

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF LOCAL GOVERNANCE STUDIES

**DEVELOPMENTAL LOCAL GOVERNANCE AS A MEANS TO ENHANCE THE
ATTAINMENT OF SUSTAINABLE, RESILIENT AND EMPOWERED RURAL
COMMUNITIES: A CASE OF CHIPINGE RDC.**

BY

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GOVERNANCE STUDIES AT MIDLANDS STATE UNIVERSITY IN PARTIAL
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APPROVAL FORM

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DECLARATION

I, George M Chikwanda, do hereby declare that this research is my own original work, it has not been plagiarised. Other people's works used in this research were accordingly acknowledged. No similar research as this one has been submitted in any Department or any other University or Institution before.

.....

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.....

DATE

DEDICATION

I dedicate this research to My Late Father (Godern Chikwanda) who never lived to see the completion of this work and see his trees bear fruits as he died when I was left with the final semester to complete my degree programme. I also dedicate this work to the entire Chikwanda family, my dear friends and relatives.

ABSTRACT

“Local Government is the heart and soul of any Government for the people and by the people. It is through local authorities that a country’s development is realized. Every investor has to work with local authorities for taxation, rates and other services offered in both rural and urban areas” (Harare Residents’ Trust 2017). This study seeks to recommend how Local Governments can improve their role in promoting Local Development by using the Developmental model of Local Governance. Developmental Local Governance generally represents a paradigm shift in the Local Governance mandate, as it is an approach which seeks to make Local Governments go an extra-mile from their traditional and mandatory service delivery function towards promoting local socio-economic development within their areas of jurisdiction. The research is anchored on achieving the following objectives: (i) to determine the causes of poverty and underdevelopment in the CRDC area (ii) to establish the strategies that are being implemented to enhance local development in CRDC area and (iii) to determine the existing local opportunities and value chains that must be tapped in Chipinge RDC area to enhance sustainable local economic development using a developmental local governance model. The research was conducted in Chipinge RDC area where the researcher noted that a number of problems and or challenges were bedeviling the RDC area. The underpinning concepts of the Developmental Local Governance model were reviewed, analyzed and contextualized. The study used both qualitative and quantitative research designs. In trying to enhance validity and reliability, the researcher employed both probability and non-probability sampling techniques. The probability sampling techniques used includes simple random sampling, stratified sampling and systematic or interval sampling while the non-probability sampling techniques used includes purposive or judgemental sampling, convenience or accidental sampling. From the target population of 130 396 people, 32 respondents were selected to participate in the research. Among the sample population were 3 Chipinge RDC Officials, 3 NGO Officials, 6 Government Officials, 3 Ward Councillors, 2 Traditional Leaders, 3 Local Politicians and 12 residents. The research tools which were used in the research are questionnaires (both closed-ended and open-ended questions), interviews (both structured and semi-structured interviews), observations as well as focus group discussions. Each of these research instruments used has its own inherent weakness which were however countered by using different research tools. Research findings showed that there were high levels of poverty in the Chipinge RDC area. The research findings also showed that there were numerous problems within Chipinge RDC area. Some of the challenges includes but not limited to poverty, poor access to the market, poor road infrastructure, crop and livestock diseases and pests, deforestation, stream bank cultivation, siltation, cultivation on wetlands to mention but a few. Also, poor service delivery particularly in the water and sanitation and road infrastructure services in the Chipinge RDC area accompanied the research findings. In addition, there are a number of value chains and opportunities in Chipinge RDC area which are unfortunately being undercapitalized. These includes wildlife, livestock, wild fruits, apiculture, forestry and timber, irrigation crop farming, diversified crop production to mention but a few. A survey from the respondents showed that despite these various opportunities and value chains that can be tapped into for sustainable local economic development in Chipinge, there was still high levels of poverty and underdevelopment in the RDC area. Respondents implicated this mainly to the failure to value add local resources locally, lack of access to the market facilities, poor road infrastructure and undercapitalization of the local opportunities by the local residents in the RDC area. The mentioned challenges and opportunities require that Chipinge RDC adopts the developmental Local Governance approach as a means by which it will promote the attainment of sustainable, resilient and empowered rural communities in the RDC area.

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ACRONYMS

CEO	Chief Executive Officer
CRDC	Chipinge Rural District Council
CSO	Civil Society Organisation
D.A	District Administrator
DLPD	Division for Livestock Production Development
DWSSC	District Water and Sanitation Sub-Committee
ENSURE	Enhancing Nutrition, Stepping-Up Resilience and Enterprise
EMA	Environmental Management Agency
EMAO	Environment Management and Agriculture Officer
IGPs	Income Generating Projects
IRDP	Integrated Rural Development Planning
LEAP	Local Environment Action Plan
LED	Local Economic Development
MDC	Movement for Democratic Change (political party)
MP	Member of Parliament
NGO	Non-Governmental Organisation
RDC	Rural District Council
RDDC	Rural District Development Committee
RDSF	Rural Development Strategic Framework
SDGs	Sustainable Development Goals
VC	Value Chain
VIDCO	Village Development Committee
WADCO	Ward Development Committee
WASH	Water, Sanitation and Hygiene
ZANU-PF	Zimbabwe African National Union-Patriotic Front (political party)
ZIMAHEAD	Zimbabwe Applied Health Education and Development

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.0 Introduction

Local Governments are the lowest level tier of Government closest to the people which therefore makes them the best positioned Governmental level to contribute to meaningful development of their respective local communities under their jurisdiction at the grassroots level. Traditionally, Local Governments have been mandated to provide social and other services to local communities. Successive Governments' policies in different countries have been silent on the role of Local Governments as spear headers of Local Development but rather only mandates them to service delivery. Therefore, this study is anchored on paradigm shift under which Local Governments should be the epicentres of local development apart from their mandatory service provision function. The increase in absolute poverty, poor services mostly in rural areas has called for Local Governments to be developmental institutions. A Developmental Local Government is a Local Government Committed to working with citizens and groups within community to find suitable ways to meet their social, economic and material needs and improve the quality of their lives (whitepaper 1998). The characteristics of developmental local government as explained by the white paper includes maximizing social development and economic growth, Integrating and coordinating, democratizing development, empowering and redistributing, leading and learning. For local governments to effectively promote local development, real decentralisation of governmental powers to local authorities therefore becomes a prerequisite. According to section 264 under chapter 14 of the Zimbabwe constitution of (2013), governance must be devolved to local authorities who are close to the people and local realities thus recognising the right of local communities to manage their own local affairs which is an essential ingredient for developmental local governance. This Chapter seeks to give introduction to the study by giving the background of the study, statement of the problem, research objectives, research questions, significance of the study, limitations of the study as well as delimitation of the study.

1.1 Background to the study

1.1.1 Brief historical background of Chipinge RDC

Chipinge is situated in Manicaland Province in the eastern highlands bordering Zimbabwe and Mozambique. Chipinge RDC is the local authority under which the rural part of Chipinge is governed. Information obtained from the Chipinge Rural District Council (CRDC) Strategic Plan of 2015- 2019, provided for the following history relating to CRDC from colonial era up to present. The District Councils (DC) and the Rural Councils (RC) were merged in the mid-nineties, through the Rural District Council Act, into the Local Authority. Gazaland District Council (GDC) was formed and was responsible for communal farmers and small scale farmers while Chipinge Rural Council (CRC) was responsible for commercial farmers and the urban population. It was the President's declaration that resulted in the abolishment of GDC, giving rise to the Rural District Council (RDC), which became functional in 1993. CRDC separated from Chipinge Town Council (CTC) in 2003 when Chipinge Town which used to be called a Town Board but under CRDC was accorded town status. Therefore, presently, there are two local authorities operating and governing Chipinge District, namely CTC governing the urban area and CRDC managing the affairs of people in rural areas of the District.

Governed by the RDCs Act 29:13, CRDC became a Local Authority for the whole of the Chipinge District, excluding the town area, taking responsibility for activities covering an area of about 5393km² with a current estimated population of 325 870. Chipinge District is predominantly occupied by the Ndau speaking people, with the small portion of its southern part being occupied by the Shangani people. To the north, this District borders with Chimanimani District, the popular Save River provides a clear boundary where it clearly demarcates boundaries of Chipinge District with Buhera, Bikita, Chiredzi and Mozambique to the Far East.

The Head of administration at CRDC is the Chief Executive Officer (CEO) governing five departments namely Technical Services, Internal Audit, Administration and Human Resources, and Social Services department. CRDC is mandated to ensure good Socio-Economic service delivery for the wellness of its residents. Like any local Authority, CRDC derives its power to govern from the Constitution as well as the RDCs Act Chapter 29:13 with a number of other pieces of legislation impacting on its operation. Chipinge Rural District Council is sub-divided into Thirty Wards which are represented at Local Authority level by Ward Councillors to whom the management is accountable.

1.1.2 Background of the Study

Chipinge RDC is a democratically established and decentralized level of the government charged with a service delivery mandate and of late to foster local socio-economic development in the area in which it has been established. In accordance with section 5 of the constitution of Zimbabwe no. 20 of (2013), Local Government has been recognised as the third tier of Government which has been charged with managing the affairs of people within the Local Communities in which they are constitutionally established in terms of section 275 of the Constitution. This therefore implies that Local Governments are the pillars of Local Development which should be developmental institutions by committing to work cooperatively with communities and Local groups, public and private sector and civil society in their locality in order to further local development in addition to their mandatory service provision function. Local Government can also be seen as a legal entity with defined powers in its area of jurisdiction as provided for by the Rural District Councils Act (Chapter 29:13). Its governance mandate involves the creation of participatory and democratically elected structures that can identify with the needs of people at grassroots level and to ensure the translation of the identified needs into actual and sustainable provision and maintenance of service and infrastructure (Wekwete, 1994). Its development management systems are provided for by the legal framework and the operational institutional arrangements in the Rural District Councils Act (Chapter 29:13) of 1996 and other pieces of legislation.

High levels of poverty and unemployment, poor health facilities, lack of access to safe and sustainable water and sanitation facilities, lack of access to decent accommodation, poorly maintained and bad road networks, lack of access to markets to sell agricultural and other products to mention but a few are some of the problems bedevilling the rural folk of Chipinge. The natural environment on the other hand is under danger from people who are recklessly practicing mal-environmental practices such as deforestation, stream bank cultivation, cultivation on wetlands, illegal tree felling for charcoal production. Poverty has undoubtedly contributed to these practices and has thus put the environment under danger as people are carrying such illegal and unsustainable activities with the prime aim of meeting their basic needs such as food. These challenges therefore call for Chipinge RDC to be a developmental Local Government in response to these problems which are now proving as if they are a normal way of life. By being developmental Local Government, it does not mean that it must be CRDC's prerogative to foster local development, but the local authority must

be the engine of development by partnering with and coordinating other stakeholders including communities to find out ways to map sustained rural development.

The challenges being faced by Chipinge RDC comes under the background of vast resource base, value chains and or opportunities which if tapped into through a developmental Local Governance approach, rapid local economic development can be realised. Some of the available opportunities and value chains that can be tapped into to realise sustainable local development in Chipinge RDC area but are not being fully capitalised includes livestock (cattle, goats, indigenous chickens, pigs, sheep etc.), macadamia nuts, granite stones for quarrying, herbal gardens, irrigation farming horticulture produce such as tomatoes, wildlife, forestry and timber, baobab fruits, cereal crops production, tourist attractions, river sand, sugarcane production, dairying to mention but a few. CRDC should therefore be at the forefront in coordinating and leading stakeholders and communities so that the aforementioned opportunities and value chains are fully tapped into for the promotion of sustainable rural development.

1.2 Statement of the problem

Chipinge District is one of the Districts in Zimbabwe endowed with vast resources ranging from natural, material and human resources. Despite its vast resource base, thousands of its residents are undernourished, lack access to safe water and sanitation services, access to shelter and trafficable roads to mention but a few. Practices that degrade the environment such as deforestation, stream bank cultivation and cultivation on wetlands are on the rise in Chipinge RDC area as a result of poverty but surprisingly they have gone unabated. Developmental Local Governance therefore becomes the panacea to these challenges. If CRDC adopts a developmental approach to local governance, it must therefore engage, coordinate and partner with local stakeholders and communities to identify existing local resources and potentials within Chipinge RDC area which can be tapped into and this will therefore see Chipinge rising to be one of fastest growing and best governed Districts in Zimbabwe given its vast resource base which is currently being underutilised.

1.3 Objectives of the study

By the end of this study, I should have achieved the following objectives:

- To determine the causes of poverty and underdevelopment in the CRDC area.

- To establish the strategies that are being implemented to enhance local development in CRDC area.
- To determine the existing local opportunities and value chains that must be tapped in Chipinge RDC area to enhance sustainable local economic development using a developmental local governance model.

1.4 Research questions

To achieve the above mentioned objectives, the following research questions have to be addressed

- What are the causes of poverty and underdevelopment in Chipinge RDC area?
- Which local development strategies are being implemented in order to enhance sustainable rural development in Chipinge?
- What are the existing local opportunities and value chains in CRDC area that must be tapped into to promote local development using a developmental local governance model?

1.5 Significance of the study

The study is important in that the knowledge and understanding of the importance of a developmental approach in Local Governance will go a long way in improving livelihoods and local economy of Chipinge Rural Residents in CRDC area. It will help policy makers in reviewing the entire planning and implementation processes of development programmes so that all programmes will be development-centric. Chipinge RDC will benefit a lot from this study as its findings will assist Council to use a multi-stakeholder and coordinated approach with the prime aim of enhancing localized development and improved service delivery in the area under its jurisdiction. Also this study is seen as fundamental to CRDC since it will also help CRDC together with communities and other stakeholders to carry out a well-coordinated value chain analysis and development which will in turn translate to local development making use of locally available resources, opportunities, personnel thus making homegrown solutions to local development challenges. Successful adoption of the concept of developmental Local Governance as being sought by this research will therefore also enhance the achievement of Chipinge RDC's ambitious vision "*A model of excellence in Local Authority service delivery by 2030*" thus promoting good governance of the Local Authority area.

1.6 Delimitation of study area

The study will be conducted in different Wards under Chipinge RDC, but the researcher will choose a workable number of wards using different sampling methods. All research findings and conclusions that will be made will be anchored on research conducted in the selected Wards under Chipinge RDC's jurisdiction with other information being obtained from CRDC Officials, Government Officials, NGO Officials as well as local politicians.

1.7 Ethical considerations

The researcher shall consider principal matters of sensitivity to the rights and integrity of respondents. The researcher will seek informed consent from research participants. Informed consent is a principle that says that research participants should willingly take part in the research after a clear explanation by the researcher about what the research entails and ensure them the right to withdraw from the research when necessary. The researcher will also ensure that there is a balance between society's interests and those of the researcher. The researcher will also ensure that respondents have their rights to privacy and confidentiality.

1.8 Limitations of the study

Limitations of the study are those characteristics of design that set parameters on the application or interpretation of the results of the study, that is the constraints on generalization and utility of findings that are the result of the devices of design or method that establish internal and external validity Tuckman (1972). Some of the areas under which the research is going to be conducted are too remote and inaccessible thus proving to be a challenge to the researcher in conducting interviews, distributing questionnaires etc, but despite this challenge I will travel to these areas in order to get first-hand information. Some Officials might not have time to assist in the research because of their tight work schedule and some respondents may be unwilling to be disturbed from their businesses to answer questions. The researcher will move to the next respondents who will be willing to partake in the research. There are also the limitations inherent in research methods used; the use of interviews may introduce biased facts. A fusion of research methods such as interviews, questionnaires, focus group discussions, observation will be used so that the use of different methods in the research will complement the inherent weaknesses of the other method. According to Yin (2003) there is need to address other issues through further research. Mayne (2007) identifies the lack of technical capacity, familiarity with the concept itself as well as resistance to change as the most common challenges in the implementation of

Developmental Local Governance. Another limitation is limited finances to which the researcher to conduct the research. Sampling will reduce research costs because only a sample from the population will be used to represent the views of a larger population.

1.9 Summary

This chapter was mainly concerned with making an introductory note to the research on developmental local governance. This was done through giving the background of the study, statement of the problem, research objectives, and research questions, significance of the study, delimitation of the study and lastly limitations of the study which were chronologically explained. The next chapter which is the literature review chapter will explore and critically analyse various literature on the concept of developmental local governance highlighting gaps in the literature and contextualising this research's relevance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The focus of this chapter will be on reviewing work done by other researchers concerning the subject of Developmental local governance in rural governance. Jaeger (1998) in Borg (1996) asserts that literature review is an extraction of accumulated knowledge that is learnt from what others have already published. Bless (1995) defined literature review as a process which involve research and evaluation of the available literature in the given subject area. In trying to come up with a summing definition of literature review, Borg (1996) points out that literature review involves locating, reading and evaluating reports of research as well as reports of casual observation and opinion that are related to the individual's planned research project which in this case is developmental local governance as a means to promote the attainment of sustained, resilient and empowered rural communities in the CRDC case. This chapter attempts explore some of the researches which have already been done on this research. The central purpose of this review is to mark the point of entry into the subject of concern against the insights from other studies. Literature review is therefore a way to situate the research problem within the context of other studies on the same subject. According to Tuckman (1972:40) literature review is concerned with the study of literature related to one's topic of research. In literature review process, one defines the context of the problem by defining and operationalizing the major variables (Dube, 2000). A review of related literature and contextualising it into the current study is important as it broadens one's focus on a chosen field of study and avoids duplication of what has been said (Best and Kahn (1993). This chapter takes a thematic approach to the review of conceptual issues surrounding developmental approach to local governance in Chipinge. Literature review will be discussed under two major subtopics which are conceptual framework and theoretical framework.

2.1 Conceptual Framework

2.2 Definition and conceptualization of key terminology

2.2.1 Developmental Local Government

Developmental Local Government is Local Government Committed to working with citizens and groups within community to find suitable ways to meet their social, economic and material needs and improve the quality of their lives (whitepaper 1998). Schoburgh (2014)

defines developmental Local Government as “development oriented and it’s a sub-national government mandated to design and implement policies aimed at increasing local economic growth resulting in positive social transformation of the lives of residents in a sustainable way”. Of essence, a Developmental Local Government recognizes the importance of partnering with the private sector in order to facilitate employment through investment. It realizes the need to improve local environment through provision of basic infrastructure as a requirement for investment attraction. This explanation about the concept of Developmental local governance and developmental local Government suggests a close relationship between developmental Local Government and Local Economic Development (LED). According to David Mohale (2015), a developmental Local Government is the one which builds functional networks that straddle the extremes of private and public, domestic and global, local and national and still be able to provide leadership over local development matters through mediation of conflict between and among policy makers. Coordination thus therefore becomes an important skill that a developmental Local Government needs to possess. This approach offers a framework in which local governments can develop own-tailored strategies for meeting peculiar local needs and also promoting the socio-economic development of their people.

Developmental local government has four interrelated characteristics and these are:

1. Maximizing social development and economic growth. The powers and functions of local government should be exercised in a way that has maximum impact on the social development of communities. This involves meeting the particular needs of the poor (economic, social, environmental) and impacting on the growth of the local economy.
2. Integrating and coordinating. Developmental local government must provide vision and leadership for all development agencies – Central Government ministries, parastatals, trade unions, community groups and private sector institutions that have a role to play in achieving grassroots development.
3. Democratizing development, empowering and redistributing. Local government councils play crucial roles in promoting grassroots democracy. In addition to representing community interests in the council, ward councillors should promote the involvement of people and community groups in the design and delivery of local government programmes.
4. Leading and learning. Local governments have crucial roles to play in building social conditions favourable for development.

Developmental local governance as an approach to sustained grassroots socio-economic development in the country requires that the councils become more capacitated, purposeful and strategic in the way they function.

2.2.2 Local Economic Development (LED)

The World Bank (2003) has defined LED as a process by which the public sector, business and non-governmental sectors partner and work collectively to create better conditions for economic growth and employment generation to ultimately improve the quality of life of the citizens. The International Labor Organization (ILO) as cited by Wekwete (2014) defined LED as a “participatory development process that encourages partnership arrangements between the main private and public stakeholders of a defined territory, enabling the joint design and implementation of a common development strategy by making use of the local resources and competitive advantage in a global context, with the final objective of creating decent jobs and stimulating economic activity” (ILO2006). Hindson (2007) in a paper reviewing donor approaches to local economic development in Africa defined “LED approaches” to mean “initiatives that encourage local actors within defined subnational territories to get together to analyze their economies, identify what needs to be done, mobilize local and external resources and take joint actions aimed at stimulating economic growth, increasing the number of jobs, increasing income and taxes, and by these means, reducing poverty and exclusion in ways that are economically, socially and environmentally sustainable.”

Hindson (2003), noted a close link between LED and Developmental Local Governance when he said “an important feature of developmental local government is local economic development (LED) policy based on the concept of mobilisation of resources and communities to build convergence of interest in the competitive advantage of localities, thus creating the capacity of or empowering communities and individuals including the poor to access these opportunities”. LED is defined as a process in which partnerships between municipalities, community and civic groups and the private sector are established to manage existing resources to create jobs and stimulate the economy of a well-defined area. It emphasises local control, using the potentials of human, institutional and physical and area natural resources. LED initiatives mobilise actors, organisations and resources, develop new institutions and local systems through dialogue and strategic actions (Helmsing 2003:69).

2.2.3 Rural Development

Todaro (1985) defines development as a multi-dimensional process involving major changes in social, popular attitudes and national institutions as well as the acceleration of economic growth, the reduction of inequalities and the eradication of poverty. Rural development is any effort aimed at improving and or enhancing rural livelihoods in the social and economic domains (Chambers1983). It involves both transformation of lives and landscape to ensure significant improvement in the quality of life of the rural folk. According to the Zimbabwe Rural Development Strategic Framework (RDSF) of (2016), Rural Development is the activation of rural social capital, industry, and strategic institutions.

