td>
</tr>
<tr>
<td>Nyamukohwo</td>
<td>6</td>
<td>5,831</td>
<td>1</td>
</tr>
<tr>
<td>Nyakuchena</td>
<td>13</td>
<td>8,294</td>
<td>1</td>
</tr>
<tr>
<td>Mavhurazi</td>
<td>18</td>
<td>6,841</td>
<td>1</td>
</tr>
<tr>
<td>Masahwa</td>
<td>12</td>
<td>9,240</td>
<td>1</td>
</tr>
<tr>
<td>Chikwizo A</td>
<td>16</td>
<td>4,321</td>
<td>1</td>
</tr>
<tr>
<td>Chikwizo B</td>
<td>15</td>
<td>8,621</td>
<td>1</td>
</tr>
<tr>
<td><strong>Totals-18 Wards</strong></td>
<td></td>
<td><strong>Total-135 051</strong></td>
<td><strong>Total-18 Councillors</strong></td>
</tr>
</tbody>
</table>

Source: Zimstats (2002)
Appendix IX: **Government Ministries Working with Non-Governmental Organisations in the District of Mudzi.**

<table>
<thead>
<tr>
<th>Ministry and Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Youth Development, Indigenisation and Empowerment</td>
</tr>
<tr>
<td>Ministry of Women Affairs, Gender and Community Development</td>
</tr>
<tr>
<td>Ministry of Health and Child Welfare</td>
</tr>
<tr>
<td>Ministry of Local Government, Rural and Urban Development</td>
</tr>
<tr>
<td>Ministry of National Housing and Social Amenities</td>
</tr>
<tr>
<td>Ministry of Education, Sport, Arts and Culture</td>
</tr>
<tr>
<td>Ministry of Public Works</td>
</tr>
</tbody>
</table>

**Departments**

- Irrigation
- Livestock
- Social Services
- Agritex
Appendix X: **Other Stakeholders Working with Non-Governmental Organisations:**

<table>
<thead>
<tr>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mudzi Rural District Authority-Responsible Authority</td>
</tr>
<tr>
<td>Environmental Management Agency</td>
</tr>
<tr>
<td>Forestry Commission</td>
</tr>
<tr>
<td>WASH Subcommittee composed of Government and Non governmental organisations working on Water Supply and Sanitation projects. It is chaired by the District Administrator with Council as Secretariat.</td>
</tr>
</tbody>
</table>
Appendix XI: Non-Governmental Organisations working in the District since 2000 to 2012

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Ref Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hope in Aids Support Trust</td>
<td>ADM/13</td>
</tr>
<tr>
<td>2</td>
<td>Marvel Act Youth Organisation (MAYO)</td>
<td>ADM/14</td>
</tr>
<tr>
<td>3</td>
<td>Zimbabwe Red Cross Society</td>
<td>ADM/22</td>
</tr>
<tr>
<td>4</td>
<td>Red Barna</td>
<td>ADM/26</td>
</tr>
<tr>
<td>5</td>
<td>Catholic Relief Service (CRS)</td>
<td>ADM/26/B</td>
</tr>
<tr>
<td>6</td>
<td>COMMUTECH</td>
<td>ADM/26/C</td>
</tr>
<tr>
<td>7</td>
<td>World Vision</td>
<td>ADM/27</td>
</tr>
<tr>
<td>8</td>
<td>Capernaum Trust</td>
<td>ADM/28</td>
</tr>
<tr>
<td>9</td>
<td>Coopibo</td>
<td>ADM/38</td>
</tr>
<tr>
<td>10</td>
<td>Life Ministries</td>
<td>ADM/38/B</td>
</tr>
<tr>
<td>11</td>
<td>CAMFED</td>
<td>ADM/40</td>
</tr>
<tr>
<td>12</td>
<td>Zimbabwe National Family Planning (ZNFP)</td>
<td>ADM/44</td>
</tr>
<tr>
<td>13</td>
<td>ZICHIRE</td>
<td>ADM/46</td>
</tr>
<tr>
<td>14</td>
<td>Voice of Peace</td>
<td>ADM/47</td>
</tr>
<tr>
<td>15</td>
<td>Wings of Love</td>
<td>ADM/48</td>
</tr>
<tr>
<td>16</td>
<td>Oxfam GB</td>
<td>ADM/49</td>
</tr>
<tr>
<td>17</td>
<td>Grace Ablaze Ministries International</td>
<td>ADM/53</td>
</tr>
<tr>
<td>18</td>
<td>ZESN</td>
<td>ADM/52</td>
</tr>
<tr>
<td>19</td>
<td>FACT/WILSA</td>
<td>ADM/55</td>
</tr>
<tr>
<td>20</td>
<td>Centre for Community Development in Zimbabwe</td>
<td>ADM/68</td>
</tr>
<tr>
<td>21</td>
<td>Single Parents and Widows(ers) Support Network</td>
<td>ADM/60</td>
</tr>
<tr>
<td></td>
<td>Organization Name</td>
<td>Reference</td>
</tr>
<tr>
<td>---</td>
<td>------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>22</td>
<td>Ecumenical Peace Initiative Zimbabwe</td>
<td>ADM/69</td>
</tr>
<tr>
<td>23</td>
<td>Development Aid from People to People (DAPP)</td>
<td>ADM/70</td>
</tr>
<tr>
<td>24</td>
<td>Improved Rural Area Programme (IRAP)</td>
<td>ADM/71</td>
</tr>
<tr>
<td>25</td>
<td>Environment Africa and World Wide Fund (EA and WWF)</td>
<td>ADM/83</td>
</tr>
<tr>
<td>26</td>
<td>The Women’s Trust</td>
<td>ADM/89</td>
</tr>
<tr>
<td>27</td>
<td>Tropical Social Biology and Fertility Institute of CIAT</td>
<td>ADM/92</td>
</tr>
<tr>
<td>28</td>
<td>Integrated Sustainable Livelihoods (ISL)</td>
<td>ADM/94</td>
</tr>
<tr>
<td>29</td>
<td>CARITAS</td>
<td>ADM/96</td>
</tr>
<tr>
<td>30</td>
<td>Cultiv Agro Zim</td>
<td>ADM/97</td>
</tr>
<tr>
<td>31</td>
<td>Save the Children</td>
<td>ADM/99</td>
</tr>
<tr>
<td>32</td>
<td>Mavambo Orphan Care (Mavambo Trust)</td>
<td>ADM/01</td>
</tr>
<tr>
<td>33</td>
<td>Christian Care</td>
<td>ADM/02</td>
</tr>
<tr>
<td>34</td>
<td>Community AIDS and Disabilities Empowerment Support Trust</td>
<td>ADM/103</td>
</tr>
<tr>
<td>35</td>
<td>International Labour Office (ILO)</td>
<td>ADM/05</td>
</tr>
<tr>
<td>36</td>
<td>Church of God in Christ</td>
<td>ADM/90</td>
</tr>
<tr>
<td>37</td>
<td>ACDIVOCA</td>
<td>ADM/91</td>
</tr>
<tr>
<td>38</td>
<td>Integrated Sustainable Livelihoods (ISL)</td>
<td>ADM/94</td>
</tr>
<tr>
<td>39</td>
<td>Tree of Life</td>
<td>ADM/101</td>
</tr>
<tr>
<td>40</td>
<td>Community AIDS and Disabilities Empowerment Support Trust</td>
<td>ADM/103</td>
</tr>
<tr>
<td>41</td>
<td>Family AIDS Caring Trust</td>
<td>ADM/104</td>
</tr>
<tr>
<td>42</td>
<td>Association of Kubatana Community</td>
<td>ADM/106</td>
</tr>
<tr>
<td>43</td>
<td>Padare/Enkundleni/Men’s Forum</td>
<td>ADM/107</td>
</tr>
<tr>
<td>44</td>
<td>Jairos Jiri Association</td>
<td>ADM/108</td>
</tr>
</tbody>
</table>

