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FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

DISSERTATION TOPIC

An analysis of the challenges faced by Non-governmental Organizations in the implementation of community development projects in Zvishavane. The case of Adventist Development and Relief Agency (ADRA).

By

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A dissertation submitted to the Department of Politics and Public Management, Midlands State University in partial fulfillment of the requirements for the Bachelor of Science in Politics and Public Management Honours *Degree.*

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Zvishavane

DECLARATION

I **CAROL SEKAI TEGURU (R131192H)** do hereby declare that the work contained in this dissertation is my own work with only the exception of quotations and references that have been attributed to their sources. I further declare that this work has never been previously submitted to any university and is being submitted in the partial fulfillment of the Bachelor of Science Honours Degree in Politics and Public Management at Midlands State University.

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ABSTRACT

Developing countries like Zimbabwe in the last decades have witnessed an extraordinary growth in the NGO sector in social, economic and political spheres. NGOs are non-profit agencies who are devoted to uplift the lives of the poor, underprivileged and marginalized areas and have gained a very high status as the leading practitioners of development in many African communities. Community development entails the provision of infrastructural facilities to enhance the lives of the people in terms of education and health. NGOs have filled in the gap that the government is failing to fill due to the social, economic and political problems that are in Zimbabwe. ADRA as an NGO has played a crucial role in developing rural and urban communities in Zvishavane by providing these social amenities through community development projects it implements. NGOs as an integral part of civil society are facing challenges in their bid to foster community development. The purpose of this study was to analyse the challenges faced by NGOs in the implementation of community development projects in Zvishavane in the case of ADRA. The study found out that the challenges faced are internal and external. The internal challenges being those issues within the organization's control like human resource, leadership, absence of strategic planning and improper risk management. The external challenges comprises of political interference, government policies, political instability, funding, donor priorities changing, community members' participation and economic instability. These challenges are hindering effective implementation of community development projects that results in project failure or partial success of projects. The study employed the mixed methods approach where both qualitative and quantitative techniques were used in the solicitation and presentation of data. Interviews and questionnaires were used for the collection of data. Thematic and content data analysis methods were used in the study for data analysis. Ethical considerations were also observed by the researcher in the study. The researcher concluded that the external challenges are the ones affecting the successful implementation of community development projects to a greater extent hence she proffered recommendations to the government to regulate its relations with NGOs as well as the community members to work together with NGOs for the sake of development.

ACKNOWLEDGEMENTS

DEDICATION

This dissertation is dedicated to my father Richard Teguru, my late mother Gracender Charlie

and my sister Kinah Teguru.

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ABBREVIATIONS

ACPDT	Africa Community Publishing Development Trust
ADRA	Adventist Development and Relief Agency
CEO	Chief Executive Officer
CCDZ	Centre for Community Development in Zimbabwe
IWSD	Institute of Water and Sanitation Development
MDC	Movement for Democratic Change
NANGO	National Association of Non-governmental Organizations
NGA	Non-governmental Organizations Act
NGO	Non- Governmental Organizations
POSA	Public Order and Security Act
PRFT	Poverty Reduction Forum Trust
PVO	Private Organization Act
U.K	United Kingdom
UKAID	United Kingdom Aid
UNICEF	United Nations Children's Educational Fund
UNDP	United Nations Development Programme
U.S.A	United States of America
USAID	United States of America Aid
WASH	Water Sanitation and Hygiene
ZANU PF	Zimbabwe African National Union Patriotic Front

CHAPTER ONE

1.1 INTRODUCTION

The study at hand is an analysis of the challenges faced by NGOs in the implementation of community development projects in Zvishavane, the case of Adventist Development and Relief Agency (ADRA). The immediate chapter is going to focus on the background of the study, the statement of the problem, objectives of the study, research questions, justification of the study as well as the delimitations and limitations of the study. A brief background about ADRA is also mentioned in this chapter.

1.2 BACKGROUND OF THE STUDY

Steinber (2003) defined NGOs as autonomous non-profit and non-party or politically affiliated organizations that advance a particular cause or set of causes in public interest. According to According to Kotern (1990), NGOs are sub species of civil society. According to Walzer (2000), a non-governmental organization is a non-profit organization, group or institution that operates independently from a government and has a humanitarian or development objectives. In Zimbabwe, NGOs emerged before independence and with time they began increasing in the country operating in different sectors that include health, education, sanitation, environment and community development. International Organizations such as International Red Cross Society among other NGOs funded the education of the freedom fighters through the provision of scholarships while there were languishing in colonial prisons.

 Since independence, in Zimbabwe NGOs have been extending from social welfare to development through various projects that enhance the livelihoods of people as well as developing the community. According to Busiinga (2010), community development is a process by which communities and outside agencies plan, organize or implement general improvements of community resources, facilities and economic conditions. Community development projects such as infrastructural development especially in the marginalized rural areas through the building of infrastructure like schools and hospitals as well as improving water sanitation through the construction of boreholes for clean water supply have been mainly done by NGOs. NGOs have increasingly emerged in Zimbabwe due to the failure by the government to solve social and economic problems that have been amassed since independence. It has been noted that

NGOs have increased in their numbers in trying to fill the gaps that the government is failing to fulfill.

According to the World Bank report, since the mid 1970's the NGO sector in both the developing and developed countries has experienced an exponential growth. It is estimated that now over 15 percent of total overseas development aid is channeled through NGOs and that is roughly 8 billion dollars. The World Bank also noted that the number of community development organizations in the developing countries has amounted to hundreds of thousands. In Zimbabwe, NGOs have increased due to the social and economic woes facing the country and the failure of the government to promote the principles of democracy.

According to Lewis and Wallace (2000), there are reasons why NGOs have become increasingly important in this era. These reasons include the end of Cold War that allowed NGOs to operate, communication advances that have allowed the creation of new global communities, lagging of development in the Third World countries, increased resources and more employment opportunities in NGOs. For instance in Zimbabwe, NGOs have emerged in order to reach out for the poor marginalized areas where development is lagging behind in a bid to improve the lives of people and in the alleviation of poverty which has become rampant in developing countries.

According to NANGO 2014 report, NGOs operate under three formations which are the Common Law Universitas, Trust Deeds and the Private Voluntary Organization Act of 2002 (PVO). NGOs are registered within the Department of Social Welfare under the Ministry of Public Service Labour and Social Welfare. In Zimbabwe the first NGOs to operate in the community development since independence are Adventist Development and Relief Agency (ADRA), Africa Community Publishing Development Trust (ACPDT), Institute of Water and Sanitation Development (IWSD), Center for Community Development Zimbabwe (CCDZ), Poverty Reduction Forum Trust (PRFT) and World Vision. Among these NGOs some of them started as humanitarian organizations but later extended to community development agencies like ADRA and World Vision.

In recent years, the recognition and significance of NGOs has increased as they are viewed by many official agencies and members of the public as more efficient and cost-effective service providers than governments, giving better value for money especially in reaching poor people (Meyer 1992). It can be noted that the political instability in Zimbabwe over the years has

curtailed the operations of NGOs in the sense that the ruling party ZANU PF alleges that NGOs operations are to trigger regime change as they are funded by the Western countries which are the foes of the incumbent government.

This misstatement by ZANU PF government has affected the projects of NGOs as the relationship between the government and the NGOs in most cases is antagonistic as the government is always suspicious of NGOs that is why it has resorted to adopt policies that might cripple the operations of some of the NGOs in Zimbabwe. Policies like Public Order Security Act (POSA) of 2005 and Non-governmental Organizations Act of 2016 (NGA) have affected the implementation of some of the projects because organizations have to get permission from the government in order to carry out their programs.

More so, the economy of Zimbabwe has become a major challenge when it comes to the implementation of community development projects by NGOs in the sense that the banks have no money because of the liquidity crunch that has slapped the country. In 2008 the hyper-inflation that plunged the economy in a pool of mud had an effect on the implementation of projects as some projects were terminated and some were stopped.

Adventist Development and Relief Agency (ADRA)

ADRA Zimbabwe was registered in 1980 and its portfolio encompasses Community Development and Emergency management. Since 2000, the organization has reached over 200 000 beneficiaries through health projects, relief, education and food security. ADRA's mission statement is, ADRA works with people in poverty and distress to create just and positive change through empowering partnerships and responsible action. ADRA Zimbabwe helps individuals and communities a hand-up out of poverty through development projects that address the underlying causes of poverty. It also provides disaster relief during the times of emergency. ADRA also empowers communities to adapt and adopt methods that help to mitigate the effects of climatic change.

In addition to that, ADRA's aim is to decrease the number of epidemics in the targeted areas and increase access to clean water and sanitation services. The Water and Sanitation Health and Education was a project implemented by ADRA in bid to improve the water, sanitation and hygiene at 5 schools and the community through the construction and rehabilitation of water

infrastructure whilst at the same time improving the education situation by building classroom blocks for 5 schools in Gokwe.

Furthermore, ADRA implemented the project Beyond Food Aid which was a move made by ADRA as a transition from relief assistance to developmental aid which led to self- autonomy and independence. The beneficiaries were trained in hands on commercial projects that included sewing, farming, candle and peanut butter making. This project was implemented so as to provide livelihood options for those who had been discharged from food aid programs to provide them with nutrition security and sustainable food.

More so in line with its community developmental objective, ADRA implemented a project entitled Chiendambuya Development initiative and its objectives were to cover infrastructural development in the area that included the building of school blocks and toilets in Chiendambuya. In addition, it had been noted that the economic problems had forced some women to resort to prostitution which can not only degrades an individual but also corrodes the society. A project was entitled Kwanele! Enough is Enough as a clear indication to correct the root of the problem of prostitution targeting 320 women in Bulawayo. The women were trained to make candles and peanut butter in order to fend for themselves rather than prostituting thereby ADRA had done much for the improvement of many lives in different communities.

1.3 STATEMENT OF THE PROBLEM

Many community development projects tend to have a partial success or they totally fail due to the challenges being faced by the NGOs in the implementation of the projects. These challenges being faced by NGOs in the implementation of community development projects might be external or internal. Internal factors are those challenges found within the organization and external factors are those challenges faced outside the organization like political, social and economic factors. These challenges hinder the effectiveness of a project thereby resulting in the failure or a partial success of a project. The challenges commonly faced by NGOs come from the external environment especially from the political and economic arena. In order for a project to be implemented efficiently and effectively, the economy must be favorable as well as political stability.

Political instability and interference especially in developing countries has proved to be a major challenge on the implementation of successful projects. In Zimbabwe, the operating environment in some of the rural areas in the last years after 2008 did not allow a smooth implementation of activities because of political instability. Politicians also interfere with the activities of NGO's and have an influence on which organizations can operate in their area and on what kind of projects. Permission for an NGO to operate in an area has to be sought from both the government and local leadership of an area. Some of the challenges come from within the organization itself that include lack of adequate planning, lack of effective strategies, organizational structure, poor networking and leadership.

1.4 RESEARCH OBJECTIVES

The study fulfilled the following objectives:

1. To analyze the role played by ADRA in fostering community development in Zvishavane.
2. To analyze the challenges faced by ADRA in the implementation of community development projects in Zvishavane.
3. To examine the role played by the community in the implementation of ADRA's community development projects in Zvishavane.
4. To analyze the significance of training in the implementation of community development projects in Zvishavane.
5. To proffer recommendations on enhancing the successful implementation of community development projects in Zvishavane.

1.5 RESEARCH QUESTIONS

The study answered the following questions:

1. What is the role played by ADRA in fostering community development in Zvishavane?
2. What are the challenges faced by ADRA in the implementation of community development projects in Zvishavane?
3. What is the role played by the community in the implementation of ADRA's community development projects in Zvishavane?

4. How significant is training in the implementation of community development in Zvishavane?

5. What are the recommendations on enhancing the successful implementation of community development projects in Zvishavane?

1.6 JUSTIFICATION OF THE STUDY

The study filled literature gaps by analyzing the challenges faced by NGOs in the implementation of community development projects. There is need to add to the existing stock of knowledge on the ongoing discourse of NGOs hence this research will be of great importance in filling literature gaps. This research also proffered recommendations on how NGOs can enhance the successful implementation of community development projects. In addition to that, the study will also be of great help to all project teams in different organizations as it tenders strategic plans and effective risk management to mitigate these challenges. The study will also help the government to carefully choose policies that do not repress the NGO sector hence it will be of great help to the process of policy formulation. This research will also be prolific to donors who finance the projects undertaken so that they will be aware of the challenges that can be encountered hence they can adjust on their budgets. Furthermore, this study is going to be of great use to academic students who are going to do researches in relation to this study and also to the people that would like to do their community development projects as they would be aware of what challenges they are going to meet.