Most social and economic indicators consistently show that rural areas compare unfavourably with urban areas. It is at the rural level that problems of hunger, ignorance, ill-health and high mortality are most acute. Madhu (2000) defines rural development as activities concerned with improvement of spatial and socio-economic environment of rural areas so as to enhance the ability of the individuals to cater to and sustain their well-being. Singh (1986) says that rural development connotes over all development of rural areas with a view to improve the quality of life of the rural people. World Bank (1975) defined rural development as implying the improvement in the living standard of masses of low income population residing in rural areas and making the process of development self-sustaining. According to the Asian Centre for Development Administration (ACDA, 2004) rural development is “a process which leads to a continuous rise in the capacity of rural people to control their environment accompanied by a wider distribution of benefits resulting from such control is rural development”.

Indicators of Rural Development:

ACDA (*Ibid*) identified the following indicators of rural development,

- ❖ Increase in agricultural productivity,
- ❖ Increase in rural employment,
- ❖ Equitable distribution of wealth and income,
- ❖ Fair distribution of power and influence and participation in decision making,
- ❖ Removal of social barriers to have access to public facilities,
- ❖ Welfare indicators such as levels in literacy, schooling, mortality rate, life expectancy, rural roads, electrification and level of nutrition, and
- ❖ Change in the values, beliefs and attitudes of people.

2.2.4 Poverty

A number of definition have been put forward in trying to define the term poverty. World Bank (1992) defined poverty as entailing living below the poverty line based on income or

consumption data based tool. According to Englama and Bamidale (1997) poverty refers to a state of deprivation, a multi-dimensional issue comprising of poor income levels, lack of access to basic needs such as food, education and healthcare. The Zimbabwe Government in the Rural Development Strategic Framework (2016) defined poverty as lack of (*or limited*) access to i) productive resources ii) physical goods and services and iii) income. The Framework further stipulates that poverty results ‘in individual or group deprivation, vulnerability and powerlessness and manifests itself in the form of hunger, malnutrition, ill-health, limited or no access education, health care, safe housing, water, sanitation, and decent paid work. According to Zimstat (2015) in Zimbabwe poverty is most prevalent in rural areas.

2.2.5 Sustainable Development

The Brundtland Commission defined sustainable development as ‘development that meets the needs of the present without compromising the ability of the future generations to meet their own needs’ (World Bank 2003:20). Nyagba (2009:7) further adds that sustainable development is a strategy by which communities seek economic development approaches that also benefit the local environment and quality of life. These definitions therefore show that sustainable development is basically based on balancing socio-economic development with the environmental conservation. For the purpose of this study, sustainable development will also be used to refer to development that has continuity as it is anchored on participatory local driven approach to development.

2.2.6 Community Resiliency

Is the sustained ability of a community to utilize available resources (energy, communication, transportation, food etc.) to respond to withstand and recover from adverse situations (e.g. economic collapse to global catastrophic risks (Bastiaensen, 2010).

2.3 Legal and policy framework for developmental local governance in Zimbabwe

2.3.1 Constitution of Zimbabwe amendment no. 20 of 2013

Post-independence Zimbabwe has shown commitment towards enhancing developmental local governance through crafting various legislative and policy frameworks which supports local economic development. Section 5 of the constitution of Zimbabwe amendment no. 20 of 2013 recognises Local Government as the third tier of Government which has been mandated with managing the affairs of people within the Local Communities in which they are constitutionally established. This therefore implies that Local Governments are the pillars

of Local Development which should be developmental institutions by committing to work cooperatively with communities and Local groups, public and private sector and civil society organisations (CSOs) in their locality in order to further local development in addition to their mandatory service provision function. Section 13 of the Constitution which talks about national development as a national objective clearly explains the need for developmental local governance. It states that the state and all institutions and agencies of government at every level must endeavour to facilitate rapid and equitable development. It further categorically attaches importance to people participation in development as it says that measures referred in this section must involve people in the formulation and implementation of development plans and programmes that affect them. In addition, section 18 of the constitution connotes that the state and all institutions and agencies of the state and government must take practical measures to ensure that all local communities have equitable access to resources to promote their development.

Chapter 14 of the Constitution of the Republic of Zimbabwe amendment 20 of 2013 provides for the devolution of governmental powers. Section 264(1) under Chapter 14 of the Constitution purports that whenever appropriate, governmental powers and responsibilities must be devolved to provincial and metropolitan councils and local authorities which are competent to carry out those responsibilities efficiently and effectively. This literally translates that Local Governments have been given by the constitution the mandate to be at the forefront of development in their respective areas since they are the governments closest to local realities therefore this calls for a paradigm shift from business as usual to developmental local governance by our local authorities. Among the objectives of devolution provided by section 264 is to recognise the right of communities to manage their own affairs and to further their development which has localised development connotations. To exercise such functions in addition to being given the authority to raise sufficient funds locally, not less than 5% of the national budget must be availed to provincial; and local authorities. Therefore, the constitution of Zimbabwe is introducing a new era as it emphasises on development-oriented governance rather than service delivery alone and encourages cooperation between tiers of government and other stakeholders in promoting development as well as recognising the critical role that local authorities play in promoting development.

2.3.2 Rural District Councils Act 29:13

The prime piece of legislation for running of RDCs is the RDCs Act 29:13 of 1996. The 64 powers of RDCs as provided for in the first schedule of the RDCs Act must be exercised in a

way that is compatible with the new development drive which is developmental local governance. Some of the powers that can be capitalised by CRDC includes conservation of natural resources, agricultural and other services, fisheries, water, hospitals and clinics and health services, roads, bridges dams, youth centres, facilities for animals etc. However, this Act does not clearly state the need for local authorities to be developmental institutions which should coordinate all local stakeholders towards one vision which is local development. Therefore, this research becomes relevant as it notes with concern this deficiency within Local Government legislation which needs to be clear on Council's role as engines of local development apart from their mandatory service delivery mandate.

2.3.3 Traditional Leaders Act 29:17

Any rural development research is incomplete without making reference to the institution of traditional leadership. The Traditional Leaders Act 29:17 of 1998 is another legislative framework which provides for developmental local governance and LED framework. The Act stipulates the role that Traditional leaders play in development of their local communities. Traditional leaders are tasked with presiding over communal lands. Traditional leaders are closest to the people, therefore the institution as empowered by the respective Act should perform its functions in togetherness with other stakeholders such as Council and Government Departments. In Addition, the act attaches importance of traditional leaders in promoting local development as they preside over grassroots development structures such as Village Development Committees (VIDCOs). Therefore, this Act provides room for the establishment of developmental Local Governance as it emphasises on decentralised development planning and people participation in their own development through the institution of traditional leadership.

The traditional leaders act however overemphasises that the major role of the Traditional Leaders is the preservation of culture and heritage in accordance with cultural law. Legislation therefore has to be harmonised to avoid jurisdictional overlaps, but to encourage collaborative partnerships among development players towards local development involving the role of traditional leaders.

2.3.4 National Rural Development Strategic Framework (RDSF)

The commitment of the Government of Zimbabwe towards sustainable rural development through developmental local governance is clearly stated by the National Rural Development Strategic Framework (RDSF) which was developed by the then Ministry of Rural

Development, Promotion and Preservation of National Culture and Heritage (MoRDPPNCH) in 2016. It calls for the implementation of the efforts outlined in the framework which require the strategic partnership of public, private and civil society institutions operating at different levels of national, provincial and local. According to the RDSF anchors of rural development are agriculture, environment and natural resources, tourism, arts, culture and heritage, rural services, rural infrastructure. The framework is essentially anchored on promoting LED, good local governance and the creative exploitation of rural art, culture and heritage. RDCs will lead the LED initiatives by (i) creating an enabling environment for individual, public, private and civil society initiatives (ii) effectively planning, implementing and regulating development (iii) ensuring equity so that all citizens enjoy rural development fruits (iv) promoting a value chain approach in all development sectors. Implementation of strategies will be anchored on RDCs with national government support, private and civil society participation all aimed at supported individual, household and community development initiatives

As the RDSF suggests, RDCs will lead institutions for delivering on this strategy. This is consistent with the provisions of the constitution of Zimbabwe which defines them as a tier of Government to which powers are transferred (section 264). Rural Authorities will be responsible for effectively governing their areas of jurisdiction. In this respect, RDCs will coordinate and operationalize the RDSF in liaison with other government tiers. This will be through: (i) administrative advice from the District and Provincial offices of the National Government as needed. (ii) Integrating resource and technical input from national government ministries and departments. (iii) Formal planning and implementation agreements of collaboration with state owned enterprises, local private sector, and civil society -rural development organisations active in their areas of jurisdiction. RDSF implementation requires that rural local authorities become developmental institutions with implications for (i) their structures or organograms (ii) staff quality, roles and relations (iii) a focus beyond local service delivery to local economic development and governance.

To be effective rural local authorities will be expected to diligently perform the following functions : (i) governing and managing key rural development institutions eg Rural District Development Committees (RDDCs) (ii) coordinating implementation of integrated rural development plans, programmes and projects (iii) supervising all government institutions and activities within their jurisdiction (iv) fully regulating activities of civil society and private

sector organisations in areas for which they are constitutionally established (v) championing social inclusion to meet the needs of different social groups.

Active input of the private and civil society organisations will be facilitated by both local governments (RDCs) and other levels of government build on local leadership and ownership for sustainability. The following strategies will be implemented by the Government of Zimbabwe (i) implementation of the national resource sharing framework (constitution section 301) to guarantee availability of resources for rural development (ii) ensuring that national institutions that receive budgetary allocations , announce, and transparently disburse resources for Rural Development for each District (iii) Creating a framework for local and international development organisations to declare their project budgets to Councils where they have activities for transparency and accountability within the framework of Integrated Rural Development Planning (IRDP) (iv) all administrative wards will have budgetary allocations based on retention of at least 20% of Council revenue collected in the ward for locally determined project activities (v) strengthening the budgeting , planning and implementation capabilities of RDCs. Each Rural Local Authority will develop and implement an appropriate monitoring and evaluation (M&E) framework for Rural Development complete with staffing arrangements for its execution.

Theoretically, this policy could lead to empowered, vibrant and sustainable rural communities. However, in contrast, little if any efforts are being made to implement this excellent strategy. On the ground, there seems to be more of individualism rather than cooperation towards a common goal among Government Departments and CRDC. From analysis of this excellent theoretical piece of rural development framework in comparison to what is on the ground, one can safely conclude that “we talk much and act less” since such good strategies have not been operationalized.

2.4 Strategies that can be employed to foster local development in line with developmental local governance model

2.4.1 Place Marketing

Place marketing was widely explained by a number of scholars and that it can be used as a tool for the promotion of local development. Place marketing involves the re-evaluation and re-presentation of a place in order to create and market a new image for the locality so as to enhance its competitive position in attracting or retaining resources (Ashworth and Voogd

1988). However, though a number of researches have already covered this strategy of local development, little attention was given on the critical role that Local Authorities should play in leading and coordinating development through this strategy. This therefore made the researcher to research more on the ways in which place marketing can be done and how it can promote local development as the existing framework didn't give a deep insight.

The researcher is of the view that Chipinge RDC can implement place marketing as a strategy in promoting development of its local area if the local authority is to show commitment in implementing the concept of developmental local governance. This can be done by marketing business opportunities, natural resources, and ease of doing business in Chipinge by the local authority thus attracting investors to the local area. This is usually successfully done through the use of an interactive website by Council. Place marketing can also be done by showcasing the opportunities and products in Chipinge at agricultural shows, trade fairs, television and radio broadcasting. Council can also copy the mantra being spread by His Excellency President E.D Mnangagwa "*Zimbabwe is open for business*" and change to Chipinge's more localised benefit making it "*Chipinge is open for business and investment*", which therefore attracts both local and international investors to be lured to locate and operate in Chipinge thus promoting LED. To show investors that *Chipinge is open for business and investment*, Council as a developmental Local Government has to put measures such as developing its infrastructure such as roads and bridges, offer incentives to companies and industries who will be willing to locate to Chipinge such as tax reduction. All this can be only successful if all stakeholders including Council are committed towards the drive for socio-economic development in Chipinge.

2.4.2 Industrial Recruitment

Promotion of industrial activity in the area is another strategy that can be capitalised. Council together with central government departments have to promote decentralisation and establishment of industries to the local area. In accordance with ZIMASSET's calls for value addition, mostly agro-based industries have to be located in the area. For instance, since farmers in Mutema and Manesa areas are facing challenges in marketing their well-produced irrigation tomatoes, Cairns food industry can consider locating a branch directly in these areas where tomatoes are bulkily produced. A number of benefits can be derived from these actions which includes but not limited to the following; (i) Local farmers will have easy access to the market hence production will maximise (ii) Products are value added locally (iii) Locals are employed at these firms thus reducing unemployment and poverty. Therefore,

council and other stakeholders should also employ strategies which will even automatically lure agro-processing and other value adding industries and companies to be attracted and consider relocating to Chipinge. It is therefore perceived that a well-coordinated local government led strategy of attracting value adding industries to CRDC area will thus promote effective utilisation of locally available resources which are currently being underutilised which will thus translate to local development.

2.4.3 Value Chain Analysis and Development

In addition, value chain analysis and development has been widely researched on and it has been widely recognised by many schools of thought as the single most effective way in which resources and opportunities in rural areas can be tapped and realise rural competitive advantage therefore leading to local development. According to Wekwete (2014), a value chain is a supply chain made up of a series of actors—from input suppliers to producers and processors to exporters and buyers—engaged in the full range of activities required to bring a product from its conception to its end use. At each stage considered, there is value added (hence the term value chain). Value chain activities can be contained in a single geographical location or spread over wider areas. ILO (2006) adds that activities in value chains includes design, production, marketing, distribution and supply services up to the final consumer. The value chain (VC) analysis and development can improve the living conditions of the rural population and contribute to food security. The key elements are: the knowledge of a sub-sector which will gradually be building up among the stakeholders, the confidence created among them and the resulting dynamics (Europe Aid 2011). The World Bank (2010) defined value chain development as an effort to strengthen mutually beneficial linkages among firms so that they work together to take advantage of market opportunities, that is, to create and build trust among value chain participants.

The Confederation of Zimbabwe Industries (CZI) (2017) notes that, value chain analysis has been used to detect opportunities for growth and development associated with certain commodities, products and services. Value chain analysis breaks down the chain into its constituent parts to better understand its structure and functioning. The analysis consists of identifying chain actors at each stage and discerning their functions and relationships, determining the chain governance or leadership, to facilitate chain formation and strengthening and identifying value adding activities in the chain and assigning costs to each of these activities CZI (2017). Thus the United Nations Industrial Development Organisation (UNIDO) has developed tools for value chain development and related challenges of

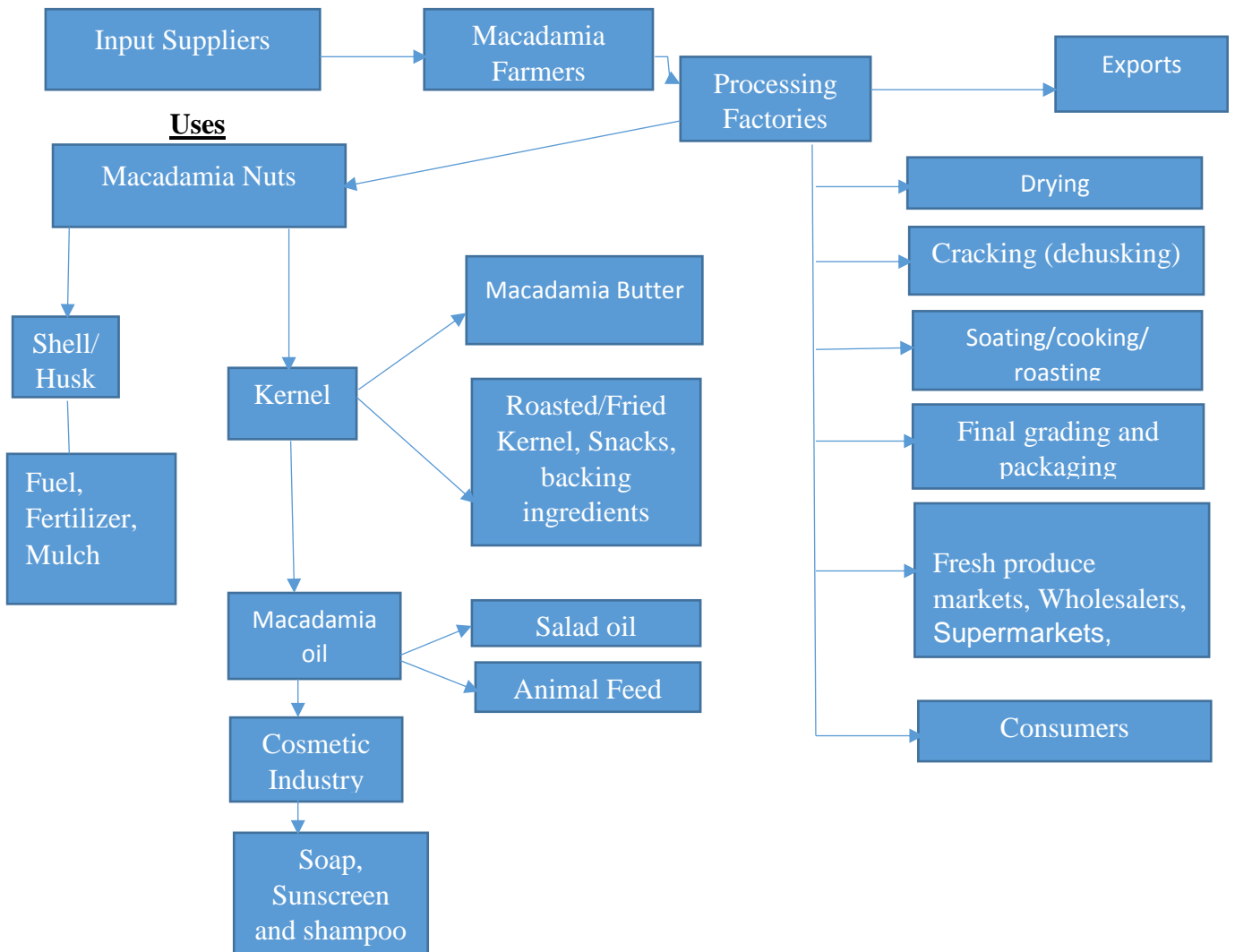
fostering competitiveness, upgrading and clustering in sectors such as cotton and textiles, furniture, leather, agro-industry, energy and others (UNIDO, 2011). The value chain diagnostic tool seeks to understand how actors in the value chain operate and coordinate their businesses to ensure that primary materials are transformed, stored, and transported and reach, in certain form of quality end consumers. The value chain diagnostics analyse the various activities carried in the chain and how these have effects of groups of people e.g. regarding poverty reduction, income generation, employment, firm development, economic growth or environmental sustainability. However, in all the above views in the different literature on the conceptualisation of how value chain analysis and development should be done, there is no clarity on that value chain analysis and development should be locally driven and that Local Government should coordinate effective value chain development in its areas of jurisdiction in collaboration with other local stakeholders and community, hence this shows limitations on the existing literature on rural development strategies. It is not even clear according to the vast scholars on who should be at the forefront of the process of value chain development which makes value chain development to remain a theory not practice, thus this study therefore fills this gap by encouraging locally driven Local Government-led approach to value chain development so as to promote sustained, resilient and empowered rural communities.

In addition, an analysis of the various value chains that were developed shows a critical limitation in the existing literature. For instance, the CZI developed a soya bean value chain which was to be implemented in Zimbabwe. It helps as it clearly totally analyses the soya bean value chain and how it could lead to development. However, its implementation modalities seem to be mainly based on Central Government implementation. The role of local communities in prioritising value chain development is not outlined in this example of value chain. Worse the paper is silent on Local Government's role in coordinating value chain development for rural development, but it seems to be a central government programme unshared with local government tiers and communities. This therefore prompted this study, since these weaknesses prompted the researcher to explore more on how value chains can be effectively exploited and foster development through a developmental local governance approach which is coordinated and led by local authorities in coordination with communities, Central Government Ministries and Departments, NGOs and other CSOs and the private sector. Also, implementation of value chains analysis and development in other country case

studies which include the dairy value chain implemented in Uganda according to IFAD (2006), NGOs seemed to be the only actor in value chain development.

The researcher considers that for value chains to be effectively tapped into to enhance sustainable local development more broadly translating to national socio-economic development, Local Government have to coordinate and lead the process with obviously unity of purpose among all stakeholders within localities. A multi-stakeholder mutual understanding is required to carry out this mammoth task but with high returns if properly done. Commitment by all stakeholders is the most important ingredient that is therefore required towards ending the threat of poverty. Examples of value chains that can be tapped into in the areas of study includes macadamia nuts, baobab fruits, forestry and timber, cereals production, granite stones, livestock (cattle, goats, indigenous chicken, pigs, sheep etc.), herbal gardens, irrigation farming produce such as tomatoes and bananas, wildlife, tourist attractions, river sand, sugarcane production, dairying. The first step in realising benefit from many of these untapped and underutilised value chains and opportunities is to identify in a participatory manner involving the beneficiary community, Ward Councillors, NGOs and other, CSOs, Government departments as well as private sector players that which types of value chains are there within Chipinge RDC area .Once these value chains have been identified, therefore collective effort can therefore be placed at fully tapping each and every value chain. In all this, local government's role should be central, that is, a developmental local government has to hit the ground running by coordinating, engaging, providing leadership to other stakeholders and fostering the development of such value chains. This will therefore see the sustainability, resilience and empowerment of the rural communities and in turn promote local economic development. Fig 1 below illustrates an example of a value chain that can be capitalised in rhe Chipinge RDC area which is the macadamia nuts value chain.