*Source: Local Government, Rural and Urban Development (2012)*
## Appendix XII: Sample Population

<table>
<thead>
<tr>
<th>Target Sample</th>
<th>No.</th>
<th>Population</th>
<th>Designation/Organisation</th>
<th>Instrument to be administered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political leaders</td>
<td>9</td>
<td>Out of 18</td>
<td>Ward Councillors: Ward 1, 2, 3, 4, 9, 13, 14, 15 and 16</td>
<td>Interview, Schedules</td>
</tr>
<tr>
<td>Local Authority Staff</td>
<td>1</td>
<td>Out of 1</td>
<td>Social Services Manager</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>Government Key Ministries/Departments</td>
<td>9</td>
<td>Out of 13 Ministries and 12 Departments.</td>
<td>- Min of youth - Min of Women Affairs - District Nutritionist-Min of Health - District Development Fund - Dept of Irrigation - Dept of Livestock - Dept of AGRITEX - Dept of Social Services - Min of Local Govt</td>
<td>Questionnaire, Questionnaire, Questionnaire, Questionnaire, Questionnaire, Questionnaire, Questionnaire, Questionnaire, Questionnaire, Questionnaire</td>
</tr>
<tr>
<td>Non-Governmental Organisations</td>
<td>10</td>
<td>Out of 44</td>
<td>COMMUTEC World Vision Christian Care Zimbabwe Red Cross Society Development Aid from</td>
<td>Questionnaire, Questionnaire, Questionnaire, Questionnaire, Questionnaire</td>
</tr>
<tr>
<td>Beneficiaries</td>
<td>9</td>
<td>135 015</td>
<td>Household</td>
<td>Interview Schedule</td>
</tr>
<tr>
<td>Non Beneficiaries</td>
<td>9</td>
<td>135 015</td>
<td>Household</td>
<td>Interview Schedule</td>
</tr>
<tr>
<td>Group Beneficiaries</td>
<td>9</td>
<td>Out of 36</td>
<td>Group projects</td>
<td>Interview Schedule</td>
</tr>
</tbody>
</table>

*N.B Total Sample Population=56*
Appendix X111: Comparative Photographs of a Beneficiary’s and non Beneficiary’s Household

Project Beneficiary Household impacted by donor assistance.

Mixed Fortunes...Household of a non Beneficiary not impacted by Donor assistance.

Source: Department of Social Services Field Photos (Mudzi: 2008).
Appendix XIV: Photograph of the State of a Project after Aid Is Withdrawn

Appendix XV: Defunct Ostrich Farm

Once upon a time...The Ostrich farm project of 2000 was abandoned after DANIDA funding was withdrawn.

Source: Department of Social Services-Zimbabwe (Mudzi District: 2008)
Appendix XVI: Success Story of a Donor Project in Pictures (a-g)

(a) Jatropha Plantation.

(b) Ripe Jatropha seed ready for harvesting.
(c) Bagged Jatropha seed after harvest.

(d) Soap ready for the market from processed Jatropha seed.
(e) Jatropha 'cake' by product being used as manure for maize plants.

(f) Diversification opportunity (Chicken Rearing) at household level following a bumper maize harvest and soap sales.
(g) Goat rearing...

Source: Environment Africa-Zimbabwe (Mudzi: 2012)