1.7 DELIMITATIONS

The research was carried out in the town of Zvishavane in the Midlands Province of Zimbabwe where ADRA is located on number 912 Eastlea. The research covers an analysis of the challenges faced by NGOs in the implementation of community development projects in Zvishavane using ADRA as a case study. The study was carried out between the months of July to October 2016. This study sought to analyze the challenges faced by ADRA in the implementation of community development projects in Zvishavane only implying that other challenges on projects which are not related to community development are not covered in this study.

1.8 LIMITATIONS

The research faced some challenges such as limited information as most organizations are not willing to give out information because of their organizational confidential policies which made it difficult for respondents to give out full information on questionnaires and in interviews. The study was limited to one NGO which is ADRA hence the findings of this research might not apply to other NGOs in Zimbabwe because of the disparity in the projects undertaken by other organizations. A larger research would be more appropriate for generalization of the findings to the whole NGO sector in Zimbabwe.

The researcher faced a hard time in trying to set up meetings for the interviews as the respondents had busy schedules. At times the interviews had to be short because of the employees were busy with their work but however the researcher managed to interview all the intended people though it took a lot of time. Each interview took about 10 minutes. Challenges were also faced in the distribution of questionnaires. The process was time consuming as it took 4 days to complete the questionnaires as some employees had gone for field trips. Some of the employees were not keen to participate and they did not seem to appreciate the value of the research as most of them lacked enthusiasm

1.9 STRUCTURE OF THE STUDY

The study consists of five chapters. Chapter one covered the overview of the study where the researcher mentioned everything that was going to be covered in the chapter. It has an introduction of the chapter, background of the study, statement of the problem, objectives of the study, research questions, justification of the study, delimitations and limitations of the study. In summation, chapter 1 introduced what is going to be covered in the study.

Chapter two is about theoretical framework and literature review by other scholars. In this chapter the theories that support the study were also highlighted. Literature written by other scholars was also reviewed which is related to the study which is the challenges faced by non-governmental organizations in the implementation of community development projects in Zvishavane. In this chapter various themes related to the study were also discussed in great detail.

Chapter three consists of the research methodology that encompasses the research design, sampling techniques used, methods used for data collection, data analysis methods and the ethical considerations that were observed in the study. This chapter defined the terms of all sampling techniques and the advantages and disadvantages of each technique used. The researcher highlighted the challenges faced in using those techniques in this study.

Chapter four covers the presentation and analysis of data obtained by the researcher in carrying out the research. In this chapter there was also the discussion of the results linking the study findings with the related studies that have already been done with similar problem. The chapter linked the findings of the study with the findings of other scholars whose literature was reviewed in Chapter two of this study to make the results more viable and reliable.

Chapter five gave out a summary of the study, conclusion and it also proffered recommendations. The researcher proffered recommendations to the whole non-governmental organizations, the donors both local and international, community members in rural and urban areas, to the government to loosen up some repressive policies that affect the NGOs. The recommendations are meant for those factors that hinder the implementation of community development projects.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The immediate chapter gives an insight into the literature by other scholars and researchers on the challenges faced by Non-governmental Organizations in the implementation of community development projects. It reviews the literature that is related to the objectives of the research. It also covers the past studies by other researchers. This chapter also seeks to present a critical review of the major issue, theoretical framework, summary and the literature gaps to be filled. In this chapter, experiences of other countries relating to this research are also highlighted in brief.

2.2 THEORATICAL FRAMEWORK

According to the University of Southern California's Library Guide, a theoretical framework is a summary of a theory regarding a particular problem that is developed through a review of previously tested knowledge of the variables involved. It identifies a plan for investigation and interpretation of the findings. In this study the Institutionalism Theory propounded by Brett (1993) and the Alternative Development Theory propounded by Clark (1991) were used in underpinning this study.

2.2.1 Institutionalism Theory

The theory of institutionalism was propounded by Brett (1993) in which he stipulated a development idea that only by improving structural relationships and economic incentives will optimum conditions for development be achieved. In this theory it can be noted that NGOs are seen as one of the three main institutional sectors with the right rules and incentives in place and in optimum circumstances and contexts. This implies that NGOs have the capacity of initiating development since they have the resources to use especially financial resources since most of them are funded by international donors.

In addition to that, most NGOs have adequate human resources considering the fact that most people in developing countries like Zimbabwe opt to work for the NGO sector because of good incentives and favorable working conditions rather than working in the government because currently, the civil servants in Zimbabwe have been reduced to a mere joke. Brett also argued

that NGOs have a comparative advantage over the government in providing services for community development but however they also face challenges as it is inevitable to encounter challenges when implementing community development projects.

This theory is going to underpin this study in the sense that the theory suggests that NGOs are the institutions with the right rules and incentives and they are the main actors in development. The theory stipulates that NGOs have the resources to initiate development but however being the key actors in development aspects they also face some internal and external challenges regardless of the fact that they have the capacity of initiating development. It can be noted that despite the availability of the right resources, challenges always come their way thereby hindering the implementation of community development projects.

2.2.2 Alternative Development Theory

This theory on development was put forward by Clark (1991) in which he propounded that NGOs are the major actors in terms of their closeness to the poor. This implies that NGOs have a better understanding of the disadvantaged groups in the communities. They have the ability to challenge top-down mainstream orthodoxies. It can be noted that NGOs have taken a role in fostering development especially in the third world countries in terms of health, sanitation, education and development. NGO sector is being viewed as better than the government in terms of development. This can be evidenced by the relationship of the governments in developing countries and NGOs as they are viewed as threats that can change the mindsets of people pertaining a government thus how the relationship of the government and NGOs can pose as a challenge in the implementation of community development projects.

 The main development idea was that grassroots perspectives, gender equality empowerment and bottom up participation are the key to sustainable and equitable development processes. Meaning to explain that since NGOs have a better understanding of the poor and the disadvantaged, they can reach out to them easily unlike the government that abuses community development projects as campaigning strategies to win an election. Clark goes on to say that even though the NGO sector have a better understanding of the disadvantaged communities, they also face challenges in trying to reach out to them when they implement the projects intended to benefit the community.

There is a relationship between the two theories of Institutionalism and Alternative Development Theories underpinning this research. This means that the Institutionalism theory which explains that NGOs have the right resources and they are key actors in initiating development in communities but however having the capacity to initiate development, they always face challenges. Then in the Alternative Development Theory Clark (1991) argues that NGOs are much more closer to the poor hence they can easily reach them but however they are facing challenges in engaging the poor and marginalized communities in the implementation of community development projects that are meant to improve the communities.

2.3 External challenges faced by NGOs

External challenges are those challenges that are faced by organizations that are beyond their control and they usually come from the external environment that include political, economic and social aspects. Under this heading external challenges are going to be explained in greater detail and how they pose as challenges to NGOs in the implementation of community development projects.

2.3.1 Relations between NGOs and the Government

Many NGOs are facing challenges when implementing their community development projects. One of the major challenges is the interference of the government in the works of NGOs. The Zimbabwean government has been blamed for interfering in the activities of NGOs. The relationship between the government and NGOs at times is antagonistic. According to Bratton (1989), the government is the one that can establish the legal and political context within which NGOs work and their relations with the state may take an antagonistic form. The relationship between NGOs and the state may take the form of outright animosity or lack of trust. In Zimbabwe, NGOs and government relations are basically captured by sentiments made by politicians and government officials.

Chanakira (2011) exposed the relationship between NGOs and the government by quoting the Zimbabwean President who said that there is now a portents of NGOs as they are a sought of government in the background of the actual government of Zimbabwe. The president said that this animal called NGOs' intentions are not know whether they are good or bad as he noted that NGOs can be a threat to the state hence he reconsidered the existence on NGOs in Zimbabwe.

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According to Brinkerhoff (2004), African states generally mistrust NGOs and other non-state actors for different reasons. Hence, due to this mistrust by government of the intensions of NGOs in the implementation of community development projects, NGO programming is curtailed.

2.3.2 Political Interference

According to Chakawarika (2011), government policies may pose as a challenge to NGOs for example the, Public Order and Security Act of 2005 (POSA) and the Non-Governmental Act of 2016 (NGA). POSA prohibited any person in any community in Zimbabwe to gather if they exceed four in number. This was tantamount to a crime that warranted arrest by the police. On the other hand, NGA was in temporarily play just to thwart the activities of NGOs in rural areas since they were alleged to be educating people to vote for the opposition party (Kanyenza 2004). Surely these pieces of legislation alludes to the disheartening reality of how government policies can choke prospects for development.

In addition to that, government policies to NGOs are wide ranging and depends largely on political factors within a country, and may be repressive or supportive (Green and Haines 2008). The government may create the need to participate in information sharing platforms to discuss development progression in their communities. Their representatives keep watch on the performance of community development programs. Ideally local governments need to demand for NGOs' accountability (Busiinge, 2010).

In this situation, it would be rebellious for both NGOs and people to hold meetings even those that pertain to community development. Government policies and political climate increase bureaucratic red tape for NGOs mobilizing resources externally (Korten 1990). Where there is political instability donors will either not release funds or they reduce or enforce stringent measures. According to Walzer (2000), the government attitude and perceptions of NGOs have not been good in many African countries and some organizations have been considered by the government as a threat. This has led to some being deregistered or been given restrictions for sourcing funds from external donors for example in Ethiopia.

2.3.3 Funding

Funding is one of the most critical challenges faced by NGOs in the implementation of community development projects. It is undeniable that resource mobilization is a valuable

component for strengthening an NGO. According to Batti (2012), unfortunately there is a lot of competition for donor resources and in many cases for an organization to secure resources it depends on how well it can compete with other organizations to raise funds and on how good it is at exploring other ways to source for funds. According to Lewis (2009), those NGOs fortunate enough to have adequate resources to support their projects still face uncertainty over future funding. Many organizations wonder whether the donors will keep supporting project costs or will they shift their focus to other more pressing needs. At times a donor runs out of resources and can no longer cater for them. These are some of the scenarios that create uncertainty over donor funding and makes it extremely difficult for NGOs to plan and implement their project activities consistently.

According to Dimattia (2008), uncertain continuity of donor funding forces an NGO to leave a project and makes it difficult to design and expand project activities to improve the quality of services. However, the grave mistake that local NGOs make is to become over dependent on a single source of funding. When that source dries up the organization struggles to generate new funding when it is too late, hence projects are compromised or terminated. Lipsky and Smith (1990) argue that scarcities in financial resources can also constrain the activities of NGOs in a bid of community development.

According to Thomas (2008) most NGOs rely on donor funding hence they do not initiate income generating projects. In Zimbabwe in 2008 most donors withdrew their funding because of the political turmoil that was in the country. This was a blow for many organizations that forced them to close or halt their projects (Kapyepye 2013). In addition to that the economic environment can pose as a challenge to the operation of NGOs. This is currently happening in Zimbabwe where liquidity crunch has slapped the country due to the poor economic policies that are being implemented by the government. These economic policies are not auspicious, currently there is no cash at banks hence they affect the implementation of some projects.

 Funding is necessary for the existence and the development of local NGOs and lack of funding inevitably leads to the disappearance of many NGOs (Kuponiyi 2007). According to Oakley (1991) local NGOs of the grassroots have to work hand in glove with the international NGOs for funding. According to IRIN (2011) most NGOs rely on United Nations, United States of America, United Kingdom, government grants and sequestered contributions from other

foundations, individuals, umbrella organizations that distribute funding on behalf of other organizations. Hulme and Edwards (2005) in their study of African local NGOs concluded that international funding is being crippled due to the frosty relations between the Western countries and Zimbawe hence the withdrawal of funds.

2.3.4 Donor Country Priorities Changing

Many NGOs at times face dictation of priorities from donors hence organizations shift focus or are not eligible to apply for the funds as they are not meeting the donor priorities (Gow 2008). According to Graaf (2001), NGOs face shortfalls when the major bilateral donors shift priorities towards economic development and others outside the traditional scope of the organization. This has a negative effect on the implementation of projects. Most donor countries change their priorities because of other issues that would have emerged that need an urgent action hence this can force the NGO to abandon or terminate a project (Yuwen 2011).

According to Bray (2008), when natural disasters ensue most donor funds get averted to support relief programs and many local NGOs lack the capacity or expertise to undertake relief projects and during this time fewer funds are directed to normal development programs. It can be noted that most donors are now preferring to sponsor NGOs that deal with climate and environmental issues. Climate change and global warming are posing as threat hence donors are now funding this area because the effects of these issues can be so devastating if they are not addressed on time (Fernando 1997).