Fig1: Macadamia value chain.



Source: South African Department of Agriculture, Forestry, and Fisheries: Macadamia Nuts Profile

2.4.4 Investment in hard infrastructure

As a developmental local government CRDC must take initiative and invest in hard infrastructure so as to translate all local development plans into actions. Hard infrastructure is the physical infrastructure which includes but not limited to roads, bridges, dams, stands, water and sewer infrastructure etc. Roads needs to be trafficable in order to promote accessibility of all areas which will thus attract investors. If road networks have been rehabilitated and developed in Chipinge much more as compared to other Districts, investors can consider relocating to Chipinge thus promoting business attraction and retention as well

as industrial recruitment which necessitates LED. No investors would want to invest in areas where the roads and bridges are very bad and in inaccessible areas.

2.4.5 Encouraging Participatory planning and implementation of programmes

Participatory planning and implementation of programmes was also seen as an important step in promoting local development through the developmental local governance model. According to the ACPD (2006) participation means taking part as an individual and as a community in decision making at each step of the development process. It is the involvement of the broad cross section of population in the choice, execution of programmes and projects that are designed to bring out significant upward movement in their living standards (Lisk 1985). All the evidence tells us that not to empower [local people] is a tragically missed opportunity, not only to create a more just and more prosperous society, but also to advance rural well-being. (James D. Wolfensohn, as quoted from Serageldin and Steeds 1997). As noted by (Barraclough and Ghimire, 1995), “Rural people in most developing countries have been reduced or relegated to the role of passive recipients of any meaningful development strategies and policies which affect their lives. As such they bear the consequences of the outcomes of decisions they know nothing about”. For local development initiatives to be effective, Chipinge RDC in its capacity as a developmental local government must engage local community members in planning and implementation of local development programmes.

Participation can be done in the form of participatory budgeting. It is characterized by several design features that is: identification of spending priorities by community members, election of budget delegates to represent different communities and vote on spending priorities and the implementation of local direct impact community projects. According to Chirisa (2012) a participatory budget is part of the overall strategic effort to promote local democracy in Local Authorities and its main objectives are: to promote civic interest and participation in local development planning, to involve the community in generating self-sustaining livelihoods options as well as to promote accountability and transparency in local public finance and budgeting. Participatory budgeting is a process of deliberating on development planning, decision making and participatory democracy in which ordinary citizens decide how to allocate part of a municipal of public budget. This therefore ensures a guided budget in a decentralized form of governance and as well as ensuring participation and promoting local democracy within the local development management system. Consultative forums is another way in which a developmental local government can promote local participation which

therefore promotes locally driven development. According to Saito (1999) consultative forums are for local decision making in councils. Through elected representatives, proposals are channelled to councils for the preparation of local development plans which reflect local needs. Local administrators report to local council officials who in turn account to the people. These accountability procedures are reflective of the democratic development planning process in service provision. The planning process and accountability procedures must reflect participation in initiating and implementing programmes.

2.4.6 Strengthening the grassroots planning and structures in rural areas

Meaningful development strategies can be best mapped by the local communities who can on their own shape their own destiny. Grassroots development structures should be strengthened by the local authority so as to realise meaningful local development which is people driven hence attaining sustainable development. Part V of the Traditional Leaders Act (29:17) provides for the establishment of Village Assemblies, Ward Assemblies and Development Committees in line with the 1985 Prime Minister's directive which called for bottom up planning process. In line with section 14 of the Traditional Leaders Act (29:17) village assembly shall consist of all people resident in the village who have acquired the majority age status of 18 years and the Village Head shall Chair the Village Assembly. A village assembly must choose representatives to form a village development committee (VIDCO) chaired by the village head but is answerable to the village assembly. There is also the Ward assembly which also proceeds to choose ward development committee (WADCO) and is chaired by the Councillor for the ward. The VIDCOs develops Village development plans which are then forwarded to Ward Assembly for Consideration by the WADCO which considers Village Development Plans submitted by VIDCOs and merge them into a Ward development plan then forwards it to Rural District Development Committee as provided for in sections 59 and 60 of the RDCs Act (29:13).

In theory, the practice of this form of vertical participation therefore promotes effective, sustainable and resilient rural community development as the community members themselves are the ones who prioritises their needs hence contextual relevance of development programmes is addressed. More so, since the community participated in the development of these plans, community members will be fully willing to work towards the successful implementation of the development programmes hence they can be willing to provide even labour and locally available resources. However, in practice these development structures have since seized to save their purposes such that they are only existent on paper.

These structures are being taken for granted in the area of study. Leadership commitment from Councillors, Council Officials and the District Administrator (D.A) to see whether these structures are working is lacking. Meetings are being poorly attended as most of the people are now lacking interest in shaping the decisions affecting their own lives in their localities. In addition, meetings are being politicised by the Councillors, MPs and political party activists therefore people mainly from ZANU PF are the ones who mostly attend these meetings in ZANUPF dominated Wards while mostly those from MDC attend in MDC ran Wards and these meetings are not being frequently done as provided by the law. Councillors must learn that partisan politics ends when they win elections but once they assume office as Ward Councillors, they are now representing all people in their wards regardless of political affiliations. These meetings have now been reduced to be political party campaigning rallies. Council as a developmental Local Government with the assistance from the D.A's Office and other Government Departments in the District should educate Councillors, residents and Traditional Leaders on the importance of such meetings and that these must be done in an apolitical manner. Legal framework on rural development therefore seems to be divorced from the reality on the ground, therefore, this prompted the researcher to conduct his study to come up with recommendations on encouraging strong grassroots structures for local development.

2.4.7 Encouraging Entrepreneurship development

In its capacity as the engine of development in the area of its jurisdiction, the Local Authority in its spirit as a developmental local government should encourage community members to venture into new businesses as well as income generating projects with the prime aim of improving the livelihoods of the rural folk as well as promoting the development of the local economy. Communities through the support of CRDC, NGOs, and Government Departments should be innovative enough to come up with self-sustaining projects either in cooperative groups or as individuals. Some of the projects which the communities in Chipinge RDC area can engage in includes market gardening projects, piggery, indigenous chicken production, herbal gardens, sustainable brick moulding to mention but a few. These projects have to be operationalized with the underlying principle being commitment of each stakeholder involved. Developmental local governance therefore plays a key role. The Local Authority should be concerned with improving the living standards of its community members thus they must take the initiative to encourage communities to engage into income generating projects (IGPs) as well as start their own new business basing on locally available opportunities in their areas.

2.4.8 Community managed water and sanitation projects

In addition, Water, Sanitation and Hygiene (WASH) is the other sector which is still lagging behind yet has a great bearing on the welfare and health of the people in rural areas. According to the statistics from Ministry of Health and Child Care's water and sanitation Department, the water and sanitation coverage in the District stood at 30% in 2017 which is a reflection of substandard WASH services. The Local Authority as a developmental Local Government should take initiative to ensure that rural people have access to safe water and sanitation facilities in congruency with the sustainable development goals SDGs. Goal number 6 of the SDGs is as follows "Ensure availability and sustainable management of water and sanitation for all". CRDC has to promote provision of this service through engaging a multi stakeholder approach in which Council will have a coordinating function. On sanitation, community members have to be made aware of the dangers of poor sanitation and hygiene and as well encouraging people to build latrines, rubbish pits and practice personal hygiene from household level. Community health clubs should be strengthened in which the Community leads their own access to sustainable sanitation facilities as with of course the overhand from CRDC, Government Departments, NGOs and private sector organisations. In terms of safe water facilities, areas with natural springs and wells such as Ward 11, 17, 12, 10, Council should organise the communities with the support of other stakeholders such as NGOs to construct on the wells so as to enhance safe water supplies from protected natural wells and springs. Borehole drilling should be prioritised in dry Wards such as 1, 3, 4, 23, and 25 in which Council bears the oversight role to coordinate in order to make such results happen.

2.4.9 Environmental sensitisation programmes

In addition, all the local development efforts should take place without causing degradation to the environment. Communities in Chipinge RDC needs to be sensitised on natural resources conservation as malpractices which are harmful to the environment are the sight of the day. In all the wards in which this study was conducted, environment degradation is the order of the day with activities such as rampant deforestation, veld fires, cultivation on wetlands, stream bank cultivation, river sand poaching to mention but a few being conducted in the open sight of the Council, D.A, EMA and other Government Departments within the District but little is being done to curb these infringements which puts sustainable development at risk. As a developmental Local Government, CRDC has to ensure participatory and sustainable management of the environment. Council in consultation with Ward Councillors, Traditional Leadership, Communities, D.A, NGOs, business community, EMA and other Government

Departments should come up with a results based Local Environmental Action Plan (LEAP) to deal with this threat of environmental degradation and the plan has to be put into action through leadership from Council. Of essence, the community have to know that resources are not of Government but belongs to them hence they have to be used sustainably for their own good.

2.5 Analysis of the implementation developmental local governance in Africa.

2.5.1 Developmental Local Governance in South Africa

Since democratisation in 1994 the South African government has taken great strides in ensuring development and the promotion of economic growth through legislation and specific regulations targeted at improving the general wellbeing of its citizens, especially the poor (Madumo2015). Section 152 of The Constitution of the Republic of South Africa of 1996 provides for the following objectives that needs to be pursued by Local Governments:

- ✓ to provide democratic and accountable local government for communities
- ✓ to ensure provision of services to communities in a sustainable manner
- ✓ to promote social and economic development
- ✓ to promote safe and healthy environment
- ✓ To encourage the involvement of communities and community organizations in matters of local government.

The anticipate realization of these objectives this laid the basis for the conceptualization of democratic local government system as developmental. The concept of developmental local government was formally introduced by the Whitepaper on Local Government in South Africa of 1998. According to the Whitepaper, developmental local government has the following characteristics:

- ✓ Maximizing social development and economic growth-The powers and functions of Local Government should be exercised in a way has maximum impact on social development of communities in particular meeting the basic needs of the poor and growth of local economy. The white paper on Local Government further postulates that through its traditional service delivery functions, Local Governments exerts a great influence over economic wellbeing of local communities. Local Governments levy taxes, employ people, employ development control strategies, purchase goods and services, therefore contribute to the flow of money in the local economy.

Therefore, there is need to have clear vision for local economy in partnership with business to maximize job creation and investment.

- ✓ integrating and coordinating- The Whitepaper further argues that different agencies contribute to the development of a region and these include national and provincial and departments, parastatals, trade unions, community groups, and private sector. Therefore, developmental Local Government must create a vision and leadership for all those who have a role to play in achieving local prosperity. In the view of the whitepaper, poor coordination between service providers could undermine development efforts. Municipalities should actively develop ways to leverage resources and investment from both public and private sector to meet development targets. IDP is one of the methods to achieve greater coordination.
- ✓ Democratizing development, empowering and redistributing- Municipalities should play a central role in promoting democracy. Councilors should promote involvement of citizens and community groups in design and delivery of municipal programs. Municipalities need to be aware of divisions within local communities and seek to promote the participation of marginalized and excluded groups. Growth, Employment, and Redistribution (GEAR) strategy calls for redistribution of income and opportunities in favor of the poor. Developmental local governments can cater for the poor through service subsidies ie providing services to the poor below cost.
- ✓ Leading and learning – Municipalities can build conditions favorable for development through:
 - ✚ Building the kind of political leadership that is able to bring together coalitions and networks of local interests that cooperate to realise a shared vision.
 - ✚ Responsive problem-solving and a commitment to working in open partnerships with business, trade unions and community-based organisations.
 - ✚ Ensuring that knowledge and information are acquired and managed in a way that promotes continuous learning, and which anyone can access easily and quickly.

- ✚ Enhancing local democracy through raising awareness of human rights issues and promoting constitutional values and principles.
- ✚ Building an awareness of environmental issues and how the behaviour of residents impacts on the local environment, and encouraging citizens to utilise scarce natural resources in a prudent, careful manner.
- ✚ Investing in youth development as a key resource for the future, and building on their creativity and motivation through involvement in civic and development programmes.
- ✚ Actively seeking to empower the most marginalised groups in the community and encouraging their participation.
- ✚ Empowering ward councillors as community leaders who should play a pivotal role in building a shared vision and mobilising community resources for development.

Developmental local government requires that municipalities become more strategic, visionary and ultimately influential in the way they operate. Municipalities have a crucial role as policymakers, as thinkers and innovators, and as institutions of local democracy. A developmental municipality should play a strategic policy-making and visionary role, and seek to mobilise a range of resources to meet basic needs and achieve developmental goals.

The researcher envied the South African LED supportive framework which Zimbabwe should emulate, copy, contextualise in local government legislation as well as implement these strategies to realise local development.

2.5.1.1 Cooperative relations between spheres

The new Constitution states that government in South Africa is constituted as national, provincial and local spheres of government. These three spheres are distinctive, interdependent and interrelated. Local government is a sphere of government in its own right, and is no longer a function of national or provincial government. It is an integral component of the democratic state. All spheres of government are obliged to observe the principles of cooperative government put forward in the Constitution. Cooperative government assumes the integrity of each sphere of government. But it also recognises the complex nature of

government in modern society. No country today can effectively meet its challenges unless the components of government function as a cohesive whole. This involves:

- ✓ Collectively harnessing all public resources behind common goals and within a framework of mutual support.
- ✓ Developing a cohesive, multi-sectorial perspective on the interests of the country as a whole, and respecting the discipline of national goals, policies and operating principles.
- ✓ Coordinating their activities to avoid wasteful competition and costly duplication
- ✓ Utilising human resources effectively.
- ✓ Settling disputes constructively without resorting to costly and time-consuming litigation.
- ✓ Rationally and clearly dividing between them the roles and responsibilities of government, so as to minimise confusion and maximise effectiveness.

2.5.1.2 Ngwathe local municipality (Ngwathe means “Renoster River”) –South Africa

A case study of Ngwathe Local Municipality in South Africa was used in trying to draw lessons to Zimbabwe, CRDC in particular on LED and developmental local governance. The area of this Municipality forms the northern and central area of the region. Municipal Departments at this Local Authority includes the Office of the Municipal Manager, Financial Services, Community and Emergency Services, Corporate Services, and Infrastructure Services. LED implementation commitments are shown by the provision for a LED Unit which is currently housed in the Community Services Department (Meyer, 2013). There are a number of community projects which are currently being implemented with success and the municipal LED committee is operational in at this Municipality. Business chambers exist in Parys and Heilbron and are very active. Good links exist between the municipality and the district municipality. The LED strategy was internally updated during 2013 and is fully implementable. Services master plans are however outdated and need to be updated. No formal marketing plan exists for the municipal area. Space is currently available for industry development. Potential exists for commonages development due to the strong agriculture sector. Partnerships, such as a development forum, needs to be created in order to improve coordination and cooperation. Potential exists for tourism in townships, SMME development and development of industries in Koppies and Heilbron (Meyer, 2013).

The turnaround strategy of (2010) identified the following challenges in the municipal area: poor maintenance of roads and infrastructure, no services master plans, lack of housing data

base and housing development, poor management system for CDW's and ward committees in the area, high turn-over levels of staff, poor functionality of portfolio committees, poor financial management, lack of planning data and lack of an LED unit with development strategies. The LED strategy developed listed the following key LED interventions as building of the institutional capacity in the LED unit, job creation through infrastructure development, inclusion of the disadvantaged communities in the local economy, creation of an enabling local economic environment, investment and promotion of tourism and heritage development, skills development and assistance to SMME's. Economic sectors of importance are listed as manufacturing, mining, construction, tourism, agriculture and SMME development (Ngwathe LM, 2007). However, LED units within the various municipalities in the area lack capacity, funding, skills and qualified and committed officials. Furthermore, LED units and officials are isolated in terms of physical locality and institutionally from top management. It therefore seems that the LED function at municipalities in the region is an "unfunded mandate".

CRDC as a committed Developmental Local Government should copy strategies and success of this municipality as well as learn from the challenges which were faced by this local authority. For instance, to improve its commitment to LED coordination and effective implementation in its area of jurisdiction, CRDC should set up a LED unit ie a standalone department which is responsible for local economic development which will save to coordinate other departments of Council and stakeholders in the district towards one core objective which is sustainable local development. As a developmental Local Government, CRDC through its LED unit should facilitate the development of a LED strategy which should have input from other stakeholders in the District, whose aim is to promote local development through a collaborative partnership as was done by the South African Local Municipality which was used as the case study by the researcher. Also, the challenge which was faced in the implementation of LED in the case study is that it was done as just a fulfillment of what the law or directives requires while leaders lacks commitment for its implementation. Therefore, as a developmental local government, Chipinge RDC's staff have to have that zeal to uplift the standards of living for residents in its area which becomes an underlining principle and basis under which it is able to coordinate other stakeholders towards that dream.

2.5.2 Developmental Local Governance in Nigeria

According to Okafor (2015), Local Government in Nigeria is an offshoot of the federal political arrangement which is basically characterised by decentralisation of functions. The closeness of Local Governments to the grassroots enables it to perform functions and services which bother on the concerns, interests and aspirations of the people in their respective domains. Specifically, the guidelines for Local Government Reform in Nigeria (1976, p1) recognise local government as the third tier of governmental activity in the nation. It further states that 'local government should do what the word government implies-governing the grassroots or local level'. Through the reform process, local government in Nigeria is constitutionally recognised as the third tier of government and have substantial control over local affairs. This is in the provision of basic services, initiation and implementation of specific development projects in their areas, stimulation of economic growth through local initiatives and complementing the activities of other levels of government. However, despite the institutional framework in which local governments function, development and service delivery issues constitute major challenges. These issues identified within the context of autonomy, corruption, lack of initiative to stimulate local economic growth and insufficient platform for private and non-governmental agencies to participate in the economic development of the localities. The local population presently faces high incidences of poverty, unemployment, lack of social services and very low economic activities. All these have caused hopelessness and discontentment within the local population.

2.5.2.1 Statutory provisions for Local Government in Nigeria

The turning point in Local Government administration in Nigeria was the 1976 Local Government reforms which introduced a uniform national local government system in the Country. Through these reforms, Local Governments were also recognised as the third tier of government. According to Ahmad (2012), the overall objectives of the reform include:

- To make appropriate services and development activities responsive to the local wishes and initiatives by devolving or delegating them to representative bodies;
- Facilitate the exercise of democratic self-government close to the grassroots of our society and to encourage initiative and leadership potentials;
- To mobilise human and material resource through the involvement of the public in their local development;
- Provide a two-way channel of communication between local communities and government.

2.5.2.2 Rural development and Local Economic development in Nigeria

Rural areas constitute the basic most important segment of the Nigerian population. The rural population contributes tremendously to the overall national development despite the large scale rural mass deprivation which is consequent on the inability of the local governments to function effectively as a third tier of government with powers to address socio-economic issues. In this context, local governments should play critical roles in stimulating and developing sustainable local economies. This can be done by undertaking in shared economic activities with private investors and other stakeholders in the economic generating sectors capable of inducing local employment opportunities and advancing the socio-economic interests of the people. The priority areas in Nigeria includes agriculture, fisheries, animal husbandry, local mineral resources, forestry, manufacturing industry like bakery, palm oil and palm kernel processing, other categories of food processing, like yam and cassava flour and the marketing and distribution of commodities through bulk sales and retail outlets.

2.6 Theoretical Framework

2.6.1 The Participatory Model of Development

The participatory model of development is one of the models underpinning the developmental local government model. Stöhr and Taylor (1981 as cited from Potter 2004) provides an explicit account concerning bottom up and participatory development. The two argued that there is no single approach development as opposed to top-down development approach. They further notes that development from below, needs to be closely related to specific socio-cultural, historical and institutional conditions. Bottom-up strategy is important as it stresses the concerns of local community and promotes their active participation in the development design and implementation of projects, which therefore reduces external oriented development and dependency thus enhancing sustainability. As opposed to the traditional approach to rural development where development was imposed on them, participatory model of development calls for the authentic involvement of the beneficiary communities in promoting sustainable development of their local communities. Therefore, this study is contextually relevant since it is anchored on fostering participatory development through developmental local governance. One of the salient features of a developmental local government is to democratise development by working with various stakeholders, allowing communities to be active participants in shaping their own development. Development should be driven by local government authorities, which this theory ignored or was silent about, thus prompting the researcher to conduct the research on developmental local governance clearly

highlighting the importance of a developmental local government in promoting participatory development which fosters local development.

2.6.2 Location theory of local development

Location theory is yet another theory in the regard to the study. This theory was developed as an early response to the ignorance of space in traditional economic analyses. It was originally developed by Weber (1929) and later on improved by Hoover (1937), Greenhut (1956), and Isard (1956). This theory has focused primarily on developing formal mathematical models of the optimal location of industry given the costs of transporting raw materials and final products. Simply put, firms tend to locate near markets when the monetary weight (defined as the shipping costs per mile times the physical weight of the item shipped) of the final product exceeds the monetary weight of the inputs required to produce that product. Conversely, firms will tend to locate near primary input sources when the monetary weight of raw materials is large relative to the weight of the final product. Firms may also weigh the relative production cost savings from particular locations with the increased transportation costs to minimize the total costs of production and transportation.

This theory therefore becomes relevant in helping to understand about the concept of developmental local governance as a means to enhance sustainable rural development since it implies that firms which are critical for local development will consider locating in a certain area in relation to some factors which include nearness to the markets, inputs. Therefore, through developmental local governance framework, CRDC in collaboration with Government Departments and NGOs should create a competitive advantage in CRDC area through infrastructure development, fostering intensive crop and livestock farming which will give it a competitive advantage over other areas and promotes attraction of firms to the area. The relocation of firms will bring a number of advantages to the area under CRDC which includes value addition of agricultural produce such as bananas, tomatoes, macadamia nuts in which many farmers are facing a challenge in accessing the market especially in tomato and banana production, thus raising standards of living for the rural folk. Also local people will be employed while the local authority revenue base will be improved.

2.6.3 Export Base Theory

This theory was developed by Tiebout (1956) and North (1955, 1956). As argued by North (1955) regional growth in local political, economic, and social institutions is largely determined by the region's response to exogenous world demand. North points out that regions need not necessarily industrialize to grow, since a region's exports may consist of

either manufactured goods, service-based goods, or agricultural goods. As regions grow, their economy becomes more diversified, due to increases in local production to serve increasing local per capita incomes and the emergence of new industries serving export markets. Over time, regions will tend to “lose their identity as regions” (North 1955). With the increasing diversity of regional export bases and the mobility of factors of production, production will tend to disperse across regions over time, and per capita incomes will tend toward interregional convergence. This model is also relevant to the study as it shows the importance of the local export base in promoting development therefore developmental local governance is needed to boost the export base for the locality. This theory can however be seen as mainly concerned with macro-national development since export usually benefits mainly the whole nation and not the specific local area alone.

2.6.4 Stage/Sector Theories

Many of the stage or sector theories include focus on sectorial change (Perloff et al, 1960) theories also include a focus on sectorial change, some are also referred to as “sector” theories (Perloff et al. 1960). Hoover and Fisher (1949) present an early theory of sectorial change through various stages of regional growth. They argue that in early stages of regional growth, agricultural production predominates and the economy is largely self-sufficient. As transportation improves, producers begin to specialize and engage in outside trade with other regions. As diminishing returns begin to occur in the production of the region’s primary extractive and agricultural industries, the region enters a phase of industrialization. At the most advanced stage, the region specializes in export production. In this theory, the progression from self-sufficiency to export producer is largely seen in terms of the internal changes in the division of labour that produce economic specialization.

Stage/ Sector theories to local development were seen as applicable and helpful in explaining the research since it explains the stages that development follows, and of importance is that for this development to occur, there is need for the local authority to be at the forefront of development through a developmental local government approach in the process of modernising the local economy. However, this theory has its shortfalls, for instance, development in developing countries such as Zimbabwe might not follow the stages outlined in this model, but there is interdependence between the agricultural industries and manufacturing industries as manufacturing industries are dependent on agro raw materials.

2.6.5 Growth Machine Theory

Molotch (1976) argues that regional growth is a unifying imperative among local political and economic elites. As asserted by Wolman (1996), in this theory, the reason for pursuing a strategy of regional growth comes not from structural economic forces or from the equilibrating tendencies created by exports and trade. Instead, it comes from political coalitions of land-based elites who stand to benefit from local economic development. In other words, both local and national politicians benefit from local economic development as they become popular among the electorate. This theory therefore helps in explaining leadership commitment for the sake of gaining political ground thus developmental local governance model is the most effective way which politicians can use to gain political ground but at the same time promoting local development. However, the theory overemphasises on the role and importance of commitment of politicians towards local development while ignoring commitment by the bureaucrats who are the implementing staff for the local development strategies and policies developed by the politicians.

2.7 Summary

In a nutshell, the chapter sought to bring out and critically analyse the various literature on the concept of developmental local governance. Firstly, the chapter discussed the conceptual framework of developmental Local Governance. This was done by way of conceptualising the meaning and salient features of the concept of developmental local governance. Developmental local governance involves commitment of local government to work with various local groups as well as public and private entities so as to promote local development. Of essence local government has to lead and coordinate all other local stakeholders including the beneficiary community in shaping local development. Also, critical local and rural development concepts such as Local Economic Development (LED), rural development, community resilience were elaborated under the chapter. The chapter went on to give the constitutional, legislative and policy framework on developmental local governance in Zimbabwe. In addition, strategies for the promotion of sustainable rural development in Chipinge RDC area were explained and these includes value chain analysis and development, place marketing as well as strengthening grassroots development structures to mention but a few. It is important to note that the implementation of these strategies requires cooperation among all stakeholders, but the local authority as a developmental local government should lead the processes. South African and Nigerian case studies on developmental local governance were used in this chapter. Lastly the researcher looked at the theoretical

framework which involved the theories and models underpinning the developmental local governance concept. The next chapter will be primarily concerned with the research methodology. This will cover issues such as research design used in the study, target population, sampling techniques used in the study, data collection tools used in the study as well as research ethics in as far as conducting the research is concerned.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In the previous chapter, the researcher managed to critically analyze the various existing literature concerning the concept of developmental Local Governance in order to make a clear picture on the concept and need for Local Authorities to be developmental institutions of Public Management. This Chapter discusses the research methodology used by the researcher. Components making up this chapter includes research design, target population, sampling techniques used in the research as well as data collection instruments or tools used in this research. Both qualitative and quantitative research designs were used in this research. The research made use of both probability and non-probability sampling methods in order to come up with the sample population which therefore provided the researcher with information concerning developmental Local Governance. The probability sampling techniques used in this study are simple random sampling, interval/systematic sampling and stratified random sampling while non-probability sampling techniques employed includes accidental/convenience sampling as well as purposive/judgmental sampling. Qualitative data collection tools were extensively used for the purposes of this research and these includes interviews, questionnaires, observations as well as focus group discussions. The research used triangulation methodology in assessing the concept of developmental local governance in Chipinge RDC area.

3.1 Research methodology

It is a system of broad principles or rules from which specific procedures or methods may be derived to interpret or solve problems within the context of a particular discipline it involves a systematic, theoretical analysis of the study of methods applied to a field of study. Thompson (1998) argues that methodology is the science of methods with the use technical tools to obtain data. Rajasekar, Philominathan and Chinnathambi (2013) notes that research methodology is important in that it provides researchers with necessary training in choosing methods, materials, scientific tools and training in techniques relevant for the problem chosen. In this study, the researcher made use of qualitative research methodology as it allowed the researcher to have a deep insight on the development challenges and how can the adoption of developmental local governance enhance local development.

3.2 Research design

Research design refers to the plan, structure, and strategy of investigation conceived so as to obtain answers to questions and to control variances (Giddeons 2004). According to Macmillan and Schumacher (1993), a research design refers to a plan and structure of investigation used to obtain evidence to answer research questions and describes the ways for conducting the study including when, from whom and under what conditions the data will be obtained. Literally, research design can therefore be referred to as a blueprint for a study as it guides data collection and analysis. Explanatory research design was used as it enables formulating problems solutions to problems more precisely, clarifying concepts. In addition, explanatory design saves time and money. A research design provides a framework for the collection and analysis of data (Kelly, 2011). The choice of the explanatory research design was based on the fact that its use can enhance the gathering of firsthand information from stakeholders within the area under Chipinge RDC's jurisdiction. Both qualitative and quantitative research design was employed in this research.

3.2.1 Qualitative research design

Yilmaz (2013) asserts that qualitative research design is an emergent, inductive, interpretive and naturalistic approach to the study of people, cases, phenomenon, social situations and processes in their natural settings in order to reveal in descriptive terms the meaning that people attach to their experiences of the world. Qualitative research design involves the examination and interpretation of observations for the purposes of unearthing underlying meanings, it also uses open-ended questionnaires and interviews (Henning 2003). Qualitative design was used in this research to have a better personal understanding of the topic by making use of triangulation ie studying simultaneously by making use of both qualitative and quantitative methods. Qualitative approach as applied for the research helped the researcher to conduct a participatory and holistic research in which residents of Chipinge RDC area, Wards Councilors, Council Officials, Government and NGO officials managed to give information on the challenges being faced due to failure to exploit abundant resources and opportunities within their localities and how locally driven development can be promoted if the developmental local governance approach is followed. It was through the use of methods such as interviews, focus group discussions that the researcher managed to interact with various respondents who ushered in their views which enriched the research outcomes.

3.2.2. Quantitative Research design

Quantitative research is the research that explains phenomena to numerical data which are analyzed by means of mathematically based methods, especially statistics (Yilmaz, 2013). Quantitative approaches are characterized by studies that apply mainly statistical analysis to data collected by standardized questionnaires through survey methods that has been numerically transformed (and simplified) and that comes from a sampling frame that indicates it is representative of a broader population (Hulme, 2007:6). In addition, in quantitative research design, there is mainly the use of structured, rigid and predetermined methodology which therefore makes tools such as closed ended questions in questionnaires and structured questions in interviews which were employed in this research to be classified as quantitative research design.

3.3 Study area

The research was conducted in Wards 1, 3, 4, 10, 11, 12, 17,21, 23, 25 ,26, and 30 under Chipinge RDC which were judgmentally/purposively selected due to the fact that these wards are endowed with a number of natural resources, opportunities which can be exploited for local driven development, but unfortunately the abundance of these natural resources and other opportunities have not had significant importance of local livelihoods and economy as they are characterized by poor service delivery , widespread poverty and environmental degradation. The study area, Chipinge RDC area consists of all the five natural farming regions which therefore shows that a number of opportunities that can further local development are there as the diverse farming regions promotes different activities to be conducted.

3.4 Target population

Population can be defined as the group or total number of people from which information is gathered. Population is a group of elements or cases , whether individuals, objects, or events that conform to specific criteria and to which one intends to generalise the research (McMillan, 1996).The target population under this study included Residents from Wards 1,3,4,10,11,12,17,21,23,25,26 and 30 under Chipinge RDC, Ward Councillors for the aforementioned Wards, Officials from Chipinge RDC, officials from Government Departments, Officials from NGOs, Traditional Leaders as well as local politicians. The researcher selected a number of stakeholders to get research input as this a wide range of perspective are received thus promoting achievement of the research objectives. According to

secondary information acquired from the Chipinge RDC's 2015-2019 strategic plan ,the RDC area had an approximate population of 325 870.

3.5 Sampling, sample size and sampling techniques

3.5.1 Sampling

Sampling is the process of using a small number of people with similar characteristics to represent the whole population studied. Stimpson (2001) defined sample as a point of statistical population whose properties are studied to gain information about the whole. Sample population are the selected people who will help the researcher with information concerning a research within a certain a certain discipline. By studying the sample, the researcher may therefore fairly generalize results back to the population from which the sample was chosen. Zimkund (2003) notes that a sample is a representative that generalizes the whole targeted population because it is not possible to study the whole population due to factors like time, resources, and distance. Respondents were selected from various categories which included Residents of Wards 1, 3,4,10,11, 12,17,21,23,25, 26 and 30 under CRDC area, CRDC officials, NGOs, Government Ministries and Departments, Ward Councilors, Traditional Leaders, Local Politicians. The researcher used judgmental/purposive sampling method to select the aforementioned 12 Wards from the 30 CRDC Wards for the purposes of this study from whom community respondents were selected to assist with requisite information.

3.6 Sampling Techniques

3.6.1 Probability sampling

Latham (2007) understands probability sampling as having the distinguish characteristics that each unit in the population has a known, non-zero probability of being included in the sample. For the purposes of this research, three types of probability sampling techniques were used and these includes simple random sampling, interval/systematic sampling and stratified random sampling. The application of probability sampling techniques is significant since in this method, every member has the same capability of being chosen to be part of the sample population, therefore reducing bias hence it is quite representative.

3.6.1.1 Simple random sampling

The researcher used the simple random sampling technique. Simple random sampling require that each member of the population has an equal chance of being selected (Latham, 2007). All population elements are all equally positioned and have the same probability/ chance

/likelihood of being chosen. Simple random sampling was used in this research. According to McNealy 1999:155 as cited by Latham, 2007, a simple random sample is selected by assigning a number to each member in the population list and then use a random number table to draw out members of the sample.

Advantages of Simple random sampling

- it gives everyone an equal chance of taking part in the research or study i.e. the choosing of one member within the population does not affect the likelihood of the other to be chosen,
- Bias is also reduced in choosing members as they are randomly selected and it is relatively simple.

Disadvantages of Simple Random Sampling

- It is time consuming given a large population like which was used in the area of study.
- Also, since all members of the population have equal chances of being chosen, people who might not be able to give information needed for the research can be chosen which proves to be a challenge in gathering the much needed data. Due to these weakness, other methods were applied.

3.6.1.2 Interval/systematic sampling

Interval or systematic sampling technique was also applied in order to come up with the sample population for the study. Etikan (2017) comments that “in systematic sampling, only the first unit is selected randomly and the remaining units of the sample are to be selected by a fixed period, it is not like a random sample in real sense, systematic sampling has confident points of having improvement over the simple random sample, as ample systematic sample is feast more equally completed to the complete population”. This technique is based on the selection of elements at equal intervals, for instance selection of respondents from every 10th house in an area. The intervals are came up with by dividing the total population by the sample size.

Advantages of interval/systematic sampling

- It is less time consuming as compared to simple random sampling.

- The execution of this method is very easy, less in cost and convenient to use in the case of a larger population.

Disadvantages of Interval/systematic sampling

- People who are not well versed with the required information can be selected.
- The interval choice of sample e.g. choosing every 5th or 10th house requires that a settlement be more organized, while in most communal areas like in CRDC area, haphazard settlement pattern is the most prominent settlement pattern thus proving to be a challenge in choosing respondents making use of such a method.

3.6.1.3 Stratified Random sampling

Stratified random sampling was also used in this research. Community members in Wards 1, 3,4,10,11,12,17,21,23,25 and 30 in CRDC area were selected to using the stratified random sampling method. Stratified random sampling is the one in which the population is divided into sub-groups or strata and a random sample is then selected from each sub-group (Fink 1995 cited by Latham, 2007). The stratus can also be further classified into stratum i.e. sub-groups/ classes within the stratus. Respondents are then randomly selected either using simple random sampling technique or using systematic sampling technique, thus coming up with a sample population covering different clusters and sub-clusters, and differences within the population in which the research is being conducted.

Advantages of Stratified random sampling

- According to McMillan (1996) the technique allows subgroup comparisons, usually more representative than simple random sampling, fewer subjects needed and assures adequate numbers of elements in each subgroup.
- Population consists of different clusters to which attention has to be paid. For instance, CRDC area consists of people of different age groups, sex, beliefs, and languages, hence by taking into account this, stratified random sampling becomes an effective, qualitative sampling technique from which qualitative information can be derived.

Disadvantages of Stratified random sampling

- The method is complex and time consuming since the researcher firstly identifies what stratus makes up a population, classify the population into status and lastly choose sample population randomly or systematically.
- Similar to other methods within the probability sampling fraternity, chances are high that people who might not be able to give the information needed for the research might be chosen since all elements of the population have the similar likelihood of being chosen as they are randomly selected.

3.6.2 Non-probability sampling

Under non-probability sampling, the elements of the population under the study does not have the same chance or likelihood of being chosen as opposed to probability sampling. For this study, the researcher used purposive or judgmental sampling and accidental/availability/convenience sampling. The use of the non-probability sampling techniques allowed the researcher to target technocrats who were perceived to give the information for their experience in local governance, rural development and rural service delivery, with whom apt, reliable and accurate information was guaranteed. Such people includes Government officials, officials from CRDC, NGO officials as well as local leadership such as local politicians. Babbie (1990) as cited by Latham (2007) connotes that of the advantage non-probability sampling is that it is a convenient way for researchers to assemble a sample with little or no cost.

3.6.2.1 Purposive or Judgmental sampling

Purposive sampling involves selecting a sample on the basis of personal knowledge of the population, its elements and nature of research aims. In this method the researcher has to use his knowledge or experience to select the sample based on pre-conceived knowledge of the people who the researcher already knows that they are in the position to give clear, reliable, accurate and quality information necessary for the study. Initially , this method was used to choose wards 1,3,4,10,11,12,17,21,23,25, 26 and 30 from amongst a total of 30 administrative wards in CRDC are from whom community respondents are to be chosen. Later on, this method was used in selecting officials from CRDC, Government Ministries and Departments, NGO officials and Local Leadership such as local political leaders.

Advantages of Purposive /Judgmental sampling

- This method is convenient as the researcher select only respondents with whom information is guaranteed.

- Also, the researcher is guaranteed reliable and quality research information as people already known that they are well versed with the information are selected.

Disadvantages of purposive/judgmental sampling

- Since this method does not have a choosing criteria used, it introduces an element of bias.
- The perceived technocrats who are theoretically assumed to be well versed with the issues under study might also not be aware of the issues under research therefore giving the unreliable information.

3.6.2.2 Accidental /Convenience/Availability Sampling

According to McMillan (1996), a convenience sample is a group of subjects selected because of availability. This sampling method enables the researcher to rely on readily available respondents. In this technique, the first people to be met by the researcher are used as the sample population, thus the word “accidental”. This method was used in selecting community members from the aforementioned 12 wards as well as local politicians.

Advantages of Accidental/Convenience/Availability Sampling

- This method is convenient as readily available items or members are used for the research hence it’s not time consuming and is less costly.

Disadvantages of Accidental /Convenience Sampling

- There is however an element of bias, for instance women and girls are overrepresented in water points than men.
- Also since the people who are readily available are those selected for the research, the researcher might end up choosing people who are not able to provide the information required for the research.

The table below shows the research sample frame used in the study

Table 1: Sample size and sampling techniques used in the research

Population category	Population	Sample Size	Percentage of Sample	Sampling Technique used
CRDC Officials	6	3	50%	Purposive Sampling
NGO Officials	6	3	50%	Purposive Sampling
Government Officials	8	6	75%	Convenience Sampling and Purposive sampling
Ward Councilors	12	3	42%	Simple random Sampling
Traditional Leaders	10	2	20%	Simple Random Sampling
Local Politicians	6	3	50%	Convenience Sampling
Residents of wards 1,3,4,10,11,12,17,21, 23,25,26 and 30 in CRDC area	130348	12	0.01%	Stratified Sampling, systematic sampling and Simple Random Sampling
GRAND TOTAL	130 396	32	0.02%	

3.7 Data collection methods and instruments

The Researcher employed various data collection tools in his bid to strategize how CRDC can promote locally driven development given the increasing challenge of poverty and underdevelopment which is continuously persistent. Data collection tools which were employed in the study are broadly categorized into two categories which are primary data collection tools and secondary data collection instruments. The primary data collection methods employed in this study are questionnaires, both structured and semi-structured interviews, observations and focus group discussions. Each of these methods or tools have its own inherent weaknesses which are complemented by the other hence the use of a number of data collection tools saved the purpose of legitimizing the research findings i.e. Producing accurate, reliable research findings with reduced bias.

3.7.1 Primary Data collection instruments

According to Storey (1991:18) primary sources originate in the time that historians are studying. Primary sources of data are those tools in which firsthand information is sought.

Tools under the primary sources of data categories includes questionnaires, interviews, observations as well as focus group discussions.

3.7.1.1 Interviews

Tewksbury (2009) defines interviews as structured conversations that researchers have with individuals. Interviews involve direct conduct with the participants who are asked questions concerning a particular study within a certain discipline. According to Haralambos and Holbon (1995) an interview is a conversation between an interviewer and a respondent that is meant to elicit data in a face to face interaction. Its main focus is to get views from different individuals concerning a certain research issue. When the interviews were conducted, the researcher tried to create a friendly atmosphere to the informants so as to enable respondents to usher in their views clearly, more eloquently, without bias and suspicion which helped the researcher to get favourably accurate information. Both structured and semi-structured questions were asked to informants/ interviewees during the interview sessions. The structured questions are those questions which are prepared in advance before the interview session is conducted while semi-structured questions are those in which interview questions are not prepared in advance but the only preparation done by the interviewer prior to the interview is preparation on guides which will help in asking the un-preconceived questions.

Advantages of using interviews

The advantages of using this method of data collection includes the following:

- more detailed information can be obtained by the use of interviews,
- the use of semi-structured questions allows for flexibility in asking questions as questions can be restructured during the course of the interview,
- Personal information such as occupation, age, sex can be obtained
- Language can be adjusted to suit the person being interviewed.
- They help in the case of respondents who are unable to understand questions asked in the questionnaires.

Disadvantages of interviews

- Interviews are time consuming and expensive as the researcher carries out the interview by self therefore it is very difficult given a large sample population to be interviewed.
- it may also introduce interviewer bias i.e. instead of focusing on the interview the researcher can have a negative attitude on the interviewee which delegitimises all research findings which are came up with from such an interview,

- Language barrier is also another drawback of using an interview for instance, Ward 30 of CRDC area is predominantly occupied by Shangan speaking people of the Mahenye Community to whom the researcher was unable to conduct an interview as the researcher is not good at the language of these people.
- The interviewees may not be in apposition to give confidential information at face to face interviews.

3.7.1.2 Questionnaires

Questionnaires are the other research instrument the researcher used for this study's purposes. A questionnaire is a method of data collection which consists of a series of questions designed to obtain factual information and or information about people's attitudes, experiences, values, opinions or beliefs about a particular subject issues (Watson and hill, 2008). Open and closed ended questions were all used for the purposes of this research. Open-ended questions require long explanations so they give a platform for respondents to usher in their views which thus enriches the research findings. The researcher administered the questionnaires by himself by firstly drafting questionnaires, dropped them and then picked them later on after a day or more in order to give enough time for respondents to attempt questions in the questionnaires. The questionnaires were distributed to the CRDC officials, Government Officials and NGOS officials for the research.

Advantages of using questionnaires

- The use of open-ended questions as involved in questionnaires gives respondents the discretion to give answers as they wish as these types of questions don't consist of preconceived answers.
- Questionnaires covers a wide range of information, thus they are important as they give both quantitative and qualitative data concerning the population.
- They are very useful in the case of a large number of respondents as was the case in this research.
- There is no interviewer bias as there is no face to face interaction between the researcher and the respondents
- It gives the respondents /informants the time to consult relevant documents to assist in answering research questions since they are dropped to respondents and picked on a later date mostly after a or more days.