Flandez (2013) observed countries that are in conflict experience a decrease in financial resources going to NGOs as donors do not want to fund NGOs in areas of conflict as they perceive the funds will be diverted and purchase weapons or it will become difficult to complete projects in conflict prone areas .According to Gwimbi (2009) donor's preferences have continued to change and they have become increasingly selective. One notes that different donors apply different conditions on aid, for example specify projects that can be supported within their budget, working in partnership or collaboration with others, geographic cover, sector and a properly constituted organization (Allardce 2009).

2.3.5 The failure of the public sector to fund NGOs

According to a UNDP 2007 report, in some countries, the local governments are a major source of funding as they have different community welfare and development schemes which NGOs can apply and raise resources and implement community development projects. The public sector provides various types of subsidies to non-governmental organizations (NGOs). Government funding includes a broad range of direct and indirect support. The UNDP (2007) report noted that one-third of NGOs funding come from governments through varied degrees such as subsidies, government grants, and contracting.

According to Liebenberg (2000) exemption from paying tax can be considered as a government subsidy. During the last term of Clinton US president from 1993- 2000, the white house support to NGOs increased from 13 percent to 50 percent through USAID assistance and it has continued to grow since then. Mukasa (2002) noted most embassies of developed countries reside in the developing countries funding local NGOs. The government grants no longer exist in Zimbabwe because the government has no money due to the dismal failure of the Zimbabwean economy evidenced by the government failing to pay the civil servants. The donors have increasingly become fatigued by Zimbabwe's endless problems hence it has become difficult for them to continue funding community development projects (Murwira and Maponga 2014).

2.3.6 Donor-NGO relationship

According to Fernando (1997) an NGO which obtains more than 30 percent of its funding through an external intervention is not free in its activities. The NGO could plunge itself in a grim situation since it becomes tough to separate the donor and the NGO due to strategic factors. According to Patel (2002) in a situation where a greater fraction of an organization funding comes from external sources it will have an effect on the long run in the case of withdrawal of external funding. This means that any organization that depends solely on external funding will not be in a position to finance some of its initiated and creditable projects. The much dependence on external funding therefore makes it tough for local NGOs to accomplish their stated objectives.

Fernando (2008) further disputes that, external financing tends to impose some degree of restriction on local NGOs. The prevalent challenge being faced by local NGOs is taking into consideration the donor's demands as they cannot take the risk of losing financial aid which

would then affect the activities of the NGO as well as paid workers. Friedrick (2010) noted that contractual arrangements often contain negative restrictions for the NGOs hence donor- NGO relationship can have an impact on the implementation of projects.

2.3.7 Economic Instability

The economy can be a major challenge on the implementation of community development projects by NGOs. According to Christenson (1989), economic influence has two levels, first, the internal economics principle relating to the viability of a project holds that unless there is a net gain there is no point in even considering embarking on a project. The external or macroeconomic relate to high interest rates and prices, tariff barriers, embargoes and shipping restrictions, among other influences, of which the project manager have no control (Dennis, Slevin and Jeffrey 1987)

Kadete (2016) noted that in Zimbabwe the economy has been crumbling since 2000 and the GDP has fallen dismally. This has affected the implementation of projects in the sense that there is liquidity crunch that has slapped the country since there is no cash at banks. This delays the implementation of projects since the country is experiencing cash problems hence the introduction of bond coins. One can only withdraw 100 dollars at banks and this affects procurement process in which materials meant to implement a project are purchased.

2.3.8 Community members' participation

Many projects, and indeed most construction projects implemented by NGOs, inevitably affect the communities in whose area they are carried out. Conversely, the opposite holds true that the benefitting communities also affect projects being rolled out in their areas. It is vital therefore to inform the residents in the affected areas as early as possible of the intent, purpose and benefits to the community of the project. Busiinge (2010) noted that some projects cannot be started until after a public inquiry, environmental impact assessment, route survey or lengthy planning procedures. The attitudes of the community and its leadership also have an effect on implementation of projects in the sense that when people in the community do not co-orporate with the implementers it becomes a problem.

As a result of this, some of the leaders and community members do not to attend meetings of project activities and this affects the ownership of the projects and the work of NGOs. According

to Busiinge (2010), community development projects often undermine what people know and they participate for formality reasons and not because they believe in the project. The rationale of addressing socio-economic and gender issues in project implementation is the wish to achieve sustainable development. Projects should identify and understand the different roles and entitlements between men and women in the target communities, and the special challenges faced by disadvantaged groups (Chikati 2009).

2.4 Internal challenges faced by NGOs

Internal challenges are those challenges faced by an organization within the organization itself and they are within their control. The organization is able to mitigate those challenges. These challenges are explained in great detail and how they affect community development projects implementation.

2.4.1 Human Resources

The external environment is not the only side that pose some challenges the internal also contribute to some challenges in the implementation of community development projects. According to Tarisayi (2013), NGOs face some challenges on human resource and that activities of NGOs are mostly curtailed by human resource challenges. NGOs face a problem of shortage or well trained and experienced personnel as most of them would be volunteers for a certain project. Lekorwe (1999) coincides that NGOs have a human resources weakness in terms of training and experience.

According to Lawani (1999), volunteerism is the elementary characteristic of an NGO. It can be noted that in modern days the youth are taking volunteerism as a profession but they lack the enthusiasm and the extent of volunteerism is declining day by day and turning it into professionalism. Greene (1994) noted that even the graduates from social work are now lacking the enthusiasm in volunteering this leads to lack of efficient volunteers in NGOs in some developed countries. However, this is not the case in developing countries as everyone wants to work in the NGO sector as it is perceived to be better than the government.

2.4.2 Inadequate Training

According to Villain (2002) training is the process of transmitting and receiving information to problem solving. Willets (2002) views training as any process concerned with the development

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of aptitudes, skills and abilities of employees to perform specific jobs with a sight to increase productivity. It can be noted that an organization might have adequate employees with the capacity and willpower together with the right resources and full managerial support but still productivity can fall below the standard expected due to absence of adequate training. According to Kevin (1994), this missing linkage in many cases is the lack of adequate skills and knowledge which is acquired through training and development. Pradeep (2005) noted that most NGOs employees lack adequate training hence this affect how they implement projects

Cole (2002) stipulates that the rationale for training is to improve the knowledge and skills of employees as well as to change their behavior and attitudes towards work. Training is one of the most important potential stimuli which can lead to the betterment of both individuals and the organization. A change in the technology requires that employees must acquire the knowledge, skills and abilities needed to cope with new processes and production techniques. According to Vanitha (1993), training carries a sense of security at the workplace which in turn decreases labor turnover and absenteeism. Training in change management is significant to workers as it increases the level of understanding and the involvement of workers in the process of change as it enhances the abilities and skills needed to adjust to situations that may arise like salary increase and promotion (Vijay 1994). In turn the quality of community development projects increases.

2.4.3 Quality of Training and Employee Performance
The value of employees and their improvement through training are major factors that affect the implementation of community development projects. According to Hall (1990), recruiting quality employees is an advantage to an organization which in turn must have a policy to devote in the improvement of their abilities, knowledge and skills so that the organization can effectively fulfill its objectives. Traditionally, training was given to new employees and this is no longer the case as existing employees are now being trained in order for them to adjust to the ever changing job requirements. Organizations must be devoted to invest quality training and development in its employees for quality services (Project Smart 2012). A new hire training program provides a fundamental understanding of the position and how the position fits within the organizational structure. The more background knowledge the new associate has about how

one workgroup interrelates with ancillary departments, the more the new associate will understand his or her impact on the organization.

2.4.4 Absence of Strategic Planning

According to Smith (1987) NGOs who have strategic plans that would enable them to have ownership over their mission, values and activities are very few hence they become vulnerable to the desires of donors and makes it hard to measure their effect over time .Lack of strategic planning has become a major challenge being faced by NGOs in the implementation of community development projects and it has detrimental effect when it comes to the implementation of a project (Vanitha 1993). In most cases poor planning leads to poor quality of a project and there is need for strategic plans that guide the organization to know what the objectives are and enable the organization identify the resources needed.

Uphoff (1995) noted that most strategic plans developed are for donor purposes only and do not reflect the actual needs to be addressed by the communities. There have to be effective strategic planning in order for a successful implementation of a community development project so that the objectives of a project are fulfilled effectively as they seek to address the problem intended to be solved by a project.

2.4.5 Leadership

According to Mehta (2010), in NGO sector where there is a highly personalized leadership nature, leadership has become a matter of concern. According to Hailey (1999), many NGOs are full of sketchy stories about the negative impact of authoritarian founder leaders who are viewed as charismatic autocrats. On the other hand such leaders are devoted and have a notable ability to mobilize resources and people. These leaders on the other hand face a critique for dictating organizations, unaccountable and failing to adapt to ever changing circumstances. Chambers (1997) argues that such NGO leaders can achieve many things through their vision, devotion and guts but the way they use their power jeopardizes the effectiveness of the organization. He further argues such charismatic leaders are not easily corrected or contradicted hence they are vulnerable to flattery, placation, deference and acquiescence.

Consequently these leaders actively stifle auspicious initiatives that may impend their power base, position of patronage and relationships. Many local organizations' leadership face this syndrome (Umukoro 2009). This is whereby the founder or founders tend to control and manage the affairs of the organization with minimal participation from other members. For example a CEO or board members will not allow other staff to engage in resource mobilization or the leaders become too comfortable with the current methods of resource mobilization and are not willing to explore other new ways hence this affects the implementation of a project when organizational leaders do not want to explore new ways of implementing projects.

2.4.6 Poor Networking and Communication

Poor networking and communication are other challenges that are being faced by NGOs in the implementation of community development projects. This results in the duplication of projects, conflicting strategies with other NGOs doing the same projects. Consequently a great deal of suspicion among NGOs'lack of transparency and secrecy arises (Roodt 2001). According to Kris (2009), networking is a common term frequently used by NGOs sector in many African countries, but rarely practiced.

Many NGOs lack networking skills and instead are seen competing for resources than working together towards common interest. Many donors are currently looking to fund organizations that are in networks or working together (Korten 1990). In addition to that accessibility is also another challenge. Riddel (1995) infers that remote areas with poor road networks are left out of development because they are not accessible hence development is felt within urban areas or development in the rural areas lag behind because of its inaccessibility.

2.4.7 Relationships with International Non-governmental Organizations

It can be noted that International Non-governmental Organizations occupy so much space that there is a little room for local NGOs. According to Tandon (1989) INGOs often intervene without any financial constraints because they are internationally funded. Unlike most of the NGOs in Zimbabwe. These INGOs are liable for creating the high cost image that undermines the credibility of the sector and are also perceived to be determined by short-term project approaches that are not locally sustainable. It is unsuitable and tough for a local NGOs to compete with the international organizations hence it becomes a challenge to the local NGOs.

Some external organizations do not work with local NGOs and this simply result in an unfair competition and hold back the development the sector and cost effective development interventions.

2.5 Other countries experiences

Under this heading, other countries experiences are highlighted. This entails the challenges that are being faced by some NGOs in other countries. In this study, the researcher highlighted the challenges being faced by NGOs in India and China. The researcher chose a developing and a developed country in order to do a comparison and an analysis on those challenges faced by each country.

2.5.1 Case of India

In other countries, NGOs are also facing challenges in the implementation of community development projects. According to Riddel and Robinson (1995) in their evaluation of projects on rural poverty alleviation conceded out by NGOs in Zimbabwe, Uganda, India and Bangladesh. They noted that NGO projects and initiatives were effective and successful in improving the social status of the poor but not all the projects were successful in helping out the poor due to the external and internal challenges faced by the NGOs.

According to Mohanan (2000), NGOs have been playing significant role in the sphere of community development in India over the last quarter of the century. Vijay (2004) took a micro level study in an attempt to provide better understanding of NGOs working in Manipur and the challenges they face. In 2000-2001, he conducted a survey in two tribal villages of Manipu in Khangshin and Minou. He concluded that NGOs are playing active role in developmental activities in terms of sanitation, health, women and children and education in a bid to improve the quality of life. Pradeep (2005) noticed a tremendous growth of the NGO sector both national and international in the last two decades.

Rural Reconstruction Society (RRS), Social Activities For Rural Development Society (SARDS), Community Action For Literacy and Livelihood (CALL), ASSIST, Rural Aid Service Organization (RASO), Society for National Integration through Rural Development (SNIRD), Rural Development Society (RDS), Rural and Urban Development Society are the some of the

NGOs in India are that are facing challenges in the implementation of community development projects.