Disadvantages of questionnaires

- It is expensive i.e. when the researcher does printing of questionnaires, dropping and picking, the researcher incurs transport and stationery costs.
- The respondents might fail to understand the questions hence writing false answers.
- Respondents may not have time or may be reluctant to answer the questions.
- There is also a challenge of people being hostile to the researcher when you administer the questionnaires e.g. he can be chased away by dogs for they will be unwilling to participate in the research or will perceive the researcher as aiming to waste their perceived precious time.
- There might be a slow rate of response and low rate of responds which may affect the research outcomes.
- Some questions can be left attempted yet they are equally important for the purposes of the study.
- Researcher can get substandard responds from people who are not well versed with the research issues.

3.7.1.3 Observations

Observation is a qualitative data collection instrument in which the researcher observes the aspect under study. Observations comes in two ways which were all used in this research. One of these is participant observation whereby the researcher takes part in some of the activities under study and observe by himself whilst is participating in the process. The researcher did his work related learning at CRDC for a whole year, taking part in all local governance issues and rural development issues, therefore , from that experience, the researcher had gathered information on how council operates , the development challenges being experienced within CRDC area, causes of poverty and under development in the area as well as the existing under exploited value chains in CRDC area which need to be exploited for locally driven development within the context of developmental local governance. Simple or no-participant observation was also employed by the researcher in the study and this involves observation of events and research issues as they prevail by an outsider. The actual data that an observational researcher collects (and later organises and assesses for analysis and interpretation) are notes the researcher takes while doing observation (Tewksbury, 2009:45). Data from observation were integrated with one from questionnaires and interviews for deep insight.

Advantages of observations

- Compared to interviews, observation gathers naturally occurring data to gather first-hand information about social processes (Silverman 2006 cited by Moriarty, 2011: 10).
- Observations may keep the system undisturbed. In some cases it is undesirable for people to know an experiment or research is taking place to maintain high accuracy rate.
- It provides deeper insight into the research by participating in the activities through participant method of observation.
- It gives first-hand information as the researcher himself carries out the observation.
- Complements other methods used in data collection.

Disadvantages of Observations

- The observation itself introduces bias as there is no criteria used in this method.
- Attitudes and beliefs cannot be directly observed.
- It is costly and time consuming as the researcher has to incur transport costs to travel to the site being observed.
- It is not possible to observe actions which took place before the study was conducted.

3.7.1.4 Focus group discussions

In an attempt to get wide coverage of information, the researcher also employed the use of focus group discussions. A focus group discussion is a group interview of approximately six to twelve people who share similar characteristics or common interests. The researcher acts as the facilitator for the group and the facilitator guides the group based on predetermined set of topics. The Facilitator has to create an environment that encourages participants to share their perceptions and points of view. Focus group discussions involves the interaction between the researcher and community members in the form of group discussions. The researcher introduces his issues under study in a discussion with friends and members of the community without them knowing that the researcher is doing a study. In this process, the members in the group will give their views concerning the issue in discussion which will help the researcher to get a clear picture concerning the issue under study. This is a clever and tactical method of getting information without necessarily introducing formally that a research is underway. This again saves money and time.

Advantages of Focus Group Discussions

- Focus groups are relatively easy to set up

- The group dynamic can provide useful information that an individual data collection does not provide.
- It is useful in gaining insight into a topic that may be more difficult to gather through other data collection techniques.

Disadvantages of Focus Group Discussions

- This method is highly susceptible to bias by the facilitator/researcher.
- The discussion can be dominated or sidetracked by a few individuals which therefore results in insufficient data being gathered.

3.7.2 Secondary Sources of Data

The study also involved the use of secondary sources of data. Secondary data is obtained second hand from published or recorded sources and used for a purpose different from that of the agency that initially collected from the field. It could be access quickly and cheaply compared with data collected especially collected for the problem at hand. They include articles, journals, newspapers, journals, notebooks etc.). Secondary sources of data can provide data that can be analyzed using both qualitative and statistical approaches (Tewksbury, 2009). It therefore showed the significance of this study through critically analyzing the relationship between the research in question and a number of relevant literature (secondary sources) relevant for the study.

3.8 Data presentation, analysis and interpretation

Castellan (2010) defined data analysis as an on-going, inductive process where data is sorted, sifted through, read and reread. The research used both qualitative and quantitative data presentation and analysis. Quantitative data analysis involves deductive process and statistical procedures whereas qualitative data analysis involves inductive process: codes, themes and patterns to theory (Castellan, 2010). Simple bar charts, pie charts, tables, line graphs, multiple bar charts were used to present research's quantitative data which includes age. Qualitative data obtained from tools such as interview, questionnaires, focus group discussions and observations was grouped, integrated, interpreted and analysed to deduce meaningful information for the research.

3.9 Research ethical considerations

Research ethics as an integral and fundamental aspect of any research were greatly observed throughout the research. Authority was first sought from Chipinge District Administrator (D.A) and Chipinge RDC prior to the research in order to gain permission to conduct the

research in the area under their jurisdiction. Again a tour visit was made to the areas in which the research was to be conducted in order to make an appointment with the people in the Wards in which the research was being conducted to avoid doing a research while the people were unaware. The introductory letter from the Midlands State University also clearly stated the objectives of the research and thus seeking for authority to conduct study. In order to guarantee trust which the researcher enjoyed from his respondents, information obtained from the informants was kept as highly confidential. To make sure that the respondents were not left with suspicion on the researcher's contact, the researcher did not use names for respondents in both interviews and questionnaires, and instead alphabetical orders were used e.g. (participant A). Also data collected was solely used by the researcher for academic purposes and was not diverted to other non-curricula activities. The researcher always did informed consent with the respondents from whom research information was gathered. Fadden and Beauchamp (1986) says that informed consent describes an interactive process in which individuals voluntarily agree to participate in a research study after purpose, risks, benefits, and alternatives have been thoroughly described and understood, were properly acknowledged. No one was coerced in order to take part in the research but it was voluntary i.e. relationship of a willing respondent and willing researcher. Plagiarism was avoided by making sure that sources used in the research were accordingly acknowledged. Respect and protocol was properly followed when meeting authorities such as District Authorities Traditional Leaders, D.A, and Councilors. The researcher used pure Nda language which is prominent in the CRDC area, was decently dressed and as well treated respondents in the Wards with respect, this created a friendly atmosphere, thus respondents willingly ushered in their views concerning the study because a friendly atmosphere was created by the researcher.

3.10 Summary

This chapter highlighted in detail the research methodology which was used in this research. It explored the research design, the study area, the target population for the research, the sampling techniques used, the data collection tools used as well as the ethical issues employed in this research. The research used both qualitative and quantitative research designs. Respondents who participated in this study were selected through various sampling techniques which are broadly categorized into probability and non-probability sampling techniques. The probability sampling techniques employed includes simple random sampling, stratified sampling as well as systematic /interval sampling while the non-probability

sampling techniques employed in the research are purposive/judgmental sampling as well as accidental/convenience/availability sampling. The target population for the research included residents of Wards 1,3,4,10,11,12,17,21,23,25,26 and 30 under CRDC which were judgmentally selected from the 30 Wards under CRDC, Government Officials, CRDC Officials, NGO Officials and Local politicians. Data collection tools used includes questionnaires, interviews, focus group discussions and observations. Each and every sampling technique and data collection tools used in this research has its inherent weaknesses, therefore the use of a multiplicity of methods or techniques saved to complement in one way or the other the weaknesses of the other in pursuit for accurate and reliable information for the purposes of the study. Therefore, having discussed the research methodology in this chapter, the next chapter which is Chapter 4 will be focusing on the presentation, interpretation analysis of the research findings.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTEPRETATION

4.0 Introduction

In the previous chapter, the researcher managed to explore the research methodology which was capitalised for the purposes of this research. Mainly the focus of the chapter on research methodology was on the research design, sampling techniques, data collection instruments/ tools as well as the research ethics as applied in this research. This chapter will be focusing on the presentation of data collected at the same time analysing the presented data. Both quantitative and qualitative methods will be applied in the presentation of the data. This chapter seeks to present information captured from the documents, analysed field information obtained from interviews, questionnaires, focus group discussions as well as observations engaged in the study. This researcher will further on critically interpret and analyse the data gathered through primary and secondary collection. The data will be presented, interpreted and analysed descriptively in the form of diagrams such as tables, graphical presentations, illustrations and narrations.

4.1 Response Rate Analysis

4.1.1 Questionnaire Response Rate Analysis

Table 2: Questionnaire response rate analysis

Respondents	No. of Questionnaires distributed	No. of Questionnaires Completed	No. of Questionnaires not Completed	%age Response rate
Chipinge RDC Officials	3	3	0	100%
Government Officials	4	4	0	100%
NGO Officials	3	3	0	100%
Total	10	10	0	100%

Source: Field data

From the table above, 100% of questionnaires distributed to Chipinge RDC Officials, Government Officials and NGO Officials were responded to by the respective respondents. This this overwhelming positive response gave the researcher confidence that such response rate is sufficiently representative of the reality on the ground.

4.1.2 Interviews Response Rate Analysis

Table 3: Interviews Response Rate

Interview type	Respondents	No. of Interviews arranged	No. of interviews conducted	Response Rate
Structured	Ward Councillors	3	3	100%
Structured	Traditional Leaders	2	2	100%
Structured	Local Politicians	3	2	67%
Structured	Residents	12	11	92%
Semi-structured	CRDC Officials	3	3	100%
Semi-structured	Governments Officials	4	3	75%
Semi-Structured	NGO Officials	3	3	100%
Total		30	27	90%

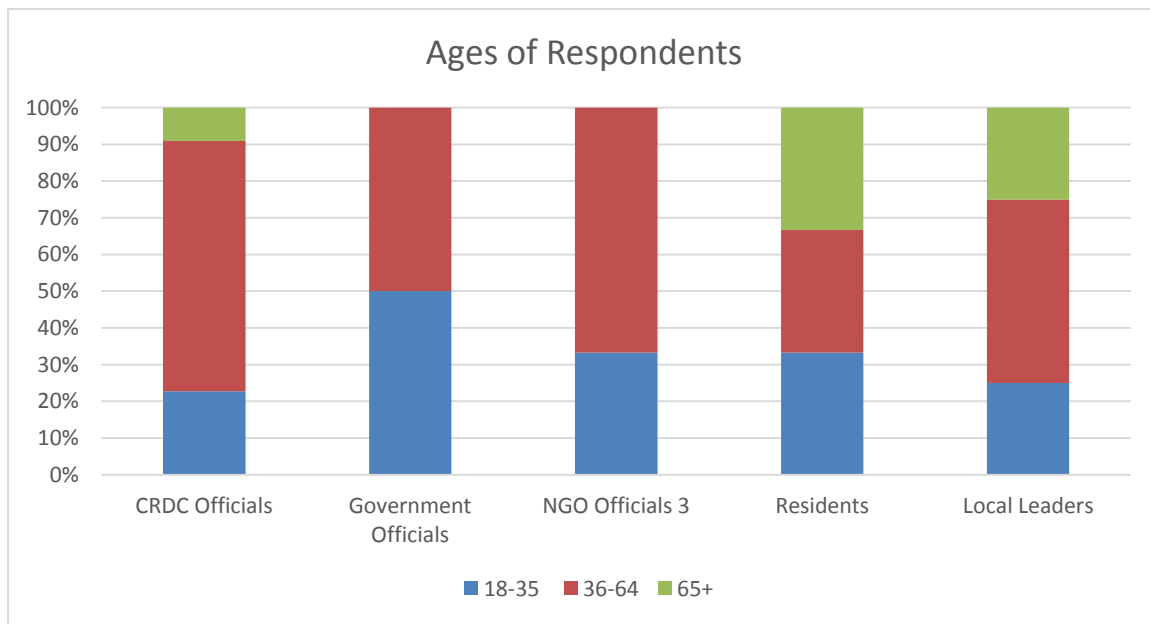
Source: Field Data

As presented in the table above, 90% response rate was obtained from the interviews administered by the researcher. The researcher used both structured and semi-structured interviews which helped him to get quality information. Structured interviews were prepared in advance and were used for respondents such as residents, local politicians, Ward Councillors and Traditional Leaders, while the researcher also used semi-structured interviews for respondents such as government officials, CRDC Officials and NGO Officials. The researcher used semi-structured interviews together with questionnaires during self-

administration of questionnaires to get further information which he could not get from questionnaires. Overall, the response rate for the research can therefore be rated as 100% as there was a much positive response by the respondents.

4.1.3 Ages of respondents

Fig 2: Ages of respondents



Source: Field data

As illustrated in the above component bar chart, 32.4% of the respondents were aged between 18 – 35 while 55% were of the age of 36-64 and only 12.5% were aged 65 and above. In greater depth, under the CRDC Officials category of respondents, only 22% represented those aged between 18—35. Such low representation of the youthful workforce within this organisation reflects poor recruitment of the youthful employees into Council infrastructure. 68% is however between 36-64 years which represents more of the old generation occupying critical positions in Council than the youthful age. Of the respondents amongst government officials there was 50% representation of both those aged between 18-35 and those aged between 36-64, while the 65 and above were not represented among the respondents. Such figures reflects that there is balanced representation of both the youthful and the old workforce in the Government Departments and this is because of the public service commission policy on recruitment and retention of those below the age of 65 years. 32% represented those aged between 18-35 while an overwhelming 78% represented those aged between 36-64 and no 65 years and above were represented among the NGO Officials category of respondents. The researcher also maintained balanced

representation in the resident’s category of respondents which enabled him to gain different views from different age groups from among community members from the contextual understanding of different age groups. Among the local leaders the 18-35 age group had a very low percentage while the majority of respondents in this category came from those aged between 36-64. This is a construct of the nature of local leadership in the various communities. It shows that very few youthful aged persons are in local leadership positions. Overall, from this diagrammatic presentation, youth participation in critical positions for local development such as NGO, Local Government, Government and local leadership is low. This trend is therefore the contributory factor to underdevelopment of the District since the economically active youthful population is side-lined from critical local development decision making issues, affects innovation as the youthful are the ones with the capacity to generate new ideas and to improvise developmental pathways thus this trend promotes business as usual approach by the elderly in critical local development positions.

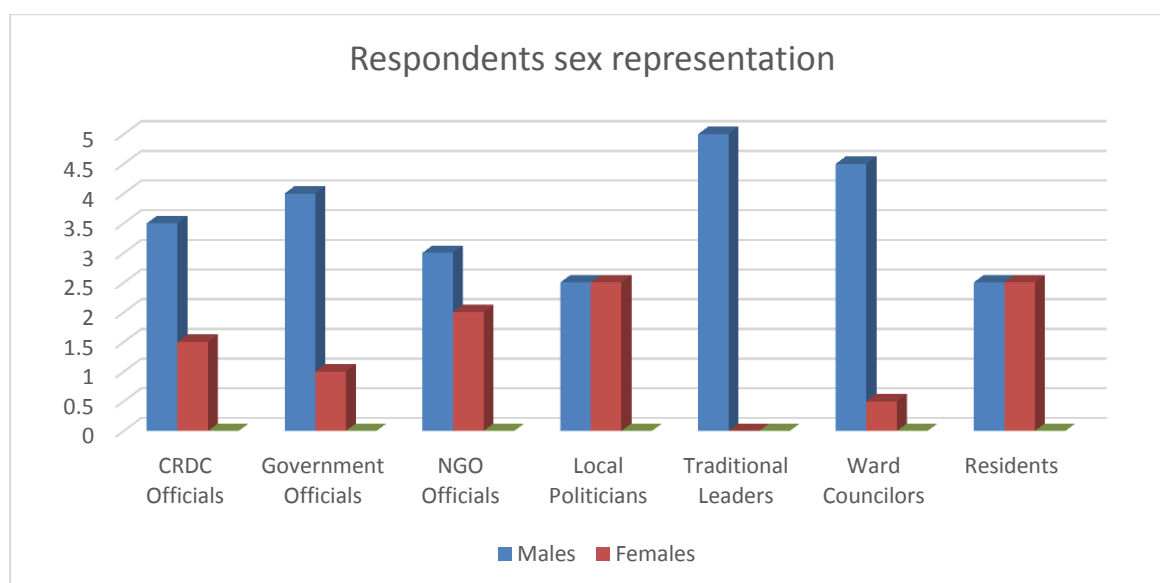
4.1.4 Representation of Respondents by sex considerations

Table 4: Respondents by sex

Category	Males	Females	Total
CRDC Officials	70%	30%	100%
Government Officials	80%	20%	100%
NGO Officials	60%	40%	100%
Local Politicians	50%	50%	100%
Traditional Leaders	100%	0%	100%
Ward Councilors	90%	10%	100%
Residents	50%	50%	100%

Source: Field Survey Data

Fig 3: Respondents by sex



Source: Field Survey Data

As illustrated in the table and the graph above, there is high deviation between the representation of males and females among the respondents with whom the researcher engaged for the purposes of data collection. Males were over represented than their female counterparts in the research. The highest gender disparity was noted among the Traditional Leaders who clocked 100% of exclusively males while there were 0% females among the Traditional Leaders engaged as key informants. This is as a result of the patriarchal nature of the society which does not give room for females to be Traditional Leaders while allowing males only to take the Traditional Leadership positions. This percentage was followed by the Councilors for the Wards under the study who involved 90% male representation while only 10% were females. This is again a reflection of the status of local government position holding where females are underrepresented in local government affairs. On a broader perspective, out of the 30 Ward Councilors in Chipinge RDC area, only 5 Wards are ran by female Councilors while the rest 25 Wards are represented by males. Again, gender stereotype causes this whereby due to stereotypes, women are seen by the community as incapable to represent the people, while women themselves don't support each other, instead they are jealousy of each other. High levels of gender disparities are also noted among the CRDC Officials and Government officials who clocked 70% and 80% male's representation

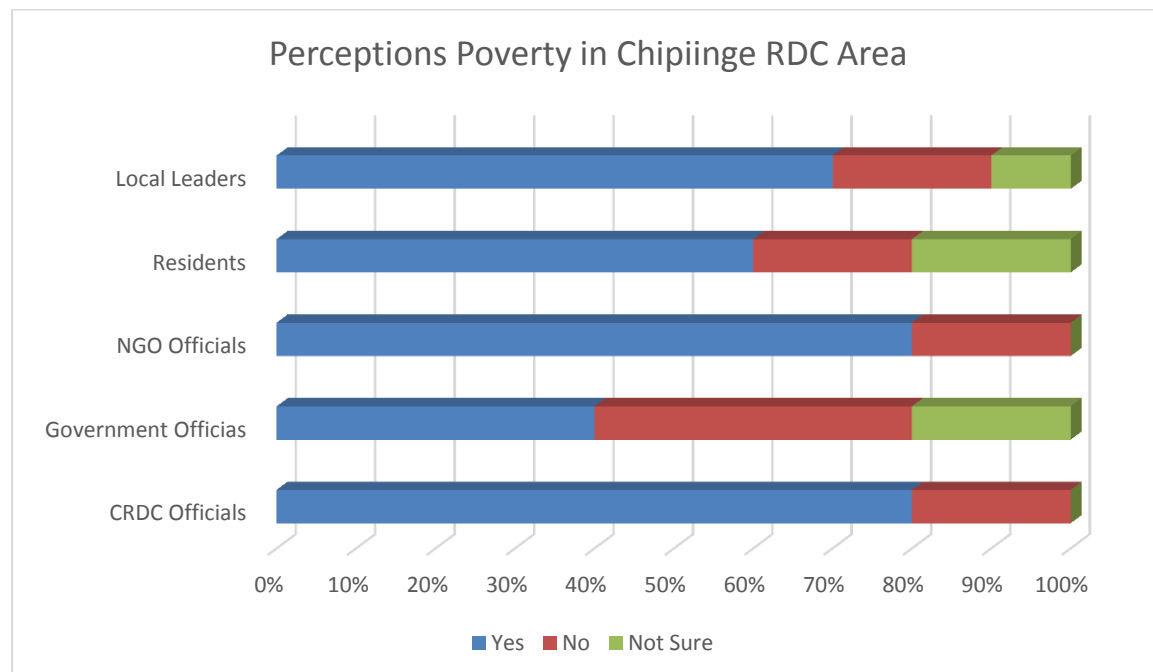
respectively among the respondents. This is again a construct of the over representation of males in the critical positions in these public sector organizations. There was relatively balanced representation of males and females among respondents in the NGO Officials category of respondents though males represented 60% while females represented 40% and this is a result of the NGO recruitment policies which is strictly based on gender equality and is being adhered to. However, the researcher mainstreamed gender upon sampling community members and local politicians where both males and females were given equal representation and gender bias was totally avoided.

4.2 Poverty, problems and underdevelopment in the Chipinge RDC area

4.2.1 Poverty

Fig 4 below show the perceptions on whether there is poverty or not in the Chipinge RDC area by the respondents from whom the researcher collected data. The responses were classified as those who said yes or no or those who were not sure of whether there is poverty in the RDC area.

Fig 4: Perceptions on poverty in Chipinge RDC area



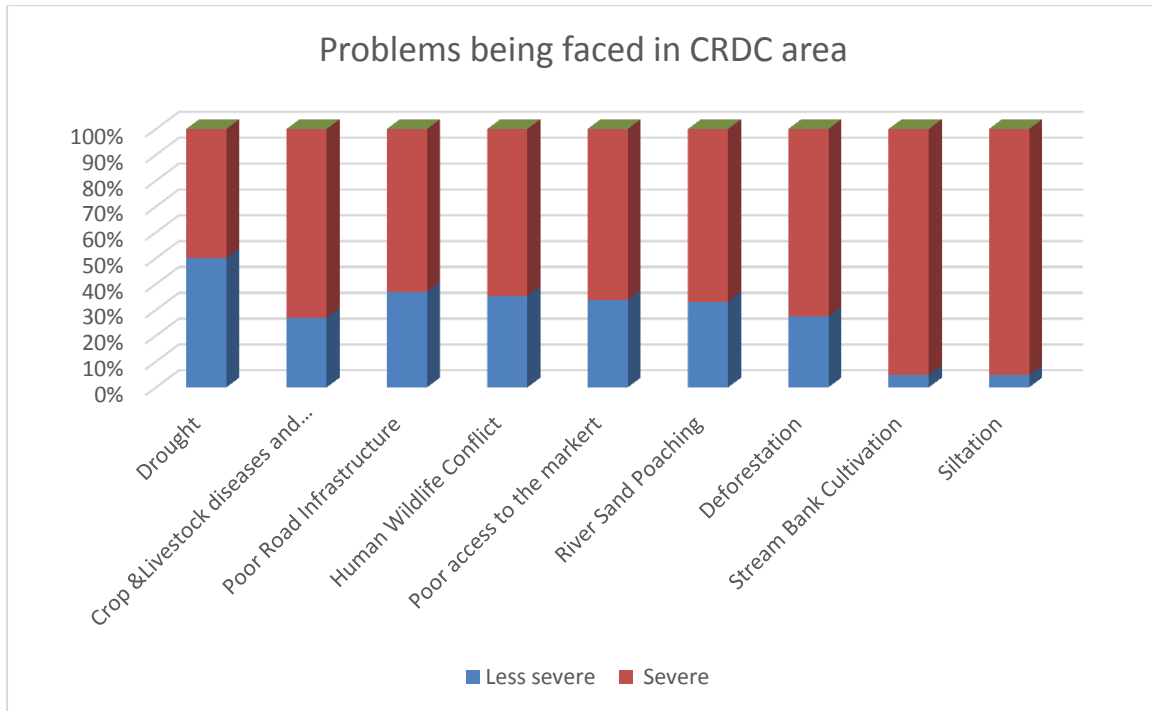
Source: Field Survey Data

From the information shown on the graph, 66% of the respondents agreed that there was poverty in the Chipinge RDC area, 24% disagreed saying that there is no poverty in the Chipinge RDC area, while only 10% of the respondents were not sure whether there was poverty in the Chipinge RDC area or not. As shown, key informants had different reactions concerning the concept of poverty within Chipinge RDC area. This is mainly a subject to personal understanding of the term itself as well as what one considers to be the prevailing situation on the ground. Most residents were in agreement that there is poverty in the District and they alluded it to recurrent droughts which hit mainly the Southern parts of Chipinge. Some residents however were in contrast with the fact that there is poverty in Chipinge saying that there is no poverty unless an individual does not do anything for survival which they rhetorically called *nungo* in ndau language meaning laziness. An overwhelming 80% of the respondents among Chipinge RDC Officials on the other hand acknowledged that there is poverty in the RDC area saying that 80% of the geographical regions in the Council area are in regions 3-5 which receives low rainfall and is prone to diseases and natural disasters. In addition, 80% of the NGO officials and 70% among the local leaders also agreed that the RDC area is still being characterized by widespread poverty mainly manifesting itself in the form of malnutrition, lack of basic necessities such as health care, lack of income streams for decent living, poor shelter, to mention but a few. On the contrast, the District Forestry Officer, one of the Government Officials, disputed the view that there is poverty in Chipinge because Chipinge is a unique District with all 5 Zimbabwe Natural Farming Regions which promotes different activities to be carried out (diversification). In general, these findings thus shows that there is poverty in Chipinge RDC area which calls for developmental Local Governance.

4.3 Problems being faced in the RDC area

Fig below shows a summary of the problems found to be prevalent in CRDC area. As illustrated, many problems were identified to be severe in Chipinge RDC area.

Fig 5: Major problems in Chipinge RDC area



Source: Field Research Data

4.3.1 Drought

Drought was singled out as a major threat which has impacted negatively on residents within the local authority area. Regions identified to be constantly prone to droughts are Wards 1, 3,4,21, 23, 26 and 30 which mainly falls under natural farming regions 3-5 posing threats to both crop cultivation and livestock production. Most of the interviewed residents in the different Wards within the research area claimed that there was poor crop performance in the 2017-2018 farming season. Although this season was characterized by good rains, they allude supposed changes in rainfall patterns as the cause for poor crop performance in their areas. Most residents planted in early or late November in which first rains were received. However the long dry spell in January 2018 led to poor crop production. Also the livestock particularly cattle is also susceptible to droughts especially in the wards such as 1, 3,4,21,23,25,26 and 30.

4.3.2 Crop and livestock diseases and pests

Crop and livestock diseases and pests were also identified as part and parcel of the problems affecting Chipinge RDC area. Crop pests such as fall army worm were reported to be causing havoc to farmers' productivity. Livestock diseases such as anthrax, foot and mouth, new castle are also constantly affecting livestock production in the RDC area, and this was mainly alluded to the mixing of wildlife with livestock as well as inadequate information on animal health issues given to farmers. Community members interviewed alluded that the previous 2 seasons were faced by a challenge from fall army worm which attacked crops such as maize and small grains such as maize. Also, horticultural crops are constantly under threat from a number of pests and diseases. This therefore affects agricultural productivity which is the backbone of the local economy of Chipinge. In addition, information obtained from CRDC Environment Management and Agriculture Officer (EMAO) shows that there is frequent reports and incidences of livestock diseases, with notifiable diseases also appearing on the list of livestock diseases more regularly than any other form of diseases. The EMAO is of the view that one of the major contributory causes of some of the notifiable diseases is the mixing of wildlife with livestock. For instance, as buffaloes normally trespasses from parks they mix with cattle and this results in them spreading foot and mouth disease to cattle. An interview conducted with an Official from Fintac an NGO specializing in livestock mentioned open defecation prevailing in the communities as one of the contributory factors to livestock diseases. He said that through use of bush toilet system, the tap worm will move to the grass when cattle eat the grass they will carry the worm which will cause measles in the flesh of cattle and the meat can be condemned at the market or fetch very low prices at the market. Dealing decisively with this challenge through developmental local governance model can therefore promote sustainable, empowered and resilient rural communities which are food secure, highly nourished, with constant and decent incomes.

4.3.3 Poor Road Infrastructure

Another problem identified in the research in Chipinge RDC area is poor road infrastructure. Though roads are maintained regularly, some areas such as Zamuchiya in Ward 23 and Tuzuka in Ward 21 are still inaccessible or difficult to travel to and from. This is also affecting transportation of agricultural and other products to the market. Information received by the researcher concerning road infrastructure is that there are different road authorities who do road infrastructure maintenance. According to information received from the Chipinge RDC EMAO, main roads are under Ministry of transport while local roads are shared amongst Chipinge RDC and District Development Fund (DDF). Council claims that the worst roads

are under the authority of DDF which are not frequently being maintained. He went on to say that Council roads are maintained regularly and the Council Roads team is always out in the different wards on a daily basis to make sure that roads are trafficable and different areas are accessible.

4.3.4 Human-Wildlife conflict

Human-wildlife conflicts were also established by the key respondents as another major problem which the RDC area is faced with. Communities are constantly in trouble from “problem animals” which damages crops, kills livestock and in some cases even claim lives of people. Areas near the save valley conservancy are the ones mainly susceptible to the effects of problem animals and this exacerbated by the inexistence of fence boundary for the conservancy. This is worsened by people who destroys fences in conservancy areas for game hunting or for their livestock to access pastures which usually good even during dry seasons. As a developmental local government, Council should make sure that people live a happy and fulfilling life without living under the threat of wildlife. Table 5 below shows a screen short of the havoc being caused to communities by problem animals in Chipinge RDC area.

Table 5: Problem Animal report in Chipinge

Species	Month reported	Damage	Place	Action taken
Elephants	Nov. 2 016 to February 2017	-Beans and Maize -One woman killed -Human Threat	-Middle Sabifarm 35 -Mahenye-Ward 30 -Taona- Ward 3	-PAC team attended and killed 2. -PAC Team attended.
Buffalos	November2016 to February 2017	-Beans and Maize -Human Threat	-Middle Sabi farm 35,25	-PAC team attended and killed 1.
Lions	November2016 to February 2017	-Human threat -Cattle killed -Cattle killed -Human threat	-Musani-Ward 4 and Bangwe ward 1 -Ngaone Ward 2 -Taguta Farm(Middle Sabi) -Ward 5	-PAC Team attended. -PAC Team attended -PAC Team attended
Hippos	November 2016 to February 2017	-Human threat	Middle Sabi Farm 25, Ward 5	-PAC Team attended and killed one Hippo.
Crocodiles	November 2016 to February 2017	Human threat	Maparadze, Ward 29	-Reported to Parks

Source: CRDC Report on Problem Animal Control (2017)

4.3.5 Environmental degradation challenges

In addition, information obtained from observations, interviews, questionnaires and focus group discussions showed that environmental problems were on the increase in Chipinge RDC area. These includes stream bank cultivation, deforestation, siltation, river sand poaching to mention but a few. As the researcher observed, there are a lot of unsustainable activities happening along Changazi River in Ward 1 which marks the boundary between Chipinge and Chimanimani Districts. There are a series of gardens which are now not in the banks of the river but actually within the river from its source downstream, and poverty has been alluded as the major contributory factor to this scenario as people are said to be doing this for family consumption as well as selling excess in order to survive. Due to such activities, a dam downstream which was constructed by World Vision ENSURE under the drought mitigation programme has since been completely silted. Several other dams and rivers within the study area are facing the problem of stream bank cultivation, and siltation, but appropriate action has not been taken hence they are on the increase. In addition, deforestation was also identified to be prevalent in the RDC area as obtained through field research. Main causes identified to be causing this problem includes poverty, brick molding, illegal settlements, land cultivation, stream bank cultivation, and charcoal production. Fig 6 below shows a picture of the heavily silted Changazi weir dam recently constructed by World Vision ENSURE.

Fig 6: Heavily Silted Changazi Weir Dam



Source: Field Research

4.4 Quality of service delivery in the Chipinge RDC area

Fig 7 below shows the status of service delivery in Chipinge RDC area for various services.

Fig 7: Service delivery quality in Chipinge RDC Area



Source: Field Research Data

The fig above shows the perceptions on the quality of different services being delivered by Chipinge RDC based on information obtained from various respondents. From the above, generally, the perceptions was that there is no excellence in the delivery of any service by Chipinge RDC.

4.4.1 Health

Most respondents saw the state of health service delivery within Chipinge RDC area as either good or moderate. Very few respondents saw the health services in the RDC area as poor or very poor. This good quality in health service owes to the role of Council itself which runs 22 clinics in the District while NGOs have assisted the Council's efforts in trying to improve health service. Cooperation between Government Departments, Council and other

stakeholders have also been applauded. Through, the support from the Ministry of Health and Child Care and NGOs, Village health workers which has helped to provide health services at people's doorsteps.

4.4.2 Water and Sanitation

Information obtained from a number of the respondents from whom the researcher collected data as well as through his own observation, showed that water and sanitation service is poor or very poor in the RDC area. A number of residents are still using water from unsafe sources such as unprotected wells, dams and rivers. In some areas especially in the low veld of Chipinge boreholes are there but most residents are far from them with some saying that they have to travel up to 5 km just to fetch water. Therefore more has to be done. In addition, the boreholes in the dry regions of Chipinge in areas like Mutema (Ward 3), 5 Miles (Ward 1) produces saline water which is difficult for human consumption. The sanitation issue is still a challenge in spite of the efforts made by Government, Council and NGOs to improve sanitation. Efforts have been made which includes awareness to communities on importance of using latrines, encouraging them to shun bush open defecation systems. In most areas, Village Health Clubs have been formed with the help of NGOs such as World Vision ADP and ZIMAHEAD. Communities were helped to construct toilets and use hygiene enabling facilities such as rubbish pits. Unfortunately, a number of community members are still using either bush toilets or substandard toilet facilities. One of the respondents interviewed by the researcher at CRDC said that we need to introduce “*command toilet construction*” where everyone will be forced to have a toilet and failure that, a heavy fine penalty will be put against the household without a latrine. Table 6 below shows the status of water and sanitation in 4 selected wards under the area of study

Table 6: Sanitation status in 4 selected Wards

Ward	Village	Households in the village	Village population	Households with Standard Latrines
1	Gwama	185	947	100
1	Munyokowere	125	465	96
1	Mutendadzamera	155	675	80
1	Maunganidze	485	2080	265
1	Nedanhe	250	780	165

1	Murepa	331	1607	170
3	Charuma	163	712	123
3	Maoneke	132	524	98
3	Bwerudza	147	560	122
3	Manesa	377	1454	228
3	Mugadza	151	570	100
3	Mugari	128	520	104
3	Goko	337	1685	200
3	Mwafaone	145	649	100
3	Mabuyaye	220	968	167
11	Ngoma V	184	500	153
11	Chikwanda	66	200	60
11	Mwatsaka	123	450	123
11	Njanji	250	600	14
11	Chikwanda J	222	700	222
30	Chimbi	59	229	9
30	Muzamani	23	99	13
30	Bhanzala	56	324	14
30	Palamuke	26	155	11
30	Chingele	57	239	17
30	Mahohoma	107	532	25
30	Mahenye	39	190	16
30	Guvhela	47	230	15
30	Mwanamuni	158	750	15

Source: CRDC's Report to District Water and Sanitation Sub-Committee (DWSSC)

From the above table, one can clearly note that the water and sanitation coverage in the district is generally poor. More therefore needs to be done, thus Council has to be a developmental local government which fosters and maximizes socio-economic development and facilitating, leading and coordinating local development in the RDC area as outlined in the (RDSF, 2016). Below again, is a table showing the District water situation for Chipinge RDC area as a whole. According to secondary information acquired from the Chipinge RDC's 2015-2019 strategic plan ,the RDC area had an approximate population of 325 870

which is too disproportionate with the number of water points as illustrated in the table below.

Table 7: District water situation

Total No. of water points (Boreholes & Deep wells)	1 199
Total No. of boreholes	1 052
Total No. of Deep wells	147
Total No. of Non-functional boreholes	135
Total No. Non-functional Deep wells	27
Total No. of functional Deep wells	120
Total No. of functional boreholes	914

Source: CRDC's Report to District Water and Sanitation Sub-Committee (DWSSC)

4.4.3 Roads

The road services is another service which was singled out to be poor or very poor by most respondents conducted by the researcher. Although roads are frequently maintained, they are currently poor. Transportation of agricultural products is often being hampered by poor road networks with buyers unwilling to go to inaccessible areas. Most of the roads are dusty, have gullies, and are poorly drained. Observations by the researcher shows that road conditions are very bad in areas such as Zamuchiya (Wards 23), Muumbe (Wards 23), Mabee (Ward 25), Hakwata (Ward 25), Tuzuka (Ward 21), Mbeure (Ward 21), Nyunga (Ward 3), Bangwe (Ward 1) to mention but a few.

4.4.4 Education

Education Service has generally been rated as moderate. Again, the majority of the schools are Council schools, with a few under missions, Government and private sector. Currently there are 98 primary schools and 33 secondary CRDC schools in Chipinge schools showing the role that Council as the responsible authority plays in ensuring access to quality education. Council works with the Ministry of Primary and Secondary education, different Government Departments and Development partners in the quest for excellence in education service delivery. Council works together with a number of organizations such as NGOs, Government Departments, and private companies in its quest for excellent education service. However despite this, more has to be done to improve the education system. The number of schools are still few and are far away and pupils have to travel long distances to reach the schools especially in resettlement areas. Schools in the District are facing many challenges. Some schools such as Chipinda in Ward 1, there are very few classroom blocks, with its

dilapidated buildings. Most of these schools have high student: teacher ratio. Also due to poverty, most parents are failing to pay tuition fees for their children which is affecting the running of schools hence schools are usually poorly resourced leading to low quality education. Therefore, the local authority need to improve the education system as a developmental local government.

4.4.5 Housing

A number of respondents have showed that housing service within the RDC area is either don't have places to live. Most of the rural folks cannot afford to acquire stands from Council later on to construct decent shelter. They said that as a result of this, we therefore resort to be illegal settlers. An area called Njanji in Ward 11 is one of the areas characterized by illegal settlements as the demand for housing trebled. The people in this area have been illegally settled by village head Njanji and they proceeded to do various activities such as stream bank cultivation, deforestation in the area. In addition, the houses are built from poor quality material such as daga which puts them at in the case of hazards.

4.4.6 Environment Management

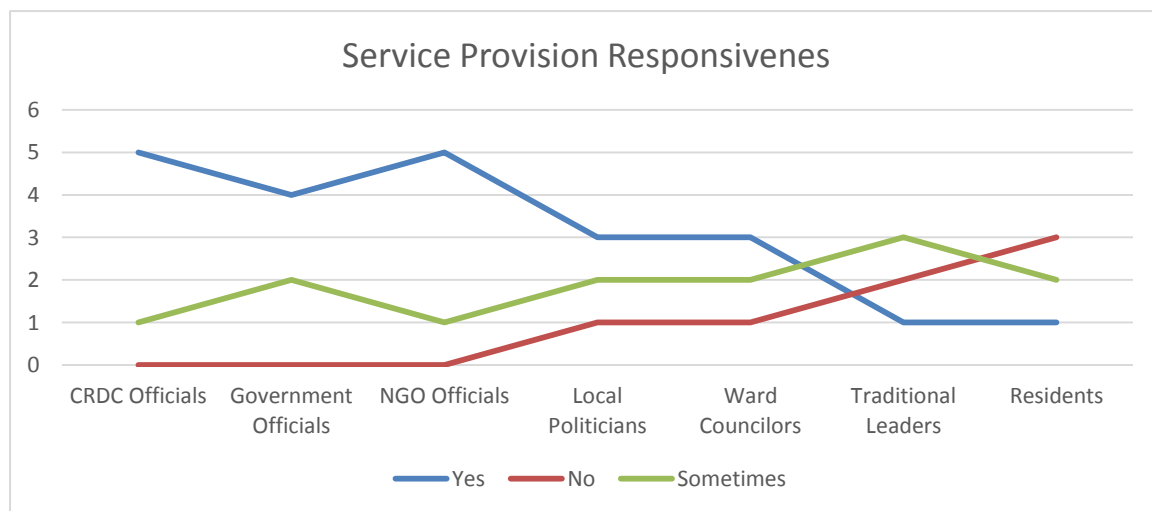
Environmental management was rated by most of the researcher's informants as mainly moderate poor though there were a few who saw it as good. There are lots of environmentally unsustainable activities taking place in the RDC area yet surprisingly no action is being taken. There is deforestation, stream bank cultivation, veld fires, cultivation on wetlands. As a result various areas are with gullies due to increased uncontrolled erosion. Stream bank cultivation has become too extensive to the extent of being like the normal way of things. Rivers like Changazi (Ward1), Budzi (Ward 11), Nyazvikari (Ward 23), Mbeure (Ward 21), Bangwe (Ward 1), Tanganda (Ward 4) to mention but a few are characterized by numerous gardens along their riverbanks. As a result, they have been heavily silted, in addition to reduction in river discharge downstream. Most of these rivers are diverted through construction of canals across them which results in them drying up or having very little water downstream. River sand poaching is also at its peak in the RDC area mainly in Nyamure (Wards 3) and (Ward 4) owing to poor Council Control systems, which is further contributing to siltation of rivers and dams. There is also an unprecedented cutting down of trees due to illegal charcoal production for sale by residents, firewood fetching, brick molding, land clearing for agriculture and settlements which is further degrading the environment. All these and other unmentioned environmental threats are being illegally done with little or no effort being taken to deal with them. Council have done many things to conserve the environment

but to no avail. Efforts which Council made includes making environmental awareness and sensitizations, partnering with NGOs in developing Ward level and community driven local environmental by-laws, coming up with local environmental plan (LEAP), training and establishing environmental subcommittees and environmental monitors in different areas etc. Despite all these efforts environmental degradation is on the increase. A cross section of interviewed residents said that Council environmental monitors are not doing their job and there is also no cooperation from traditional leaders. These findings generally exposes the unsustainable nature of the RDC area and this call for Chipinge RDC to use developmental Local Governance Model as a means which could enhance sustainability in development of Chipinge RDC area.

4.5 Service provision responsiveness by Chipinge RDC and Government Departments

Key informants were asked whether Chipinge RDC and Government Departments quickly or slowly response to residents’ requests and reports pertaining the delivery of various services. Fig 10 below illustrates the different response by different categories of respondents who were asked by the researcher.

Fig 8: Responsiveness in Service delivery by Chipinge RDC and Government Departments



Source: Field Survey Data

As stated in the above graph, 52% of the conducted respondents said that Council and Government Departments quickly responds as soon as requests have been made by residents concerning service delivery, 31% said that sometimes response to residents’ demands on service provision issues is quick while slow sometimes while only 17% said that there is no response, residents’ requests are not being timely attended to. However, depending on the

overall percentage of the inter-category percentage can lead to biased information as the figures are being influenced by outliers (numbers that are too big or too small) McMillan (1996). In this case for instance, categories of NGO Officials, Government Officials and CRDC Officials have 0% in terms of respondents who said that there is no response to residents' requests and they are not being timely attended to. Therefore these extreme numbers in the three categories influences the average response percentage yet at category level, there are differences. Amongst the respondents , 83% of CRDC and NGO Officials said that *yes, residents' reports and requests are being quickly and timely responded to by CRDC and Government Departments*, while 17% said that *sometimes response by CRDC and Government Departments to residents' requests is quick while slow sometimes*. Amongst respondents from the Government Departments, 67% said that *yes, residents' reports and requests are being quickly and timely responded to by CRDC and Government Departments*, while 33% said that *sometimes response by CRDC and Government Departments to residents' requests is quick while slow sometimes*. None of the conducted respondents among the three mentioned categories of informants mentioned irresponsiveness or slow response by CRDC and Government Departments to resident's requests. However, the researcher saw that there could have been bias especially among the CRDC and Government Departments as they are the providers of these services, so it could be a form of protection of the public image of the public sector institutions. To deal with this, the researcher also asked the same question to other respondents who were not affected by conflict of interest. Residents and Traditional Leaders' response was mainly that there is either totally no response to residents' reports and requests on service delivery issues by the responsible authorities or sometimes response is quick while slow sometimes. This information was therefore gathered from the grassroots who are the beneficiaries of the services who have a clear and unbiased opinion regarding service provision as they are the hardest hit by poor service delivery. Council and other local politicians on average said that sometimes response to public reports and requests on service delivery is slow while quick sometimes.