According to Ladele (2007), a numerous NGOs in India are suffering from paucity of funds. This is happening because government of India does not offer grants in aid and it delays in the sanctioning of grants for numerous projects. In this case NGOs have to make matching contributions which they are sometimes unable to manage and as a result they are unable to avail themselves of the grants. Insufficient funding is causing most NGOs in India to languish for funds. In addition to the challenges, lack of dedicated leadership is also affecting the implementation of community development projects in India.

Leadership in NGOs is perceived as a challenge. It can be noted that the leadership qualities of the leaders determine the quality and quality of the services rendered by the organization (Vijay 2004). Dedicated leadership which is denotes leadership for the sake of leadership is a most imperative governing factor in this regard. Unfortunately, NGOs have faced a crisis of leadership in this post- independence era. This is so because the leaders who have pioneered in voluntary action and worked for it with a spirit of commitment have decided to enter into politics hence this has created a vacuum for a dedicated leadership in the NGO sector (Mohanan 2000). In most cases, the leadership in NGOs is concentrated with elderly people and this style of functioning of these elderly people exhibits authoritarianism that frustrates younger people who are embodiments of new ideas, initiatives and innovation which are not allowed to be practiced and expressed (Mehta et al 2010).

Furthermore, another challenge being faced by NGOs in India is inadequate trained personnel which is curtailing the implementation of community development projects. Pradeep (2005) is of the view that the NGO sector was earlier assumed to be served by unpaid social workers pervaded with the spirit of service and did not require any special education or training but the present trend who are having professional education are not interested to work with NGOs in India. Their vision has been transformed as they prefer to work in urban areas only hence it is very hard to have trained and educated people who are willing to work in the rural areas where most of the NGOs operate in interested to work in urban areas only.

According to Bunker (1994) misuse of funds is also another challenge being faced in the implementation of community development projects in India. This abuse of funds lead to the

deficit of resources meant for implementation hence the project is affected. It is the matter of fact that some corrupt elements in have made prosperities by floating NGOs for their personnel gains and managing grants from the government. It is a common experience that there have been serious misuse and misappropriation of funds received as granting-aid from the government, foreign donors and raised through their own resources by the most of the NGOs (Bunker 1994). These NGOs may reflect its image to other NGOs who are working with dedication and commitment.

2.5.2 Case of China

It can be noted that as the second largest economy and a fast growing market in the world, China has achieved a lot in the past 30 years but the NGO sector is still a new concept in the country (Ling 2010). According to Lawson (2000), many Chinese people got to know the word "NGO" for the first time in 1995, when Beijing held the 4th World Conference on Women. Over 26,000 delegates from abroad NGOs participated in the Conference and discussed women's issues together.

Inspired by the Conference and her original keen interest in women's rights, later in 1995 Guo started her career in the non-profit field and founded the Women's Legal Research and Service Centre (affiliated to the Law School of Peking University). She and her associates helped women get access to free legal service and defend their legal rights on the court. Unlike Beijing Zhong Ze, a large portion of non-profits in China did not set up until recent years.

In 2008, the great earthquake hit southwest Sichuan Province, and people's high spirit in donating and volunteering hit the country (Muta 2009). The great earthquake paved a way for the NGO sector to grow and the NGOs emerged quickly and swiftly. Today, there are 1-1.5 million registered or not registered non-profit organizations in China. However, due to some reasons, most of them are not quite effective and efficient because of the challenges they face due to the external and internal environment.

Most NGOs in China face the challenge in registering. Yuwen (2011) noted that NGO registration in China is strict and difficult. Only when an NGO gets a government department to supervise its operation is it eligible to submit an application of registration to the civil affairs

office. This complex procedure leaves many grassroots NGOs unregistered, which means they cannot raise funds, enjoy tax preferential policies, and they face potential legal risks. Many other non-profits select to register as a corporation, but they have to afford higher tax rates. Though the situation is changing in some parts of China, like Guangdong Province, where non-profits do need to find a government office to supervise their operation, things remain the same as usual for the rest of the country.

According to Zhang (2010), many Chinese NGOs are short of various kinds of resources, from funds to volunteers, from public support to professional assistance from outside the organization. Fund raising is always a critical challenge to all NGOs. In China, only public foundations can raise funds publicly (Ling 2010). Fund raising channels for other foundations and NGOs are by an individual or corporate donation, CSR programme funded by companies, and prizes and awards given by government or other organizations hence funding is a major challenge curtailing the activities of NGOs in China.

In addition to that, public understanding of the NGO sector and its role is still very low in China. It is so because in China the government manages everything traditionally including the social environment. Yuwen (2011) disputes that peoples' perceptions on the NGO sector has been noted as a challenge as many people perceive that it is not decent to work in an NGO unlike in developing countries where everyone opts for an NGO rather than the government. This also explains why they cannot get sufficient funding from the society. Consequently, only very few professionals seek jobs in the NGO sector. According to Yuwen (2011), this put the NGOs in a very difficult situation, as they lack expertise in tax and accounting, legal, and in their respective working fields such as health, education, climate changes, and community development.

Many grassroots NGOs in China face a major challenge on human resources. They may have one or two staff. As noted by Yuwen (2011), they do not have a clear mission, vision and value. The directors do not have a strong leadership, let alone the organization's structure and efficiency. This is the reason why many big corporations have a difficulty in finding a proper NGO to collaborate with in implementing their community development projects.

According to Yuwen (2011), unprofessionalism leads to less resources, which leads to more unprofessionalism. The status quo is hard for the NGO sector, but it is not really a dead end. Some of them not only survive, but also grow bigger, stronger and more influential, like Beijing Zhong Ze. The NGO sector in China only needs a loose environment especially on the issue of registration. According to Yuwen (2011) people have been arguing on issues related to the development of NGO sector in recent years, such as registration, fund raising, using of funds, legal structure and fields of practice. The ultimate goal is to create a desirable environment for the sector and foster the culture of philanthropy. There have been some actions after Guangdong Province loosened the registration restriction for NGO, the Civil Affairs Bureau of Wenzhou (in Eastern Zhejiang Province) released a new regulation in October 2012 saying the registered capital for philanthropic organizations descends to zero. It can be concluded that NGOs in developed countries face less challenges as compared to developing countries because of the differences in their economies of scale.

2.6 Chapter Summary

The above chapter was giving out other scholarly views concerning the challenges that are being faced by NGOs in the implementation of community development projects. It is important to note that these challenges are either external or internal hence they affect projects being implemented by the NGOs. The external challenges include economic, political and social whereas the internal challenges are those challenges within the organization. The chapter explained some theories that are related to community development that include the Institutionalism theory and Alternative Development theory. The chapter also highlighted other experiences of other countries that are experiencing the same challenges. In this case, case studies of India and China were mentioned in brief as most NGOs are also facing challenges in the implementation of projects.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

The current chapter contains the methodology of the study. This includes the research design, sampling method used and also methods of collecting data .Methods of analyzing and presentation of data are also going to be discussed in this chapter. Ethical considerations employed in this study are also going to be discussed as they are significant in the solicitation of data in order for a research to be successful.

3.2 RESEARCH DESIGN

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Bryman 1989). According to Brink and Wood (1994), a research design is the examination outline incorporates the points of the exploration, the last determination of the fitting methodology, the information gathering strategies one mean to utilize, the picked techniques for information investigation and elucidation and how this suits the examination.

In this study the researcher used the mixed methods research design. According to Creswell (2008) a mixed methods research is both a method and methodology for conducting research that involves collecting, analyzing and integrating quantitative and qualitative research in a single study or a longitudinal program of inquiry. It can be noted that the purpose of this form of research is that both qualitative and quantitative research in combination provide a better understanding of a research problem or issue that either research approach alone (Plano and Creswell 2008). In this study the researcher used both qualitative and quantitative techniques in the research.

3.3 TARGET POPULATION

Target population is the population that the researcher studies and whose findings are used to generalize to the entire population (Mugenda and Mugenda 2003). Population can also be defined as the number of elements understudy from which a sample shall be drawn. The target population of this study included all the employees at ADRA in Zvishavane that is the

management and other general employees. The human resources records statistics showed that there were 40 employees at ADRA Zvishavane. Therefore, the target population of this study was 35 employees.

3.4 SAMPLE SELECTION
Sampling Techniques

According to Kombo and Tromp (2006), a sample as a finite part of a numerical population whose properties are studied to acquire information about the whole sample. Sampling can be described as a process of selecting a number of individuals for a study from a smaller group to represent a larger population hence it can be said that a sample is a part of the huge population that is chosen to represent for the entire population. The qualities of the sample should be the same with the entire population understudy. In the study, the researcher used convenience, judgemental, random sampling and stratified sampling techniques.

Convenience Sampling

According to Krefting (1991), convenience sampling is a non-probability sampling technique whereby a researcher selects subjects because of their proximity and convenient accessibility. Convenience sampling is ideal to test the entire population, but in most cases, the population is just too large that it is impossible to include every individual (Merterns 2005). In this study, the researcher used convenience sampling technique by interviewing the respondents who were available and free at the time the researcher went to the organization for the collection of data. The researcher chose convenience sampling because it is fast, cheap, and easy as all the participants are readily available.

Judgemental Sampling

Judgemental sampling is another form of a non-probability sampling technique when a researcher selects the units to be sampled based on their knowledge and professional judgement (Streubert and Carpenter 1999). This technique can be called purposive sampling or authoritative sampling. It can be noted that purposive sampling technique can be applied in cases is where the specialty of an authority can select a more representative sample that can bring more accurate results than by using other probability sampling techniques. The process involves nothing but deliberately selecting individuals from the population centered on the researcher's knowledge

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and judgement. The two main flaws of authoritative sampling are with the authority and in the sampling process both of which pertains to the reliability and the bias.

Random Sampling

In this technique, each member of the population has an equal chance of being selected as subject Webb (1999). The entire process of sampling is done in a single step with each subject selected independently of the other members of the target population. In this study, simple random sampling was done by the researcher when she was given the list of the respondents with their names and working ranks then the researcher just selected any respondent from each working rank. The advantage of this technique is that it is a fair way of selecting a sample since everyone is given an equal opportunity to be selected. The disadvantage is that simple random sampling method is the need of a complete list of all the members of the population and it must be up to date.

Stratified Sampling

According to Tesch (1990), stratified sampling is a probability sampling where the investigator divides the whole population into diverse subgroups or strata, then randomly selects the final subjects equivalently from the different strata. The researcher used stratified sampling in this study when she divided the respondents according to their working ranks. In this study, the researcher grouped the Directors, Managers, Field Officers and other employees in different categories. It is important to note that strata must be non-overlapping. Having overlapping subgroups will grant some individuals higher chances of being selected as participants. This completely negates the concept of stratified sampling and denotes the findings. In this study, the researcher grouped the participants according to their ranking levels at the organization.

Sample Procedure

This study made use of stratified sampling method according to the population levels of employment at the organization. At the organization, there were four levels comprising of senior management, supervisors, the field officers and the general workers. The researcher then applied proportional stratified sampling method to select a representative sample for the study. Wellington (2000) defined sampling as isolating the entire populace into generally homogeneous

subpopulations called strata, which are then tested haphazardly. The strata are formed based on members' shared attributes or characteristics who are put together to make a sample. There are groups of people with similar characteristics or attributes are put together and make a sample.

After the identification of the target population in this study which was employees at ADRA Zvishavane. The researcher then divided the employees at ADRA into groups according to their level, a random selection of each group participant was done. The researcher also used convenience and judgemental sampling when she carried out interviews. According to Cooper and Schindler (2003) statistically, in order for generalization to take place, a sample of at least 30 respondents must exist and that if well chosen, samples of about 10% of a population can often give reliable data. The sample size was 35 participants hence the researcher distributed 35 questionnaires.

3.5 METHODS OF DATA COLLECTION

3.5.1 Documentary Review
Miles and Huberman (1994) defined documentary review is the literature obtained from the case study that includes project documents and reports on the project that they implement. In this study, the researcher used this method of data collection as it is vital in providing background information and facts about projects implemented by the organization ADRA.