4.6 Local development strategies that are being employed by Chipinge RDC

4.6.1 Community participation in local development

Information gathered generally showed different perceptions on community participation in local development. While most government departments, CRDC officials and NGO officials were in agreement that communities are participating willingly in development as they are always consulted residents had a deferent story. Information gathered from NGO Officials,

Government Departments, CRDC officials and Local Leaders showed that they always consulted communities to be at the forefront of the programmes. In addition, Councilors reflected that the constantly held meetings with the residents in their Wards. In contrast, Community members said that feedback meetings, WADCOs and VIDCOs were not frequently being done in the RDC area, instead, Leaders are now resurfacing when we are towards elections and when the polls are over, very few meetings concerning community needs are being held. In addition, some of the interviewed residents said that residents mainly participated in meetings with benefits such as food handouts, money were being done, which makes some officials to lie to residents that there were material benefits only for people to find out nothing. Therefore important meeting are not being attended by people in their numbers because they have no immediate benefits attached to them. A certain NGO by the name FINTRAC Trust elaborated that their program works to eliminate the challenges communities face in livestock rearing as a commercial enterprise , so without cooperation of the communities success is not guaranteed and as well, people are expected to fund their projects , the NGO's main role is facilitator. This therefore shows that there is community participation.

4.6.2 Coordination and cooperation among stakeholders

Coordination and cooperation is an important aspect that anchors the developmental local governance model. Evidence gathered from field research from NGO Officials, Government Officials and CRDC showed the existence of cooperation amongst key stakeholders in local development of Chipinge. Council normally consults stakeholders in its businesses. Cooperation can be noted through the holding of the RDDC meeting in which all local stakeholders within the District are in attendance to usher in their views. Also in Council meetings, workshops different relevant stakeholders are invited and participates. On coordination one respondent from Chipinge RDC said

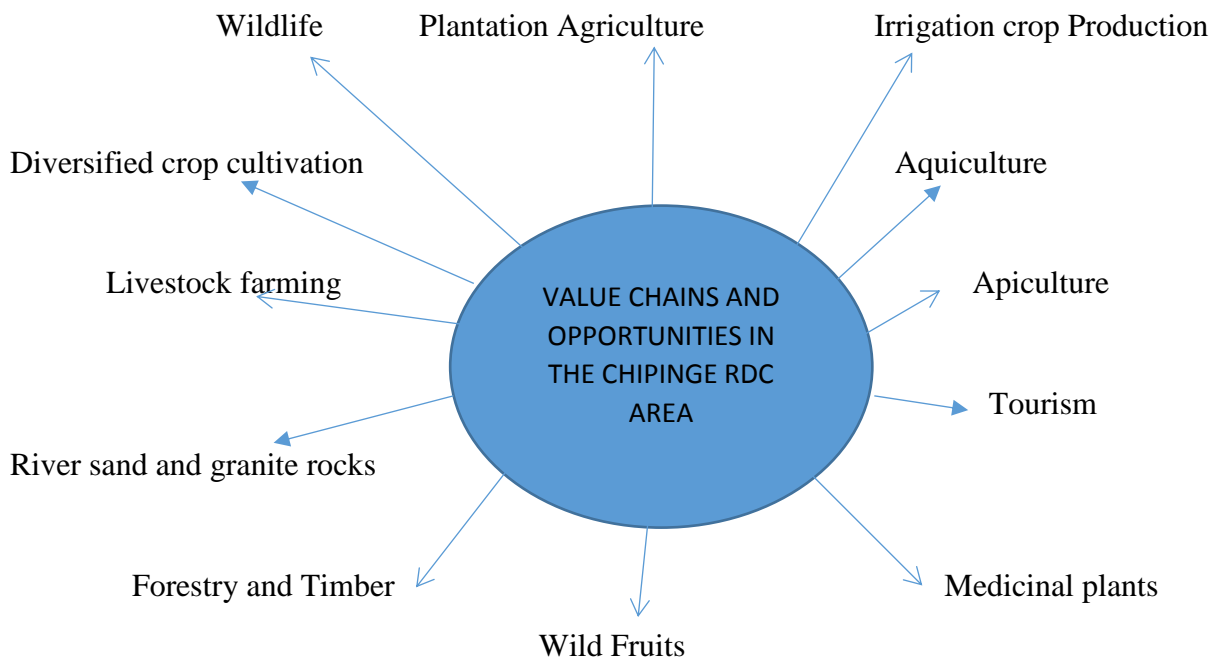
“As Council, we don't coordinate Government departments and traditional leaders as they are under the D.A's control. Also we don't coordinate MPs, Councilors. Instead we engage them rather than coordinate them. Council only coordinates NGOs with whom they sign MOUs”.

While developmental local governance model calls for local development to be coordinated by the local authority, the prevailing situation in Chipinge RDC area shows a deviation from the principles of developmental local governance as Council does not coordinate most stakeholders important for local development.

4.7 Opportunities for local economic development in Chipinge RDC area

The researcher found out that there are many opportunities which presents themselves in the RDC area which can be tapped into for sustainable local economic development in the RDC area. Fig 10 below illustrates the various opportunities which are available in the Chipinge RDC area which can be tapped into for local economic development.

Fig 9: Value chains and opportunities in Chipinge RDC area



Source: Field Research Data

Fig above shows some of the value chains and opportunities and value chains that presents themselves in Chipinge RDC area and this was obtained through field research. From the above, it can be clearly deduced that Chipinge has various opportunities and value chains which can be tapped into for local economic development. In general, Chipinge can be referred to as an agricultural-based District. In short, the RDC area has all the 5 Zimbabwe Natural farming regions and this promotes diversified farming activities to be conducted for sustainable local economic development. Diversified crop production is promoted by the availability of different climatic conditions. In the upper Chipinge there is cultivation of maize, beans, tea, macadamia nuts etc. and this is promoted by good soils and good rains received in the areas. Also lower areas of Chipinge in the low veld practice cultivation of drought tolerant crops such as small grains as well as cultivation of crops under irrigation. Plantation agriculture is also practiced in the Highveld of Chipinge and there are such activities as macadamia nuts production, timber and tea plantations. Also, there are a number

of dense forests in the upper part of Chipinge which promotes apiculture (beekeeping and honey production). In addition, opportunity for livestock production is presented in areas in Wards 1,3,4,21,23 and 26 which could be diversified to encompass the rearing of goats, sheep, cattle, poultry production which promotes economic development capitalizing on locally presented opportunities. Wildlife is another value chain that presents itself in the RDC area. The Mahenye Community in Ward 30 is home to the largest Campfire Ward in the RDC area. The RDC area has many spectacular features which can act as tourist attractions. These includes dense vegetation in the Highveld of Chipinge, mountainous scenery, Rupise untapped hot spring, wildlife, cultural diversity. Thus tourism is another undercapitalized value chain which the researcher noted through field research. Although efforts are underway or have been made to promote local value chain and opportunities capacitation for local development, these are not being fully capitalized.

4.8 Why is there poverty and underdevelopment in Chipinge RDC area despite vast opportunities?

The information obtained shows that respondents are in agreement that despite these and other vast opportunities and value chains that presents themselves in the Chipinge RDC area, poverty, and underdevelopment are still widespread. The local economy of Chipinge is not performing up to its potential. Various opinions were cited to be causing this challenge chief among them being lack of value addition of resources.

4.8.1 Lack of value addition to local resources

Resources are being sent out of Chipinge District without being value added. There is need to locally value add the resources. Agricultural products like macadamia nuts are being exported from Chipinge at lower prices only to earn very high prices in the destination countries. For instance, in 2018, foreign companies buying macadamia nuts are buying them at a maximum of \$3 per kg while after they have value added the golden nuts, the companies will sell the same products at \$14 per kg in international markets. In other words, communities are voluntarily because of lack of empowerment sending out their resources to benefit others more than them. This is in line with (UNIDO, 2011) which called for local value addition of resources for poverty alleviation.

4.8.2 Undercapitalization of local opportunities by Chipinge RDC Residents

The livestock sector which could also be another breadwinner for sustainable incomes for prosperity among rural households mostly in the low velds of Chipinge RDC area is not being effectively tapped into. Most people are still doing livestock farming mainly at a non-commercial level. People have not actually fully grabbed the opportunity in this sector which

can actually transform their livelihoods and in turn revamp the economic outlook of Chipinge RDC area. For instance, an interview the researcher conducted with an official from Fintrac Trust, an NGO showed that there was a lot of ignored opportunities within this sector which are currently not being fully exploited. He mentioned about the poultry rearing opportunities. Indigenous chicken rearing is currently being operated only at a peasant level. Actually, indigenous chicken rearing can be tapped into through pursuing a commercial line in this sector. Also although slight improvements are being noted, the production of goats, sheep, pigs and small livestock is not being fully capitalized in the RDC area. He went on to emphasize on the market that there is need to establish separate selling facilities or abattoirs for chickens, goats, cattle, sheep and pigs. Also, animal health, nutrition, breeding and marketing information needs to be continuously imparted on the farmers in order to promote the commercial production of quality livestock. According to him, market for livestock products was plenty but production needs to be there. In addition, interviewed community members mentioned lack of capital to engage into income generating projects as the contributory factor to why there is poverty and underdevelopment in Chipinge yet there are a vast number of opportunities and value chains that could be exploited for sustainable and empowered rural livelihoods. They said that most people are willing to and are seeing the opportunities but lack of funding draws back their mentality to self-development. In addition, a cross section of the research informants also mentioned lack of access to the markets by communities as one of the contributory factor as to why the RDC area endowed with resources is not realizing its full potential in terms of local economic development. People are faced with the challenge of lack of access to a certainty based market.

4.8.3 Unavailability of or lack of access to marketing facilities

Unavailability or lack of access to market facilities was maintained by respondents as one of the contributory factor to why there is still poverty and underdevelopment in Chipinge RDC area yet there are many value chains and opportunities that can be tapped into for local development. Some residents who are into crop cultivation and livestock production are doing quite well in terms of productivity, but lack of access to market for them to conveniently sell their products is shuttering their dreams of raising their incomes and local economic growth. For instance, some irrigation farmers from Maunganidze irrigation Scheme in Ward 1 told the researcher that in many years they produce large quantities of crops such as tomatoes, groundnuts, field beans, onions and other horticultural and other crops but they

struggle to sell their crops. They end up selling their produce for peanuts. For instance, they said:

“In 2016 and 2017 when all farmers in Maunganidze irrigation scheme and other irrigation schemes such as Mutema, Manesa, Tonhorai, Chipiro produced tomatoes in large quantities, there was no formal market to sell our products which forced us to be prey of informal markets which normally bought using very low prices such as \$3 per card box of tomatoes which under normal conditions costs up to \$40. This little amount we receive from the market makes us to run under loss when we consider the inputs we would have put for the product to be produced. Some tomatoes were even rotten because of lack of market. If companies like Cairns Foods returns to buy our tomatoes it will be better as they buy all tomatoes even the rejects at very high prices”

Therefore lack of access to market facilities is hindering effective exploitation of local value chains and opportunities in the RDC area thus compounding the ever increasing challenge of poverty in the RDC area.

4.9 Efforts made to tap into local opportunities and value chains

4.9.1 Livestock production

4.9.1.1 Partnering with NGOs for the improvement of the livestock value chain

Non-governmental organizations have made many strides in trying to improve the local people’s livelihoods and incomes using the locally available opportunities and value chains. They have been working together with communities, Chipinge RDC and relevant Government Departments in trying to enhance sustainable rural poverty alleviation local income generation and more broadly put, foster local economic development in Chipinge RDC area. Activities of some NGOs obtained through field research are explained below.

4.9.1.1.1 FINTRAC Trust

The NGO has made many efforts in trying to ensure empowerment of communities through improved incomes from livestock production. The NGO came in Chipinge District in 2015 when cattle were suffering from the effects of elnino-induced droughts. Cattle were being sold for as little as \$30 per beast. In response, the NGO came to rescue through drought response strategy for improved livestock production. Its program is titled feed the future Zimbabwe livestock development program whose overall objective is to increase incomes

and food security in communities. Specific program activities in the District are focusing on the commercialization of livestock production through:

- ✓ Promoting drought mitigation activities
- ✓ Promoting good animal husbandry practices for improved beef and dairy cattle performance
- ✓ Linking farmers to formal input and output markets
- ✓ Mobilizing and training farmers to market their cattle direct to abattoirs off the rangeland as an option for increased incomes for beef cattle producers.
- ✓ Training farmers on strategic destocking of non-productive cattle as a drought mitigation strategy.
- ✓ Training farmers on beef herd rationalization , focused on increasing the number of breeding cows in farmers' herds
- ✓ Training farmers on cattle breed improvement strategies such as artificial insemination (AI) and procurement of improved breeds.

Fintac Trust trains and works with farmers in enhancing fodder production for supplementary feeding of cattle during the dry season. Farmers had a challenge of selling their cattle to middle men who bought their cattle at very low prices and sell them to the abattoirs in Chiredzi faking farmers that their cattle will be condemned because they are infected. The coming of this NGO was a rescue to the community as they helped through linking the livestock farmers to the markets (abattoirs). Farmers who would want to sell their cattle will be asked to station their cattle in groups at strategic points and the abattoirs' vehicles will come to collect the cattle being sold, and fortunately they are now being sold at very good prices. For instance, according to the information obtained from Fintrac, recently in March 2018 one individual sold a single cattle at \$1400 while the other one was sold at \$939 and this is as a result of improved quality of production as well as being directly linked to the market. This has therefore improved the livelihoods of the local communities. Milk production among local dairy farmers has also notably improved.

Despite such improvements, Fintrac trust mentioned that value chains are not being fully capitalized in the area. The respondent said that farmers' herds have not yet increased to commercial levels though some improvements are being noted. In addition, hides are just

being thrown away everywhere yet they can actually be value added. Also marketing activities are constantly disrupted by eruption of diseases like foot and mouth and anthrax. Also, the rearing of goats, sheep, indigenous chicken and other small livestock is still lagging behind. There is therefore need to encourage communities to venture into these activities which are relatively easy to conduct but reaping high yields.

4.9.1.1.2 Goal Zimbabwe

Another NGO, Goal Zimbabwe which is working with the Government, Council and communities to improve livestock breeding systems as well as improve incomes from livestock production. In March 2017, Goal Zimbabwe bought Tuli bulls and Boer He-Goats which were handed over to communities in the RDC area. These were to be community breeders not individual. They were there to improve the breeds of cattle and goats in the RDC area.

4.9.1.1.3 World Vision ENSURE

In addition, an interview conducted with World Vision ENSURE showed that they had conducted boshveld chicken production program for the enhancement of increased community incomes for empowerment and local prosperity. World Vision entered into a contract with Dr Shamu who provided boschveld chickens together with their associated production costs to residents in Wards 4 and 26 in the area under Chipinge RDC. This was a six months loan which was to be repaid in six months after the farmers had sold their chickens. Chicken production among the beneficiary farmers has considerably improved with farmers' incomes improving.

4.9.1.2 Establishment of Abattoir and Cattle buying Company

Through the efforts made by Chipinge RDC and relevant government Departments such a Division for Livestock Production and Development (DLPD) and Veterinary Services Department, an abattoir was recently established at Checheche Growth point. Field information obtained from CRDC EMAO, LPD officials, and Official from Fintrac shows that the abattoir was established by a company called Molusi. This has generally improved the access by livestock farmers to a reliable formal market. Before the establishment of this abattoir, farmers sold their livestock to abattoirs in Chiredzi and Masvingo through various middle men who bought cattle from farmers at very low prices. Also, another company called Montana meets established a cattle buying point in Chisumbanje holding. They use the area as holding pens for cattle which they buy from local and then load them off District.

4.9.2 Small grain production

IRC is another NGO operating in Chipinge RDC area. It is mainly into small grain production and production of drought tolerant crops. The organization has been promoting local livelihoods through encouraging sustainable production of small grains such as millet, sorghum and rapoko. It offers input vouchers for farmers to access inputs for small grain production in the low veld areas of Chipinge. The thrust is that communities does best with their local climatic and environmental conditions. It also encouraged mainly conservation agriculture as a more modern and smart agricultural practice. However, despite these efforts, small grain production is not improving.

4.9.3 Apiculture (Beekeeping)

In addition, another sector which has gained considerable recognition is the apiculture sector. Through cooperating with the Forestry commission, CRDC has improved community incomes and exploitation of locally presented opportunities through encouraging communities to venture into apiculture and beekeeping. Community members are doing commercial beekeeping. Information obtained from forestry commission in Chipinge showed that communities were trained on commercial beekeeping and honey production. They are now producing honey at a commercial level and then selling it which has promoted sustainable livelihoods of the rural residents. However, the number of those who are into apiculture is still considerably lower therefore more still needs to be done.

4.9.4 Wildlife Management

Wildlife is another key pillar of the economy of Chipinge RDC area. The Chipinge RDC area is endowed with vast wildlife resources which provides an opportunity for local development. Ward 30 of the study area which is the Mahenye Ward occupied by the Shangan people is home to a number of wildlife resources. In order to ensure that the local community benefits from its wildlife resources, the campfire program was launched. According to the campfire principles of the total amount received from game hunting or any other program to do with wildlife in the community, 55% shall be channeled to the producer community, 41% to the RDC and 4% towards campfire association. The RDC has encouraged communities to venture into other projects using the plough back which they get and so far projects such as grinding mill projects are in place and are community run. Also, through the assistance of Chipinge RDC, Jamanda Wild Trust and relevant Government Departments such as Department of National Parks and the D.A's office, the local community worked towards the fencing of the mahenye conservancy. An official from CRDC confirmed that the community will benefit through the fencing of the wilderness from other activities such as photographic

safari. Also an ecological school will be established where locals will learn about various sectors concerning wildlife management which will reinforce the community managed wildlife program.

4.9.5 Irrigation farming development

Irrigation farming has also been adopted in the area under CRDC. Data collected using various tools such as questionnaires, interviews, focus group discussions and observations reflects that there are a number of irrigation schemes in the RDC area. Examples are Mutema, Manesa, Maunganidze, Chisumbanje, Other small irrigation schemes such as marateni, chidzadza, Bangwe etc were established with the assistance from World Vision ENSURE. A number of horticultural, food crops and other cash crops are being successfully being grown in these irrigation schemes. However, the irrigation schemes are currently being compounded by a number of challenges which hinders effective opportunity exploitation for local economic development. The irrigation infrastructure is now poor owing to lack of constant maintenance and lack of capital by farmers to effectively cultivate in their plots. As a result, large tracts of land in irrigation schemes such as Mutema, are lying idle or are being operated on a subsistence level. In addition, farmers are facing the challenge of lack of access to the market. A survey conducted in irrigation schemes such as Mutema (Ward 3) and Maunganidze (Ward 1) showed that production in irrigation schemes is high but their efforts are to no avail due to lack of access to the markets. For instance, the farmers mentioned that in 2017 they produced large quantities of quality tomatoes which were however being sold at very low prices, for instance selling a dollar of tomatoes at \$1. This trend is a humiliation to farmers who will be weakened because of non-lucrative nature of such irrigation activities. In short, there is no formal markets for irrigation products which makes farmers to be prey to black market forces.

4.10 Summary

In this chapter, data collected through such instruments as interviews, questionnaires, observations, focus group discussions as well as secondary data was presented, interpreted and analysed. The researcher used graphs, pie charts, and tables to present data while data was later on interpreted and analysed. From the there was a notable positive response rate by the respondents. The researcher found out that there was poor representation of the women and youth among the respondents as it is the construct of such Departments and sectors to be male and elderly dominant. Poverty was also noted to be persistent in the RDC area despite vast resources and opportunities and resources in the District. Several problems have been

noted to be severe within the RDC area and these includes deforestation, stream bank cultivation, crop and livestock diseases and pests, lack of access to the market and human wildlife conflicts to mention but a few. In addition the researcher also noted that there was a generality of perceptions that service delivery was either moderate, poor or very poor. Most respondents reached by the researcher perceived water and sanitation and road infrastructure services as either poor or very poor. Also, it was noted that Chipinge RDC was endowed with a vast base of resources and opportunities that can be tapped into for local development but are currently undercapitalised and some of these are livestock production, irrigation crop production, wildlife, wild fruits, forestry and timber to mention but a few. The next chapter will be mainly concerned with summarising the research, drawing conclusions and lastly give recommendations.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In the previous chapter, data collected through secondary and primary sources was presented and analysed in line with the objectives of this study. In this chapter, the researcher seeks to give a research summary, draw conclusions from research findings presented in the previous chapter and lastly proffer recommendations. This will chapter manly wrap the study by backward looking into what other chapters looked at, draw conclusions thereafter and give recommendations for there to be sustainable rural development in the Chipinge RDC area.

5.1 Research summary

This research looked at how can sustainability, resilience and empowerment of rural communities within Chipinge RDC area be promoted if the Local Authority adopts a developmental local governance model. Developmental Local Governance Model, is a model suggesting that local governments should go beyond just service delivery towards promoting local socio-economic development by being committed to work with other stakeholders within the local authority area. Chapter 1 gives the introduction and background to the study. It looked at the research problem which was mainly centred on high levels of poverty, underdevelopment, poor service delivery, environmental degradation, which are unfortunately coming from the background of Chipinge RDC area being endowed with vast resources , opportunities and value chains that can be tapped into for local economic development but are currently being under capacitated. The chapter went on to give the research objectives, questions, delimitation of the study and lastly limitations of the study.