3.5.2 Interviews
According to Cohen and Manion (1994) an interview is a discussion started by the questioner for the particular reason for acquiring research significant data. Interview plans contain an once-over of request that were asked to the respondents and the responses are furthermore recorded in that was used as a piece of this examination study. The researcher utilized both structured and unstructured interviews for managerial staff in this study. Structured interviews were utilized in light of the fact that the interviewee would be given the precisely same questions in the same request. This helped to ensure reliability and examinations would be done effectively basing on the same inquiries. Unstructured interviews were additionally utilized so that the analyst would investigate top to bottom issues relating the subject under study. They additionally encouraged by permitting respondents to react to questions flexibly which advanced an expansion in information gathering.

One on one interviews were done by the researcher on the senior management, field officers and other employees. These interviews were done during lunch time when people were free from doing their everyday duties. The interviews were carried in an informal way so that the people who were being interviewed felt comfortable. The researcher experienced some disadvantages in using one on one interview in the sense that there was high degree of social desirability bias where the interviewer wanted to create a favorable impression. Face to face interviews have a disadvantage in that there is high probability that the person being interviewed may lie unlike in questionnaires.

The advantages of using the interviews in this study are that they are useful for gaining insights and context into a topic. Also, there was less bias as interviewees were not influenced by others in the group. They usually achieve a high response rate as information is currently recorded. Interviews are also useful in obtaining detailed information about personal feelings, perception and opinions. Interviews allowed the researcher to directly obtain data information from people involved in the area of research.

It is undeniable that interviews are very time consuming when it comes to set up and analyzing of data. In turn they may seem intrusive to the respondents. Interviews can also be confusing as some respondents may tell the interviewer what they want to hear. Interviews are difficult to conduct in areas where respondents are always busy and this was the case of ADRA which is a busy organization. They also require interview skills so as to pick what is relevant and what is not.

3.5.3. Questionnaires

Saunders, Lewis and Thornhill (2003) observed that questionnaires encourage the gathering of information by soliciting all sample of people, to react to the same inquiry they can be in printed or electronic structures and in this study the researcher used the print structure. This is an archive containing questions intended to request data which is relevant for the examination. Questionnaires contain proclamations and inquiries which respondents are requested to concur or differ on. A questionnaire is a data collection instrument in printed form with a provision for answering questions on the spaces provided (Cooper et al 2009).

A questionnaire was used to gather preliminary data from the researcher's main target. Questionnaires provided an opportunity to gather the required data from a large group. The

student also used the self-administered questionnaires thus enabled them to express their feelings freely and suggest for improvement. Information was gathered by method of a formalized arrangement of questions both closed and open-ended questions being placed in composing in order to acquire and record indicated and pertinent. Open ended questions give a space for the respondent's own answer and closed ended questions have a set number of options reactions for instance the respondent is requested to tick in the box provided. The researcher used both closed and open ended questionnaires.

In this study the open ended questionnaires gave the respondents a chance to express their feelings freely and anonymously. They enable the researcher to get below the surface, explore and probe. Open ended questionnaires encouraged the respondents to think and offer considered answers. Closed ended questionnaires has also some advantages in the way that they are easier for data analysis than open questions. The closed ended questionnaires can be easily reproduced by other researchers who might want to test the researcher's findings. They are also simple for respondents who will be busy.

3.6 DATA ANALYSIS

According to Sternberg (2004), data analysis is a method of transforming, inspecting, cleaning and modeling data with the objective of discerning useful information, proposing conclusions, and supporting decision-making. Tesch (1990) is of the view that data analysis is significant as it discovers patterns and relationships in the data collected. Consequently, data analysis is a significant part of the research because it constitutes the basis of the information from which conclusions can be drawn. In this study, the researcher used both content and thematic data analysis methods.

3.6.1 Content Analysis

According to Creswell (2008), content analysis is a standard technique for the analysis of data that comes from several sources oscillating from textual material, interviews, pictures and video materials. In the study, the researcher used content analysis when the relevant parts for answering the research questions were selected on the interviews and questionnaires. The relevant data collected through the interviews and questionnaires was

paraphrased and then analysed in order to come up with the conclusions that answered the research questions.

3.6.2 Thematic Analysis

Tashakkori and Teddlie (2003) defined thematic analysis as the major form of data analysis in qualitative research that accentuates in probing, identifying and recording patterns or themes within data. Themes are patterns across data sets that are imperative to the description of phenomenon and are supplementary to a specific research question (Saunders 2007). Patterns are identified through a rigorous process of data familiarisation, theme development and revision. In the study, the researcher implied thematic analysis of data by examining themes that emerged during the conduct of the study. Thematic analysis is a reliable data analysis method as it ensembles questions interrelated to peoples' experiences, perceptions and views and it can be used in diverse theoretical frameworks.

3.7 ETHICAL CONSIDERATIONS

 According to Sternberg (2004), ethical considerations are a set of moral principles which are proposed by an individual or groups and are consequently widely accepted, and suggest behavioural expectations and rules about the most correct conduct towards respondents and tentative subjects. The student obtained the permission from the organization ADRA. Participation was voluntary and the participants were well informed that they could withdraw at any stage if they wished to do so. The respondents were assured of high confidentiality that the data collected was strictly for academic purpose only. Although names were not shown on the questionnaires, all completed questionnaires will be destroyed after the analysis and presentation of data so as to maintain confidentiality and anonymity of respondents.

3.8 CHAPTER SUMMARY

In this chapter, the methodology and the research design used in the study were discussed. The methods of data collection were also discussed as well as their advantages and disadvantages. Also, the sources of data were mentioned in the chapter. In addition to that, the challenges faced by the researcher in the collection of data were also discussed. The researcher also highlighted the way in which the data was going to be analyzed and the forms of data analysis and

presentation. The next chapter will look at the data presentation and analysis obtained from the study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

The immediate chapter's aim is to present and analyze data on the challenges faced by Non-governmental Organizations in the implementation of community development projects in Zvishavane, the case of ADRA. In this chapter data presentation and analysis was done in the manner indicated in the previous chapter. The analysis was done by linking the findings of this study with the empirical literature which was reviewed in Chapter 2. Data is presented using bar graphs and pie charts.

4.2 Total Employees at ADRA

Table 4.1 Total employees at ADRA Source: Field Data

Directors	Managers	Field officers	Other employees	Total Employees
3	2	20	15	40

The table above shows the total number of employees at ADRA Zvishavane. The organization Human Resource Department statistics showed that there were 40 employees at ADRA Zvishavane. There were 3 Directors, 2 Managers, 20 Field Officers and 15 other general employees from the Administration and Monitoring and Evaluation Departments.

4.3 Response Rate

Table 4.2 Response rate Source: Field Data

Targeted Response	35
Actual Response	30
Response Rate %	86%

The table above is an illustration of the response rate of the targeted population. The targeted population was 35 employees from ADRA Zvishavane. Convenience sampling was done to select 50% of the total employees of 40 from ADRA. Out of 35 employees selected as the target population, only 30 responded to the questionnaires distributed by the researcher and 5 employees did not return the questionnaires which is 14% of the targeted population. The high respondents of 86% on questionnaires shows that the findings of this research are valid. This was so because of the coordination that was done by the administration of the organization together with the researcher.

The researcher also did interviews with the respondents. In this study, the researcher managed to do 22 interviews by interviewing 2 Senior Managers, 1 supervisor, 12 field officers and 7 other general employees. The respondents were selected after the researcher employed stratified sampling by putting the employees in their different groups according to their ranking level at the organization. The researcher then used a random sampling where every respondent had a chance of being chosen. The researcher used judgemental sampling on the senior managers and the supervisor s interviews because these were the top official at the organization hence they had all the critical information needed by the researcher judging from their positions at the organization.

4.5 Current Designation at ADRA

Figure 4.5 Current Designation of Respondents at ADRA Source: Field Data
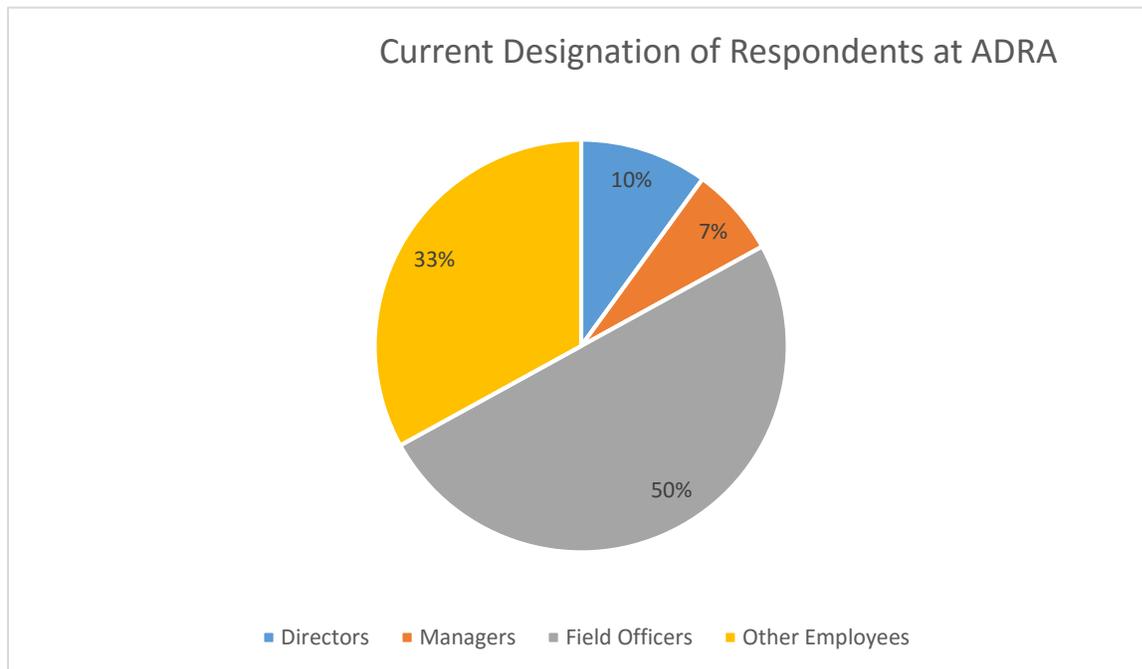
The pie chart above is an illustration of the respondents' designation at ADRA. The directors constituted 10% of the respondents and they were also crucial as soliciting of information was concerned as they are the top officials at the organization. The field officers constituted 50% of the respondents hence the finding of this research are valid as the field officers are the key implementers of the community development projects hence they have the sufficient information related to the study at hand. They have all the information on the challenges they face when implementing community development projects.

In addition to that, the managers also respondent and they gave out information on the challenges they face in the implementation of the projects. Their role is to run the daily business of the organization hence they had full information about the internal and external challenges they face in the organization that affect the implementation of the projects. This is so because the field officers report to the managers who in turn report to the directors. The designation of the respondents was crucial in this study as each level was significant in giving out information as required by the questionnaires. The designation of the respondents was significant as all the departments were fairly represented hence the findings of this

study are not biased. Information had to come from all the departments for fairly representation.

4.6 Period worked within the organization (ADRA)

Figure 4.6 Period worked within the organization by the Respondents Source: Field Data

The column graph above illustrates the period worked in the organization by the respondents in terms of the years they have been in the organization. The graph shows that the majority of the respondents have worked in the organization between the periods of 5-10 years indicating that they have worked in the organization for so long hence they have the knowledge about the challenges faced by the organization in the implementation of community development projects. Pradeep (2005) is also of the same view that people who work for an NGO for at least five years have a better knowledge of the challenges that are faced in the organization. This is significant in this study as it proves the reliability of the findings of this study as compared to those employees who have worked at ADRA for a few years.

Roodt (2001) noted that people who have worked for a few years in the organization do not have full understanding of the challenges faced as they will be new to the organization hence

they cannot fully articulate the challenges as compared to those workers who have worked in the NGO for a longer period. In this case, those respondents who have worked in the organization between 15-20 years know a lot about the organization hence they are significant to this study since they are part of the respondents. Information was gathered from those that worked for a long period and those that have worked for a few years in order to come up with an analysis and reach a conclusion that people who have worked in the organization for a long period have a vast knowledge concerning the challenges that are being faced by the organization in the implementation of community development projects since they have been involved in many projects implemented.

4.7 Role played by ADRA in fostering Community Development in Zvishavane

Table 4.7 Projects implemented by ADRA in Zvishavane

Project Name and Year	Problem	What was done to solve the problem	Where
Chenhunguru Development Initiative (2010)	Inadequate classrooms at the school resulting in other school children learning outside the classrooms.	A block of 8 classroom was built at the school.	Zvishavane Rural Community.
WASH (2012)	Unsafe drinking water sources resulting in cholera and diarrhoea epidemics.	50 boreholes were drilled for clean water supply.	Zvishavane Rural and Urban Areas.

Lean Season Assistance (2015)	The area is hot and prone to droughts hence there was shortage of food due to poor yields.	Food Aid, climate smart training and residents to reclaim the gullies.	Zvishavane Region 5
Lundi Development Initiative (2013)	Inadequate toilets at the school	A block of toilets was constructed.	Lundi Primary School in Zvishavane.
Save Runde Children (2011)	School children were drowning in Runde River	A bridge was constructed along Runde River	Runde Zvishavane Rural community

The table 4.7 above shows the community development projects done by ADRA. This table is answering the research question on the role played by NGOs in fostering community development in Zvishavane. It is undeniable that NGOs are the major actors when it comes to community development as they act quickly in solving the problems that may arise as compared to the government that has many responsibilities. Clark (1999) in his Alternative Development Theory noted that NGOs are the major actors in fostering development and they are much closer to the poor and this theory is validated by this findings of this study.

These projects implemented by NGOs are done to solve various problems found within the communities. Brett (1993) in the Institutionalism theory he stipulates that NGOs have the right rules and incentives and they have the capacity of initiating development as they have the resources. In this case from the findings of this study, the researcher agreed to Brett's theory as the findings proved that ADRA as an NGO with the right resources and incentives is fostering development in Zvishavane through the development projects it is implementing

in Zvishavane as illustrated in the above table. ADRA is funded by international donors who provide the resources for the implementation of the projects hence Brett's theory is aligning with the findings of this study. The researcher got all the projects information from documentary review when she read all the documents written concerning completed and current community development projects being implemented by ADRA in Zvishavane.

From the table above, it can be noted that there was a problem at Chenhenguru Primary school at the problem was inadequate classrooms that caused some other children to learn outside. This was not good for the children as they could miss lessons in cold weather or rainy seasons as the weather was not favorable for learning outside. Projects are done in order to solve problems, so in this case, ADRA as a community development agency formulated and implemented a project entitled Chenhenguru Development Initiative that was meant to solve the problem of learning outside due to inadequate classrooms. Tandon (1989) noted that when problems arise, NGOs act quickly to address those problems unlike the government that takes long to act because of the bureaucratic structures found in government institutions. Thomas (2009) is of the view that NGOs quickly make decisions and act on problems unlike the government that takes too long to respond because the government has many responsibilities. ADRA was funded by USAID in order to implement this project and it managed to build a block of 8 classrooms for the school. The project was started in 2010 and it was finished in 2012. After the project was completed, the donor who funded it the Action Aid Zimbabwe, ADRA Monitoring and Evaluation team and the local authorities evaluated the project if it had fulfilled the intended objective.

In developing countries like Zimbabwe where development is still lagging behind, sanitation is poor as many rural and urban communities still lack clean water for drinking. This triggers epidemics like cholera that claim the lives of many if the situation is left unsolved. For instance, the cholera epidemic that smashed the country in 2008 was due to poor water sanitation as many people drank water from unsafe sources from rivers to streams. The rise of deaths due to diarrhoea from the Ministry of Health reports has proved that the communities especially the rural areas are having unclean water supplies. Batti (2012) asserts that NGOs have played a crucial role in terms of health and sanitation by various

projects they do especially borehole drilling in communities where clean water supply is scarce thereby they are working hard in improving peoples health.

In urban areas, it can be noted that in many residential areas many taps have dried up due to the failure by ZINWA to provide water. In many residential areas, water is only available for 3-6 hours and this forces people to drink water from any source that is available to them especially streams and rivers. This problem of scarcity of water in both the rural and urban areas paved a way for NGOs like ADRA to fulfil their objectives in terms of community development.

ADRA was funded by UNICEF to implement the WASH project which was bid to improve access of communities to clean and safe water through the drilling of boreholes in partnership with other NGOs such as World Vision. About 50 boreholes were drilled by ADRA in the rural communities of Zvishavane such as Mabasa, Siboza, Muzvondiwa, and Lundi. In the urban areas of Zvishavane, boreholes were also drilled in Maglas, Kandodo, Eastlea, Highlands and Makwasha. The WASH project is an ongoing project until the whole Zvishavane town has access to clean water. With projects such as WASH it is clear that NGOs are playing a pivotal role when it comes to community development.

The Lean Season Assistance project was started in 2015 and is still in progress. The project is being funded by United Nations World Food Programme. It can be noted that Zvishavane is located in Region 5 which is very hot and it is not surprising that plants wilt a few months after planting them due to low rainfall patterns hence Zvishavane is prone to drought. This vulnerability to droughts leave residents in dire need for food. Through food aid, climate smart training and internal savings and lending training to enable residents to adapt to their environments. The project will recommend communities to reclaim gullies in their areas in order to curb erosion. This project is being implemented in order to reduce the adverse effects of drought in Zvishavane. With all the evidence, one can conclude that NGOs are playing a major rule in fostering community development with the various projects they implement.

NGOs are playing a pivotal role when it comes to community development. It was found that at Lundi Primary school in the rural area of Zvishavane the school was facing a shortage

of toilets. Most children resorted to the bush and this was not hygienic and proper especially in this era where civilization is at its peak. ADRA sought to rectify this problem by building a block of toilets for both boys and girls through a project called Lundi Development Initiative in 2013 which was funded by Global Fund. NGOs also involve the community members in the implementation of the projects. In this case, ADRA involve the community member to take part in the infrastructural development and they are given food as incentives. According to Busiinge (2010), the attitudes of the community and its leadership also have an effect on the implementation of projects hence if they do not corporate it becomes a challenge to the NGO hence the project beneficiaries have to actively participate in the project.

In addition to that, as the table above shows. NGOs are playing a crucial role when it comes to community development. It was noted that many school children were drowning in Runde River as drowning report cases were increasing. This was so because most school children had to cross the river when going to school and during the rainy season, the river will be full. ADRA intervened and built a bridge in Runde rural community. This was done to curb the problem of drowning which was claiming the lives of people. This project was funded by ADRA Australia.

4.8 Challenges faced by ADRA in the implementation of community development projects.

In implementing projects that are meant to enhance the lives of people in different communities in Zvishavane, ADRA has faced some challenges. These challenges emanate from the external environment and the internal environment. The external challenges include political interference, economic instability, government policies, funding, community members' participation, donor country priorities changing and the failure of the public sector to fund NGOs. The internal challenges originate from within the organization itself. These challenges include inadequate human resources, absence of strategic planning, leadership and poor risk management policies that result in project failures.

Figure 4.8 Challenges faced by ADRA Source: Field Data

Challenges faced by ADRA

67% Political interference
73% Government Policies
27% Climate
50% Economic Instability
40% Funding
37% Failure of Government to fund NGOs
30% Donor Priorities changing
30% Human Resources
20% Absence of Strategic Planning
17% Leadership
13% Poor Risk Management

Legend:
- Political interference
- Government Policies
- Climate
- Economic Instability
- Funding
- Failure of Government to fund NGOs
- Donor Priorities changing
- Human Resources
- Absence of Strategic Planning
- Leadership
- Poor Risk Management

The pie chart above illustrates the challenges faced by ADRA in the implementation of community development projects in Zvishavane. The pie chart illustrates the external and internal challenges that were gathered through interviews and questionnaires by the researcher in the field. From the chart it can be noted that external challenges are the ones affecting the implementation of community development projects. This is evidenced by 73% on government policies, 67% on political interference, 50% on economic instability and 40% on funding. These statistics implies that external challenges are affecting project implementation to a greater extent as compared to internal challenges that have a little effect on project implementation. Even though the internal challenges are affecting project implementation, they are only doing so to a lesser extent and they can be easily mitigated rather than the external challenges. Korten (1989) also noted that internal challenges faced by NGOs are easy to solve than the external challenges that are beyond the organizational capacity.

The study sought to analyze the challenges faced by NGOs in the implementation of community development projects using ADRA as a case study. Challenges are inevitable in everything that is undertaken. The Pie Chart above illustrates the challenges faced by ADRA in the implementation of community development projects in Zvishavane. From the data obtained from the field through interviews and questionnaires the researcher found out that the greatest challenge that was faced by ADRA was government policies that affect the activities of NGOs in Zimbawe.

The Public Order Security Act of 2005 affects the implementation of community development projects by ADRA in the sense that at times it delays some meetings of ADRA with different community members concerning community development issues. The Act forbid people to gather without the police clearance. Raftopolous (2006) noted that POSA placed limitations on freedom of association, assembly and information and this has hindered many NGOs projects.

In addition to that, another act that was passed in January 2016 called Non-Governmental Organizations Act is also affecting ADRA's implementation of community development projects. One of the Act's objectives is to establish an independent, responsible and self-monitoring system for civil society by providing for a framework for responsible and effective self-regulation and accountability of non-government organizations and thereby to increase public and donor confidence in the work of such organizations. Green and Haines (2008) noted that government policies introduced may be supportive or repressive.

In this case, NGA is vague as it is both supportive and repressive. It is supportive in the sense that it seeks to facilitate constructive relations between the government and the NGO sector at the same time it is repressive in the sense that it demands the accountability of NGOs in pertaining their activities from fund raising to implementation of their projects as the Act also stipulates about auditing of all financial statements of NGOs. In summation, NGA was formulated in order to monitor all the activities of NGOs in order to see any NGO that might pose as a threat to the government. The relations between the government and the NGO sector is antagonistic and it is characterized by lack of trust and this chokes prospects of development (Bratton 1989).

The researcher through one on one interviews got information about political interference by politicians in the activities of ADRA. In 2000 and 2008, Zimbabwe was characterized by a harsh political climate when there was a severe political instability because of elections that were characterized by violence. Chakawarika (2011) is of the same view as she noted that politicians interfere in the activities of NGOs in a bid to thwart them as they pose as threats especially in the time of elections. These violent elections affected ADRA's implementation of community development projects as most projects were terminated and postponed because of the harsh political climate. Most NGOs projects were accused of supporting the opposition party Movement for Democratic Change (MDC) and convincing people to vote for MDC. For instance, the project of drilling boreholes was suspended in 2008 because of political violence in many parts of the country.

From the questionnaires distributed about 40% of the respondents said that funding was also another challenge. Funding in terms of financial resources is crucial for the existence and operations of an NGO. In this case, ADRA relies on foreign funding from United Nation Food World Programme, USAID, UKAID, Global Fund, UNICEF, ADRA Australia and Japanese Foreign Ministry among other international donors. The failure of the Public Sector in Zimbabwe to fund the NGO sector has caused NGOs to rely on foreign funding. On the other hand, even though the government has failed to fund the NGOs, it exempt the NGO sector from paying taxes and that is considered as a government subsidy According to Batti (2012), this leads to competition for donor resources. Kuponiyi (2007) noted that lack of funding has led to the disappearance of many NGOs in developing countries.

Furthermore, from this study, the researcher found out that funding was also affected when the donor priorities change. For instance, ADRA started as a humanitarian NGO that offered food aid as well as a relief agency in case of disasters then later extended to community development so much funding was channeled to humanitarian projects. When ADRA extended to community development, the funding for humanitarian aid was split in order to cater for both humanitarian and community development. On the other hand, priorities also change due to disasters and most donors funds get averted to support relief projects hence community development projects may be suspended. For instance, the Tokwe- Mukosi

disaster of 2014 affected many community development projects of ADRA as most of them were suspended.

In addition to that, funding has also affected the implementation of community development projects in the sense that when an NGO relies on foreign funding like in the case of ADRA, the foreign donor tend to impose some degree of restriction on the projects they can implement. Fernando (1997) noted that an NGO which obtains more than 30% of its funding through an external intervention is not free in its activities. In other words it means that ADRA can only implement projects that are in the donor's budget and no project can be implemented which is outside the budget.

The extent to which funding has affected the implementation of community development projects

**Figure 4.8.1 How funding affects project implementation Source: Field Data**
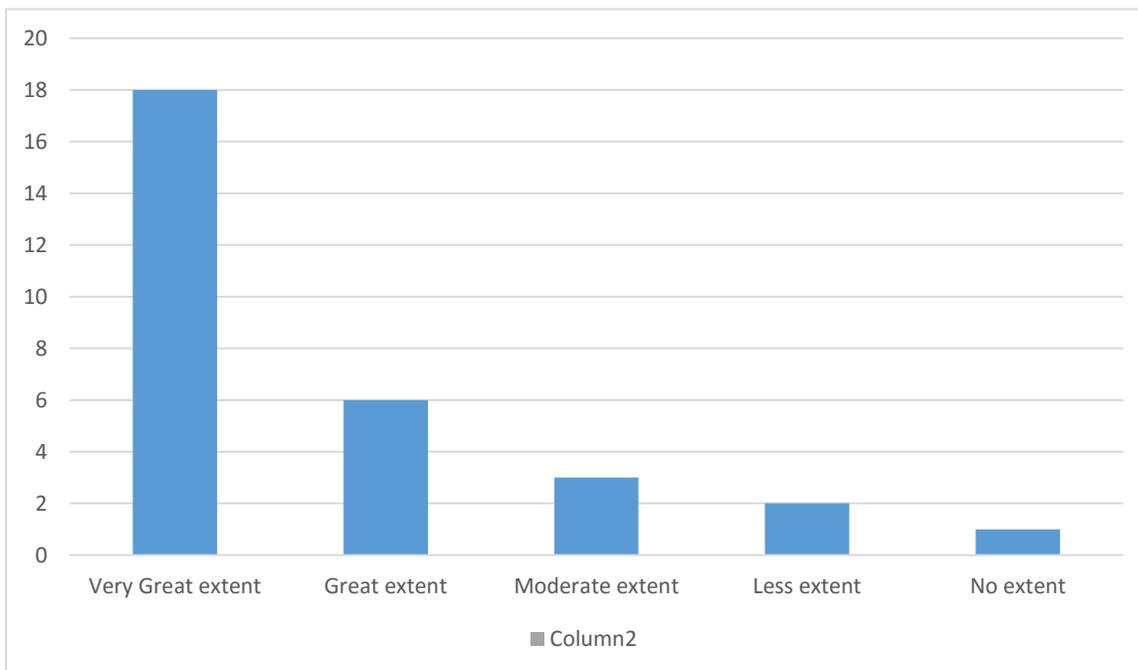
The graph above illustrates the extent to which funding has affected ADRA's implementation of community development projects in Zvishavane. From the questionnaires distributed by the researcher 18 people responded that funding has affected project implementation to a very great extent. 6 people responded that funding has affected project

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implementation to a great extent. 3 people recorded that funding affects the implementation of projects to a moderate extent. 2 people responded that funding has affected project implementation to a lesser extent and 1 person responded that funding has not affected project implementation.

These findings reach a conclusion that funding affects project implementation to a greater extent. Dimattia (2008) noted that uncertain continuity of donor funding forces an NGO to leave a project and makes it difficult to design and expand project activities to improve the quality of services. According to Lipsky and Smith (1990), the scarcity in financial resources can also constrain the activities of NGOs in a bid of community development. The researcher concluded that funding affects project implementation to a greater extent as projects cannot be implemented without funds.

Another major challenge faced by NGOs who implement community development project is community members' participation. The community members play a significant role in the implementation of projects in their communities. When the community members do not co-operate with an NGO then it becomes a problem. Busiinge (2010) noted that some projects cannot be started until after a public inquiry, environmental impact assessment, route survey or lengthy planning procedures. The attitudes of the community and its leadership also have an effect on implementation of projects. In this study, the researcher found out that before implementing a project, ADRA does a survey in the community to find a problem that needs to be addressed hence there is need to communicate with the community leaders like the head of wards in urban areas and chiefs in the rural areas. In the case of ADRA, in infrastructural development like the building of classrooms blocks at schools, the community members have to take part and they are given food stuffs as incentives. However this becomes a challenge in the sense that when the community members are not given incentives they do not participate in the projects hence this affect the implementation of the project.

In addition to that, especially in the rural areas the chiefs are so difficult to convince when it comes to projects. They have a mindset that NGOs are against the government and they are trying to change the minds of people into voting and supporting the opposition parties. In most cases, the chiefs are influenced by the politicians of those certain areas so they become so hard to convince when it comes to project implementation.

On the challenges faced by ADRA, economic instability is one of them. When the economy is unstable it affects the implementation of many projects. ADRA has faced some challenges in the implementation of projects especially in the year 2008 when Zimbabwe experienced a hyper-inflation and this affected the procurement process as most materials to use in the implementation of projects were not found in the shops as many industries were closed. Currently in Zimbabwe the economy is in intensive care as the GDP is decreasing with each day that passes by and the liquidity crunch that has slapped the country (Kadete 2016). There is no cash at banks and this slower the implementation of projects as it constraints the procurement of materials needed for the implementation.

Human resource is the least challenge faced by ADRA in the implementation of community projects. In most of its projects, ADRA works with the community members hence it does not lack manpower. According to Lawani (1999), the basic characteristic of NGOs is volunteerism but it is no longer the case in developing countries as enthusiasm has faded as people have professionalized the works of NGOs. In Zimbabwe many people opt to work for an NGO rather than the government because NGOs offer better incentives than the government. However, when it comes to job security the government is better than NGOs as NGOs terms of employment can be contracts that expire after some projects are completed. In 2015, the government retrenched many people and the NGO sector also copied the same and many people were left unemployed. In the case of ADRA, only 10 people were retrenched to cut some costs and the number of contract workers was reduced. In the study, the researcher found out that the staff at ADRA are divided into two sections. There is the community development section and the relief section so every employee is familiar with his or her core duties.

Among the internal challenges that are faced by ADRA, there is absence of strategic planning and this affects the implementation of community development projects. Poor planning leads to poor quality projects or project failures. Smith (1987) noted that only a few NGOs have strategic plans and this makes them vulnerable to the urges of the donors. Strategic plans help the organization to fulfill their project objectives and they also provide a room for the creation of effective risk management policies. At ADRA the participants responded that they have an effective risk management as they can manage risks well.

Lastly, leadership was noted an internal challenge that is faced by NGOs in the implementation of community development projects. Most leaders in NGOs personalize the organization and they do not give room for others to air out their views. They do not want anyone to challenge the status quo and this is so because of the bureaucratic structure found in many NGOs. According to Moore and Stewart (1998), bureaucratic structures slower decision making as compared to flat structure. At ADRA, the organizational structure is bureaucratic hence this affects decision when it comes to implementation of community development projects.

4.9 CHAPTER SUMMARY

The chapter presented the data was collected from the field on the challenges faced by NGOs in the implementation of community development projects. The data collected through questionnaires and interviews as mentioned in Chapter 3 at ADRA was presented and analyzed in this chapter. The analysis was done by linking the findings of this study and what other scholars wrote concerning the same issue. The findings of the study answered the objectives of the research. From the results, it was noted that the external environment has been the major source of challenges faced by ADRA in the implementation of projects. The government policies like POSA and NGA have been affecting the activities of ADRA. More so, the community participation in the implementation of projects is also a critical challenge as well as economic instability and political interference. Funding was found to be the critical challenge as it affects project implementation in all aspects. The results showed that the internal challenges were few and that included leadership in terms of organizational structure, absence of strategic planning and human resources.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter comprises of the conclusions made by the researcher regarding to the challenges faced by NGOs in the implementation of the community development in Zvishavane the case of ADRA. In this chapter the researcher proffers recommendations to the whole NGO sector facing the same challenges in the implementation of community development, the government of Zimbabwe and its relations with NGOs, the community in its participation in the implementation of community development projects and lastly on the organization ADRA. Summary of the findings of this research is also covered in this chapter.

5.2 SUMMARY OF FINDINGS

In this study, the researcher found out that the challenges faced by NGOs in the implementation of community development projects in Zvishavane in the case of ADRA can be categorized into two distinct groups that are internal and external. The internal challenges are within the organizational issues that an NGO bears. Basically, these internal issues are financial matters, human resource, strategic planning, leadership, training and communication within the organization. The external challenges can be divided into two subgroups either national or international. These comprise of relationship with the government, donor funding, political interference, economic instability, donor priorities changing, government policies and registration.

5.2.1 Internal Challenges

5.2.1.1 Leadership

Internal challenges are those issues basically found within the organization that have an effect on the community development implementation. One of the internal challenges faced by ADRA is leadership. In most cases these enigmatic leaders are susceptible to flattery and placation. These leaders are neither corrected nor contradicted and consequently they stifle auspicious initiatives that may intimidate their power base, relationships or position of patronage. The researcher noted that those leader who have worked in the organization for many years tend to control and

manage the affairs of the organization with minimal participation from other members hence these leaders want to maintain the status quo. This affects the implementation of projects in the sense that these leaders do not want to explore other methods of implementing projects and they do not accommodate the views of other employees.

5.2.1.2 Human Resources

Although human resource is the least challenge faced by ADRA in the implementation of community development projects, it still affects their projects. ADRA sometimes faces a shortage of human resources because of the number of employees at the organization. For instance, at the implementation stage of a project, the whole organization becomes busy and some areas are neglected as the employees will be focusing on the immediate project. More so, in those projects that involves construction of buildings that needs the community beneficiaries' participation, some community members are not keen to be involved in those activities as some have a perception that NGOs always oppose the government especially in rural areas and some do not want to participate unless they are given incentives. At times, ADRA cannot always give people incentives due to tight budgets hence they suffer a blow on manpower.

5.2.2 External challenges

5.2.2.1 Funding

Funding is a critical challenge face by most NGOs in developing countries like Zimbabwe. This research findings observed that a project cannot implemented and attain its objectives when there is no funding. Funding is critical throughout the whole project cycle not only on implementation stage. In the case of ADRA, the researcher found out that the organization relies on foreign donors funding which are USAID, UNICEF, ADRA Australia and UKAID. Unfortunately there is a lot of competition for donor resources and in many cases for an organization to secure resources it depends on how well it can compete with other organizations to raise funds and on how good it is at exploring other ways to source for funds. Those NGOs like ADRA fortunate enough to have adequate resources to support their projects still face uncertainty over future funding. Many organizations wonder whether the donors will keep supporting project costs or will they shift their focus to other more pressing needs like global warming or terrorism.

Consequently, funding is a major challenge faced in the implementation of community development projects as insufficient funds may lead to a project failure or a partial success.

5.2.2.2 Government Policies

At most government policies on NGOs are supportive or repressive. Most African countries perceive NGOs as threats to the state. This is evidenced by the policies that are formulated and implemented by the government that seeks to curtail the activities of NGOs. For instance, POSA of 2005 prohibits not more than four people to gather and discuss issues without a police clearance, surely this policy chokes prospects of development because at times getting a police clearance takes some time hence it slower projects plans. More so, another policy called NGA of 2016 was formulated in the name of regulating the government relations with NGOs but this is just a smoke screen to monitor the activities of NGOs by demanding their accountability as well as the external auditing of their financial statements. In this study, the researcher found out that these policies affect project implementation at times as the government has to be involved.

5.2.2.3 Political interference

Politics affects many activities of the country. Political violence mostly instigated by elections has been labelled as a blow on the implementation of community development projects. In 2008, Zimbabwe was slapped by a political turmoil that spread in all areas of the country. In most rural wards, NGOs are not accepted as they are linked to the opposition parties hence they are not trusted and this in turn affect the project implementation. This political instability affected most projects done by NGOs as most of them were terminated and postponed. The political turmoil also led to the withdrawal of foreign donors and this truncated the implementation of projects because no donor wanted to fund an organization in a country that is going through a political instability.

5.2.2.4 Community Members' Participation

It can be noted that some projects cannot be started until after a public inquiry, environmental impact assessment, route survey or lengthy planning procedures. The attitudes of the community and its leadership also have an effect on implementation of projects in the sense that when people in the community do not co-orporate with the implementers it becomes a challenge. This

research has found out that projects implemented by NGOs are a replica of the donors' policy objectives and programs. More often than not, these projects do not involve the primary beneficiaries in their design but tend to seek the involvement of the primary target including the local leadership at the time of implementing the project. This create tensions between an organization and the community members. For instance, ADRA gives incentives to those community members who will be taking part in the implementation of construction projects hence when it cannot provide those incentives due to a tight budget, people do not co-operate. In some cases, local leaders like chief and head men are so difficult to convince when it comes to NGOs projects.

5.3 CONCLUSIONS

5.3.1 The role played by ADRA in fostering community development in Zvishavane

Non-governmental organizations are high-profile actors in the field of national development as they provide social and economic services to vulnerable individuals and communities. The observed role of NGOs towards the development of the society in general is enormous and inexhaustible, and its activities cut across all sphere of human endeavours. NGOs have played a crucial role in fostering community development in Zvishavane as they have the adequate resources and capacity to do so. The failure of the government to provide the nation with optimum social services has paved a way for the NGO sector to grow. ADRA as an NGO has played a significant role in impacting communities in Zvishavane by improving social services in terms of education and health through the projects it implements that seeks to solve community problems as well as enhancing lives of people through better living standards. The NGO sector is currently improving the lives of people while the government is busy dealing with party politics that involves succession wars, issues of factionalism in the ruling party as well as trying to suppress and silence the demonstrations that have taken the country by storm.

5.3.2 The challenges faced by ADRA in the implementation of community development projects in Zvishavane.

Although the objectives and mission of all NGOs are almost the same, however their management system and approach to work are different. Challenges are on the way of every NGO and the aim of this research is to unearth and analyze them. The challenges face NGOs can be categorized into two main groups that is the internal and external. The internal challenges

being those issues within the organization and its prerogative while the external challenges are those issues beyond the organization's control that have an effect on the organization's activities. The internal challenges include inadequate human resources, absence of strategic planning and leadership whilst the external challenges are political interference, government policies, donor funding, community members' participation, donor priorities changing and economic instability. This study's objective was to analyze the challenges faced by NGOs in the implementation of community development projects in Zvishavane and it was fulfilled because the researcher came up with the findings that show that there are internal and external challenges. After uncovering the challenges faced by ADRA which is an NGO, the researcher concluded that the external challenges are the ones are grave and are affecting the implementation of community development projects to a greater extent. Unlike the internal challenges that can be mitigated by the organizational leaders.

5.3.3 The role played by the community in the implementation of ADRA's community development projects in Zvishavane.

This study ought to analyze the role played by the community in the projects implemented by ADRA. The researcher found out that the community played a major role by partnering and getting involved with the projects of ADRA. The community members have co-operated with ADRA in its construction projects like the building of a block of classrooms at Chenhenguru Primary School and a toilet block at Lundi Primary. The community actively participated and they were given some food incentives for taking part in these projects. However, some communities are so frustrating when it comes to NGOs activities. Some local leaders are difficult to convince about the project and at times people perceive NGOs as linked to opposition parties hence they do not trust their activities and are scared of the intimidation and torture of the ruling party. In some cases when community members are not promised or given some incentives they do not want to be involved. At times people judge NGOs using the image of other NGOs that might have reached an area and did not deliver what it promised hence people tend to be negative as they can stereotype the organization.

5.3.4 The significance of training in the implementation of community development projects in Zvishavane.

The researcher found out that training is significant in the implementation of community development projects in Zvishavane. Training is crucial in the implementation of projects in the sense that it enhances the project's effectiveness and impact on solving a problem and enhancing lives. When employees are adequately trained, they produce quality hence quality trained employees produce quality projects as they have adequate skills to execute their duties. However, most NGOs employees lack adequate training as most of them are volunteers which is a major characteristic of an NGO. Most volunteers lack skills and professionalism hence this can affect project implementation. In the case of ADRA, most employees are volunteers from the Adventist Church that volunteer to work for the church organization. This does not mean that all of the employees are volunteers who lack training as most of them have the adequate skills to do the implementation of projects.

5.4 RECOMMENDATIONS

In the research findings of this study, the researcher came up with some recommendations that would be remedies for the challenges being faced by NGOs in the implementation of community development projects in Zvishavane. The recommendations are proffered to ADRA and other NGOs, donors, community members and the government of Zimbabwe.

5.4.1 Recommendations to ADRA and other NGOs

The researcher recommend that monopolization of leadership in NGOs should be shunned. NGOs should retire the people who have been working for a very long time in an organization and recruit young and efficient people as this allows fresh ideas and innovation. The world is in motion and everything has become dynamic hence new strategies are needed. NGOs have to offer adequate training and hire people with adequate skills to implement projects as well as having an effective risk management team that ensures the successful implementation of projects. NGOs must have effective strategies that help them to achieve their intended objectives and they must try to alleviate internal challenges as they are within their control.

In addition to that, NGOs must get rid of foreign donor reliance syndrome by having an antidote of ways to source their own funds and resources because many NGOs disappear when their foreign donors change priorities depending on the pressing issues and when they withdraw

funding due to various reasons. NGOs should have their own initiatives of generation resources so they do not suffer from paucity of funds. More so, they should co-operate with the community members in the implementation of their projects so that the effectiveness of their projects can be assessed. The researcher recommend the NGO sector to recruit the personnel with skills for the job as currently graduates are flooded in the country who have the know- how in different aspects.

5.4.2 Recommendations to the Donors

The researcher recommend that donors must give in a target oriented or time bound project as this maintains quality in the projects implemented. Donor must not just change priorities without giving a notice to the NGO as this affects most projects as some are terminated before fulfilling its intended objectives. More so, donors must not dictate priorities many NGOs at times face dictation of priorities from donors hence organizations shift focus or are not eligible to apply for the funds as they are not meeting the donor priorities an NGO which obtains more than 30 percent of its funding through an external intervention is not free in its activities and above this percentage. As a result the NGO could plunge itself in a very grim situation in as it becomes difficult to separate the donor and the NGO due to strategic factors. Donor should also have an effective Monitoring and Evaluation so that the NGOs become accountable for their activities.

5.4.3 Recommendations to the Community Members of Zvishavane

 The researcher recommend the community members to participate and be involved in the implementation of projects in their areas. They should positively participate as they are the intended beneficiaries of the projects that are done to solve problems in their communities. The researcher also recommend the community members to take care of the goods and services that are offered by NGOs, for example, after an NGO drills boreholes for the community, it is a responsibility of the community members to maintain and jealously guard the borehole. Vandalism and abuse of the boreholes should not be done. Community leaders should not personalize these boreholes as they are for everyone's use. Most Head men and chiefs in some rural areas tend to personalize such projects as power is centralized to them. I strongly recommend community members to work hand in glove with NGOs in developing the community as well as enhancing lives of people through proper sanitation and education.

5.4.3 Recommendations to the government of Zimbabwe

In this study, the researcher recommend the government of Zimbabwe to take an active role in the implementation of community development projects by working with NGOs. The government should regulate its relations with NGOs as at times it is characterized by lack of trust and wrong perceptions about the NGO Sector. Instead of curtailing the activities of the NGOs by its policies like POSA of 2005 and NGA of 2016, the government must support NGOs in all the activities concerning development as it is for the benefit of the nation. The NGOs sector has filled the gap that the government has failed to fill due to the economic, social and political problems that have robbed the happiness of Zimbabweans. Consequently, the researcher recommend the government to stop politicizing every association in the country that deals with NGOs and to have good governance so that the country does not repel investors. It is also recommended that the government must try to give grants to NGOs when the economy recovers from its intensive care so that they do not sorely rely on foreign funding.

5.5 CONCLUSION

The research analyzed the challenges faced by NGOs in the implementation of community development projects in Zvishavane in the case of ADRA. The research also analyzed the role played by NGOs in fostering development in Zvishavane as well as the role played by the community members in ADRA's projects. It was eminent that these challenges faced by NGOs emanate from the internal and external environment. In the internal environment challenges such as leadership, inadequate training, human resource and absence of strategic planning. External challenges comprises of political interference, political instability, economic instability, government policies, community member participation, funding and donor priorities changing. These challenges are hindering the implementation of community development projects in Zvishavane as they are leading to partial success of projects and leading to the termination of other projects. This research managed to fulfill the intended objectives of the study as it managed to answer all the research questions. The researcher concluded that the external environment has the most challenges that are being faced by NGOs to a greater extent as these challenges are beyond their control unlike the internal challenges.

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APPENDIX 1: QUESTIONNAIRE

My name is Carol S Teguru .I am a fourth year student at Midlands State University doing a BSc

Honours degree in Politics and Public Management and am carrying out a research on the topic

An analysis of the challenges faced by Non-governmental Organizations in the

implementation of community development projects in Zvishavane. The case of ADRA

Please assist by answering **all t**he questions contained in this questionnaire. Your answers will be

treated with utmost confidentiality. Your cooperation will be greatly appreciated with all due

respect for the completion of this research.

INSTRUCTIONS

    i)   Tick [√   ]   where applicable.

    ii)   Write your answers on the spaces provided below.

    iii)   Do not write any names on the questionnaire.

SECTION   A

Background Information

    1. Gender

    Female [   ]   Male [   ]

    2. Academic

    ZJC   [   ]   'O' Level   [   ]   'A' Level   [   ]

3. Professional Qualifications

Certificate [   ]   Diploma   [   ]

Degree [ ]   Masters [   ]   PhD [   ]

4. What is your current designation within the organization?

Administrator [   ]   Managing Director [   ]

Programs Officer [   ]   Finance Manager [   ]

Project Manager [   ]   Field Officer [   ]

Others (please specify) ………………………………….

5. How many years have you been working in the organization?

0-5 years [   ]   5-10years [ ]   11- 15years [   ]

15-20 years [ ]   above 21 years [   ]

SECTION B   Implementation of community development projects

6. What is the nature of your projects?

Continuous [   ]   Seasonal [   ]

7. Who are the target beneficiaries in your projects?

....

....

8. What challenges do you face in the implementation of your projects at ADRA?

....

....

....

9. What are the sources of finance for your projects?

....

....

....

10. What other projects do you do?

....

....

11. Who monitors your projects

Central government [   ]   Local Authorities [   ]   ADRA [   ]

12. What other NGOs implement the same projects as you?

………………………………………………………………………………………….

13. What other NGOs have you partnered with if any?

…………………………………………………………………………………………

…………………………………………………………………………………………

14. What strategies can you adopt to mitigate the challenges faced in the implementation of community development projects?

…………………………………………………………………………………………

…………………………………………………………………………………………

………………………………………………………………………………………….

SECTION C FUNDING

15. Does ADRA get enough financial support from donors for the implementation of its community development projects?

Yes [   ]   No [   ]

 Please explain your answer

…………………………………………………………………………………………………

…………………………………………………………………………………………………

16. The funding provided by the donors have conditions on their applicability and no money can be spend outside the budget?

Yes [   ]   No [   ]

Please explain your answer

…………………………………………………………………………………………………

…………………………………………………………………………………………………

17. Below are some of the effects of funding on the implementation of community development projects at ADRA. On a scale of 5-1 where 5= strongly agree, 4= agree, 3= neutral, 2= disagree and 1= strongly disagree, please indicate by ticking ($\sqrt{}$) the extent of your agreement with each statement.

Statement	5	4	3	2	1
Funding has dictated the kind of projects to undertaken by ADRA					

Funding has slowed down the speed at which projects are implemented by ADRA					
Funding has limited the scope of the projects implemented by ADRA					

18. In general, please indicate the extent to which funding has affected the implementation of

community development projects by ADRA

Very great extent [   ]   Great extent [   ]   Moderate extent ( )

Less extent [   ]   No extent [   ]

SECTION D TRAINING

19. The ADRA employees are familiar with their core duties?

Yes [   ]   No [   ]

Please explain your answer

……………………………………………………………………………………………

……………………………………………………………………………………………

20. ADRA trains its staff of specialized skills to equip them with the required skills to deliver

on their duties.

Yes [   ]   No [   ]

Please explain your answer

………………………………………………………………………………………………………

………………………………………………………………………………………………………

21. How effective have the trainings been in equipping the employees at ADRA with the

necessary skills to deliver on their jobs?

Very effective [   ]   Effective [   ]   moderately effective [   ]

 Less effective [   ]   Not effective [   ]

SECTION E STAKEHOLDERS INVOLVEMENT

22. Does stakeholder involvement affect project implementation at ADRA?

 Yes [ ]   No [   ]

 Please explain your answer

………………………………………………………………………………………………………

………………………………………………………………………………………………………

23. In what ways are stakeholders involved in project implementation at ADRA?

Yes [   ]   No [   ]

Please explain your answer

………………………………………………………………………………………………………

………………………………………………………………………………………………………

APPENDIX 2: INTERVIEWS

Interview guide for managers and project team on gathering information on **Challenges faced by NGOs in the implementation of community development projects: Case of ADRA.**

Position held…………………………………

Date of interview………………………………

INTERVIEW QUESTIONS

1. How do you choose your community development projects?

2. What criteria do you use when selecting your project beneficiaries?

3. What are the sources of finance for your projects?

4. How do you recruit your employees?

5. Do you have permanent employees or contract workers as your project team?

6. What are the challenges you face in the implement implementation of your projects?

7.   Do your projects change scope on the existing constraints for instance cholera epidemic and inflation in 2008

8. What other NGOs have you partnered with if there is any?

9. Do you involve the government in some of the projects, if yes which ones?

10. How has the political environment in your country affected your projects for instance 2008?

11. How do you manage risks in your projects?

12. Can you describe the monitoring and evaluation process?

13. What are the strategies can you adopt to mitigate the challenges that you face in the implementation of the projects?