In chapter 2, various literature on the developmental local governance model was critically analysed. Previous literature, studies and theories related to the study were highlighted and critically analysed. The researcher conceptualised the concept of developmental local governance by analysing the scholarly views on developmental local governance together with related concepts such as local economic development. The researcher also looked at the legal and policy framework underpinning developmental local governance while critically analysing the short comings and strengths of such pieces of legislation and frameworks. For instance, the researcher looked at the constitution of Zimbabwe, RDC Act as the legal frameworks while looking at Rural Development Strategic Framework of Zimbabwe (RDSF) under the policy frameworks. The major challenges concerning the enabling legislation in Zimbabwe is that they are mostly silent about the promotion of developmental local

governance while good policy framework that could promote sustainable development of local areas such as the RDSF are not implemented hence they remain as just dreams which does not translates to desired rural development results. Theories used under the literature review includes the participatory model of development, location theory and the stage/sector theory.

The research methodology applied in this research was discussed in chapter 3. For the purposes of this study, from the target population of 130 396 people, 32 respondents were selected to participate in the research. Among the sample population were 3 Chipinge RDC Officials, 3 NGO Officials, 6 Government Officials, 3 Ward Councillors, 2 Traditional Leaders, 3 Local Politicians and 12 residents. Both probability and non-probability sampling techniques were used in the research. Data collection instruments which were used for the collection of data in this research includes interviews, questionnaires, observations and focus group discussions. Research ethics were taken cognisance of in this research as an integral part of any research.

The research findings were presented, interpreted and analysed in chapter 4 of this research. Findings as presented in the research under chapter 4 reflected that most respondents were in agreement that there is poverty in Chipinge RDC area. The data was presented using graphs, charts, tables, pictures. An overwhelming and positive response rate to the research by the respondents was noted which enhanced accuracy in the research conduction. However, the respondent's list categorisation on sex basis showed over representation of males over females. A number of problems being faced in Chipinge RDC area were presented and these includes poor road infrastructure, lack of access to the market, environmental degradation challenges and many others as discussed in this research. In addition, the research findings showed that most respondents saw the health service delivery as either good or moderate while water and sanitation service provision was generally rated by most respondents as poor or very poor. Service delivery was in general rated as moderate, poor or very poor. Chipinge was noted to be endowed with various value chains and opportunities which includes but not limited to livestock production, irrigation crop production, forestry and timber, apiculture etc. of which most of them are not being fully tapped into for local economic development. The research conducted however showed that a number of efforts have been made in trying to tap into the available resources and opportunities for sustainable local development.

5.2 Conclusions

The researcher made the following conclusions after conducting this study:

1. Chipinge RDC area is still being characterized by widespread poverty and underdevelopment despite its unique opportunities, value chains and local resources that can be tapped into for sustainable rural poverty alleviation and local economic development.
2. The Local Authority area is facing a number of problems. These includes drought, crop and livestock diseases and pests, poor access to the markets, poor road infrastructure, human wildlife conflicts and environmental challenges such as river sand poaching, deforestation, stream bank cultivation, siltation. The researcher concluded that challenges such as poor road infrastructure, poor access to the markets, crop and livestock diseases and pests among others are the restraining forces in as far as poverty alleviation and sustainable rural livelihoods and development of Chipinge RDC area is concerned. These are also affecting effective exploitation of local value chains and opportunities for poverty alleviation and local economic development of the area.
3. Also the researcher concluded that environmental problems such as deforestation, siltation, stream bank cultivation which are putting sustainable development in the District under danger are mainly being caused by poverty being faced by local residents. Due to poverty, residents are now engaging into activities such as stream bank cultivation for survival but at the expense of environmental sustainability.
4. Service delivery within the Chipinge RDC area can generally be rated as moderate, poor or very poor with water and sanitation, road infrastructure and environmental management being the poorest services within the Chipinge RDC area.
5. Chipinge RDC and Government Departments' responsiveness to residents' reports and requests on service delivery is sometimes quick while slow sometimes.
6. Chipinge RDC, NGOs, Governments Departments consults and involves communities in development.
7. VIDCOs and WADCOs are being considered as non-essential in the localities of the RDC area. The structures are totally non-existent in some Wards while they are not playing their roles in some areas. There is existence of many local committees such as

water point committees (WPCs) and Environmental Committees to mention but a few. These are however not being overseen by the WADCOs hence there is poor local development coordination.

8. Community development meetings are not being frequently done and are being done by local politicians such as Councilors towards elections and not soon after winning elections. In addition the meetings are being politicized and people are participating in meetings in which immediate benefits such as food are to be handed over. Therefore people's participation in their own local development is mainly handout driven.
9. There is cooperation among stakeholders in Chipinge RDC area. However, in terms of coordination, Council does not coordinate Councilors, MPs, and Traditional Leaders but only engages them and coordinates NGOs as most of these are under the Government and the D.A's office.
10. Chipinge RDC area is endowed with quite a number of resources, opportunities and value chains which can be tapped into for local economic development but are currently not being fully capitalized. Some of these are wildlife, diversified crop production, irrigation crop production, livestock, apiculture, medicinal plants, wild fruits, forestry and timber. Poverty and underdevelopment is still in the Chipinge RDC area despite these opportunities which presents themselves mainly because of lack of local value addition to these resources and opportunities, lack of access to the market and undercapitalization of these opportunities by local residents to mention but a few. Several efforts have however been made to try and tap these local opportunities for sustainable income generation and poverty alleviation. These efforts includes partnering with NGOs, apiculture, irrigation farming,

5.3 Recommendations

The researcher recommends that:

1. Developmental local governance be institutionalized and adopted as a model of local development by Chipinge RDC and Government Departments. High levels of poverty which the researcher found out through field research persisting in the RDC area requires that Council be committed to work with various communities, NGOs, business community, Government Departments and Local Leaders for sustainable local economic development and rural poverty alleviation. There should now be a paradigm shift in the District Development planning and processes from service

delivery causes an extra-mile towards prime goal of local development and ending poverty in the Local Authority area. The Local Authority should make sure that whatever it is doing is leading to poverty alleviation and rural development. Local Economic Development of the Chipinge RDC area should therefore be an integral part of the overall Local Planning process in CRDC area.

2. Chipinge RDC should come up with and implement a results-based Local Environmental Action Plan (LEAP). As has been noted, the environment in the Chipinge RDC area is under danger from activities such as deforestation, stream bank cultivation and river sand poaching to mention but a few which are now at unprecedented levels. The extent at which the environment is being degraded by human activities in the RDC area is alarming and this could lead to desertification of the RDC area as has been noted by the researcher. Therefore, Chipinge RDC needs to engage communities, Government Departments, NGOs and the Private sector to come up with a LEAP. Council should move away from the tendency of just coming up with documents which it does not implement as this is a serious issue which requires urgent action. Goal 13 of the Sustainable Development Goals (SDGs) states that *“Take urgent action to combat climate change and its impacts”*. This issue of environmental degradation should be treated as a matter of urgency because if the situation continues as it is, the environmental resources in the RDC area risks extinction.
3. Chipinge RDC should engage and work together with other stakeholders to improve the quality of services in the Local Authority area. Of importance, Council has to make efforts to improve water and sanitation as well as road infrastructure issues as they are the currently poorest rated services in the RDC area.
4. Development should be democratized in the RDC area. People’s participation in their own local development should be prioritized. Communities should be sensitized to move away from handout driven participation to authentic participation. Communities should have by-in in the local development programmes of their own localities.
5. The Local Authority and the D.A’s Office should exercise their oversight role to make sure that WADCOs and VIDCOs are in existence properly functioning in accordance with the law. It has to be made sure that development is from below. Of importance also is that these meetings should be apolitical and should accommodate people from

different political, religious, cultural and ethnic backgrounds. Also, Councilors are supposed to hold feedback meetings as regular as possible feedback meetings. These becomes dialogue meetings in which Councilors will bring messages from Council to people while people will give their concerns to be forwarded to Council.

6. Council should always quickly respond to residents' demands and requests concerning service delivery.
7. Chipinge RDC together with other local stakeholders must do value chain analysis and development in order to fully capitalize local opportunities and resources using a developmental local governance model. This process will involve identifying the opportunities in the RDC area and cooperatively plan how they can be tapped into for sustainable local development. Of essence, local communities should be capacitated to tap the local resources and opportunities by improving access to markets. Also local resources should be value added locally in the District for local development. Place marketing of the RDC area as a strategy that could improve local value chain development must be conducted by the RDC as a developmental Local Government. Value chain analysis and development if properly done can promote the sustainable exploitation of local opportunities which will promote local development.

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APPENDICES

APPENDIX I

INTERVIEW GUIDE FOR CRDC AREA RESIDENTS FOR WARDS 1, 3, 4, 10, 11,12,17,21,23,25,26 AND 30

Self-Introduction

I am George Chikwanda, a Local Governance Studies Student at Midlands State University and am currently conducting a study titled *Developmental local governance as a means to enhance the attainment of sustainable, resilient and empowered rural communities: A case of Chipinge RDC* which is a partial fulfillment of the requirements of the Bachelor of Science Honours Degree in Local Governance. I solemnly assure that collected data will be confidential and will be used for purposes none other than academic purposes. Please note that participation in this research is voluntary and that there are no benefits, monetary or material benefits attached to participating in the research.

Section A: Demographic information of respondent

Please tick in the appropriate box

1. Sex: Male [] Female []
2. Age [] years
3. Number of Years stayed in Chipinge []

Section B: Poverty, problems and underdevelopment in CRDC area

1. Do you think there is poverty in your area?
2. What is your source of income for livelihood?
3. Is your area accessible?
4. How often are the roads in your area maintained?
5. Do you report damages of infrastructure or poor road infrastructure in your area?
6. Do the responsible authorities respond to your demands in time?
7. From which source do you get water for domestic use and is it near your homesteads?
8. What do you think have to be done for you to have access to safe water at accessible distance?
9. Do you use toilets and rubbish pits at your home?

10. Is deforestation, stream bank cultivation, veld fires, and cultivation on wetlands and river sand poaching taking place in your area?
11. What do you think are the causes of these problems and what solutions do you propose in order to deal with these problems?
12. What are the other problems are in your area how can these problems be solved?

Section C: Local Development strategies which are being used by CRDC

1. Do you participate in promoting development of your local area?
2. Are WADCO, VIDCO and feedback meetings being held in your area regularly?
3. Do you attend such meetings and any other meetings to do with development of your area?

Section D: Opportunities and value chains in Chipinge RDC area

1. What natural resources and opportunities are there in your local area which can promote development of the area?
2. Why poverty still high is yet there are many resources and opportunities in your area?
3. How do you think this can be dealt with?

Thank you so much for participating in this interview.

APPENDIX II

INTERVIEW GUIDE FOR COUNCILLORS AND OTHER LOCAL LEADERS

Self-Introduction

I am George Chikwanda, a Local Governance Studies Student at Midlands State University and I am currently conducting a study titled *Developmental local governance as a means to enhance the attainment of sustainable, resilient and empowered rural communities: A case of Chipinge RDC* which is a partial fulfillment of the requirements of the Bachelor of Science Honors Degree in Local Governance. I solemnly assure that collected data will be confidential and will be used for purposes none other than academic purposes. I also assure that the information given in this interview will be kept confidential and that no other person will be given this information. Please note that participation in this research is voluntary and that there are no benefits monetary or material benefits attached to participating in the research.

Section A: Demographic information of respondent

Please tick in the appropriate box

1. Sex: Male Female
2. Age years
3. Number of Years spent in the Local Leadership position held years

Section B: Poverty, problems and underdevelopment in CRDC area

1. In your own view, is there poverty in your local area?
2. Do the people in your local area have access to basic necessities such as food, shelter, health?
3. Which problems are being faced in the Local Area?
4. What do you think could be the major causes of these problems?
5. What efforts have you made in dealing with these problems and how successful were your measures?
6. Are there any practices of deforestation, stream bank cultivation, cultivation on wetlands in the Local Area?
7. If yes to question (6) above, what do you think is contributing to these problems and how can they be solved?
8. From which sources are people getting water for domestic use in the local area?
9. Are the people in the local area practicing safe sanitation and hygiene practices?
10. How accessible is the local area?

11. How often is the road infrastructure in the area rehabilitated?
12. Do the responsible authorities respond to the needs of the local community in time?

Section C: Local Development strategies which are being used by CRDC

1. What strategies have you used in the local area to promote its development?
2. How effective were these strategies?
3. Are VIDCO, WADCO and feedback meetings regularly being conducted in your area?
4. Do you accommodate people from different political, religious and cultural backgrounds to attend these meetings?
5. Are these structures still in existence in the Local area?
6. Are the local residents in the area interested in participating in promoting local development of the area?
7. Do you ensure that all community needs are reported to Council for attention and how effective are such reports in terms of action?
8. Do you think there is cooperation towards same goal of local development among all local stakeholders such as Local Leadership, Government Departments, Chipinge RDC, NGOs and the private sector?
9. Is Chipinge RDC with the assistance of the D.A's Office well coordinating other stakeholders to ensure proper and wide coverage of the development key result areas?
10. In your own view, are local leaders, and other public and private sector officials showing commitment towards public interest which is poverty alleviation and locally driven development?

Section D: Opportunities and value chains for the promotion of local economic development in the area.

1. What are the opportunities and value chains that presents themselves in your area which can be tapped into to promote local development?
2. In your opinion, what has to be done for these opportunities and value chains to be tapped into for local economic development?
3. As a local leader who represents the people, what efforts have you made in facilitating the tapping of these opportunities and value chains?
4. Why is poverty high in the area despite the availability of a wide range of opportunities and resources which can actually transform this area to a more economically viable area?

Your cooperation in this interview is highly appreciated. Thank you and may, God bless you for your time.

APPENDIX III

QUESTIONNAIRE FOR CHIPINGE RDC AND GOVERNMENT OFFICIALS

Self-Introduction

I am George Chikwanda, a Local Governance Studies Student at Midlands State University and I am currently conducting a study titled *Developmental local governance as a means to enhance the attainment of sustainable, resilient and empowered rural communities: A case of Chipinge RDC* which is a partial fulfillment of the requirements of the Bachelor of Science Honors Degree in Local Governance. I solemnly assure that collected data will be confidential and will be used for purposes none other than academic purposes. I also assure that the information you are to give in this questionnaire will be kept confidential and that no other person will be given this information. Please note that participation in this research is voluntary and that there are no benefits monetary or material benefits as such may be attached to participating in the research.

Please tick in the appropriate box or fill in the blank spaces provided

Section A: Demographic information of respondent

1. Sex: Male [] Female []
2. Age: []
3. Organisation Name:
4. Designation:.....
5. Department:
6. How long have you been working in this organisation []Years
7. Highest academic or professional qualification acquired
.....

Section B: Poverty, problems and underdevelopment in CRDC area

1. Do you think that there is poverty in Chipinge RDC area? Explain.
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2. What problems are being faced in Chipinge RDC's various administrative Wards area?

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3. What are the causes of these problems?

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4. How do you think the problems mentioned in no.2 above can be dealt with using locally driven approach?

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5. Are the areas within the Local Authority area accessible?

- (a) Yes, all areas are accessible []
- (b) Some areas are accessible while some are inaccessible []
- (c) No, all the areas in Chipinge RDC area are inaccessible []

6. How often is the road infrastructure rehabilitated within CRDC area?

.....
.....

7. In your own view, do Council and Government Departments Quickly respond to residents' requests, reports on service provision issues, which need attention?

- (a) Yes, as quickly as reports and requests have been made []
- (b) No, response residents' requests are not being timely attended to []
- (c) Sometimes, response is quick while slow sometimes []

8. Do residents in the Local Authority area have access to safe and sustainable water and sanitation facilities?

(a) Yes, most of the residents are using safe and sustainable water and sanitation facilities []

(b) No, most of the residents do not have access to safe and sustainable water and sanitation facilities []

(c) The water and sanitation coverage in the area can be rated as moderate []

9. How do you rate the status of service delivery within the Chipinge RDC area for the services provided in the table below?

Please indicate by ticking the appropriate box for each of the services

	Excellent	Good	Moderate	Poor	Very Poor
Health					
Education					
Roads					
Housing					
Environmental management					
Water and Sanitation					

10. How do you think service delivery be improved in Chipinge RDC area in the areas which are marked moderate and below in the table above under no. (9)?

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Section C: Local Development strategies which are being used by CRDC

1. Does Chipinge RDC consult and involve community and all other local stakeholders for locally driven development?

(a) Does not consult and involve residents and stakeholders []

(b) Sometimes consults and involves residents and stakeholders []

(c) Always makes sure residents and stakeholders are consulted and involved []

2. In your own opinion, do community members show interest to participate in shaping their own local development decisions?

(a) Sometimes []

(b) Not at all []

(c) Always show interest []

3. Is Chipinge RDC exercising an oversight role to see if VIDCOS and WADCOS are functional and that they are held according to the law?

(a) No []

(b) Yes, as regular as possible []

(c) Sometimes but not regularly []

4. Do Council conduct awareness that local communities should take centre stage in furthering their own development and that they should not just wait for Council, Government and NGOs?

(a) No []

(b) Sometimes []

(c) Yes []

5. Do Chipinge RDC cooperate with other stakeholders in the provision of Water and sanitation, health services, education, road infrastructure, housing, employment creation as well as poverty alleviation within the RDC area?

(a) Yes, Council always cooperate with all stakeholders []

(b) No, Council does not cooperate with other stakeholders []

(c) Council sometimes involves other stakeholders but not always []

(d) Council involves stakeholders but not all stakeholders are involved []

6. In your view, is Chipinge RDC effectively coordinating all Government Departments, NGOs, Local Leadership and Communities towards one goal of Local Development? Explain your answer

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7. Is there a collaborative partnership relationship or a competing functions relationship between Council and other Stakeholders?

(a) There is individualism and competition like relationship among stakeholders []

(b) There is collaboration, togetherness and unity of purpose among stakeholders []

(c) Sometimes, there is collaboration and or cooperation but not always []

8. Is the burden of local development of Chipinge being shared amongst stakeholders such as Government Departments, NGOs and Local Leadership or is being left with the view that it is Chipinge RDC's prerogative? Explain your answer.

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9. What strategies do you recommend Chipinge RDC to implement in order to enhance local development of the CRDC area?

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Section D: Opportunities and Value Chains in Chipinge RDC area which can be tapped for local Economic Development

1. What opportunities and value chains are there in Chipinge RDC area, which can be capitalised for sustainable localised development of the area?

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2. Why is Chipinge not thriving to be one of the most economically developed Districts in Zimbabwe despite its vast resource base and a number of opportunities?

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3. Has Council with the assistance from the D.A's office and other stakeholders made any effort to market the opportunities within Chipinge RDC area for local investment?

- (a) Yes, Council always takes initiative to place market Chipinge []
- (b) No, Council has not made any effort to place market opportunities within CRDC area []
- (c) Sometimes, Council markets opportunities within Chipinge RDC area for investment promotion. []

4. How effective were the efforts if yes to (3) above?

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5. Does the Local Authority take any initiative of encouraging local people to venture into businesses and income-generating projects using locally presented resources and opportunities for local economic development? Explain.

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6. Have any effort been made by Chipinge RDC to lobby for decentralisation of value adding industries, markets and or firms for local economic growth?

- (a) Yes, but the efforts were to no avail []
- (b) Efforts are underway []
- (c) No efforts were been made []

I thank you so much in your humility by accepting to assist me in my research through answering this questionnaire. May the Almighty God bless you for your time.

APPENDIX IV

QUESTIONNAIRE FOR NGO OFFICIALS

Self-Introduction

I am George Chikwanda, a Local Governance Studies Student at Midlands State University and I am currently conducting a study titled *Developmental local governance as a means to enhance the attainment of sustainable, resilient and empowered rural communities: A case of Chipinge RDC* which is a partial fulfillment of the requirements of the Bachelor of Science Honors Degree in Local Governance. I solemnly assure that collected data will be confidential and will be used for purposes none other than academic purposes. I also assure that the information you are to give in this questionnaire will be kept confidential and that no other person will be given this information. Please note that participation in this research is voluntary and that there are no benefits monetary or material benefits as such may be attached to participating in the research.

Please tick in the appropriate box or fill in the blank spaces provided

Section A: Demographic information of respondent

1. Sex: Male Female
2. Age: Years
3. Name of NGO:
4. Category of NGO
 - (a) Trust
 - (b) PVO
 - (c) Local
 - (d) International
5. Nature of NGO
 - (a) Humanitarian
 - (b) Livelihoods and development
5. Designation:.....
6. How long have you been working in this organisation [] Years
7. Highest academic or professional qualification acquired
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Section B: Poverty, problems underdevelopment in CRDC area

1. Do you think that there is poverty in Chipinge RDC area? Explain.

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2. How has the NGO been a partner in promoting sustainable poverty alleviation, nutrition as well as improved local communities' income generation for prosperity?

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3. What do you see as the major problems being faced in your areas of operation within Chipinge RDC area?

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4. In your view what can be the causes of these problems and how can they be dealt with at a localised level?

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Section C: Local Development strategies which are being used by CRDC

1. What programmes have you implemented so far in Chipinge RDC area?

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2. How do you measure the success of your programmes so far in as far as promoting development of Chipinge RDC area in concerned?

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3. What challenges have you faced so far in the implementation of your programmes and have you managed to successfully deal with these challenges?

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4. Do you involve beneficiary communities in your programmes from planning /inception, implementation up to monitoring and evaluation?

- (a) Yes []
- (b) Sometimes []
- (c) No []

5. If yes in question (4) above, did the cooperation of the community promote the success of the programme(s)? Explain.

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6. Are local communities in your area of operation willingly participating in the programmes without thinking of material benefits bearing in mind that they should be at the forefront of their own development for their own benefit?

- (a) Yes, they willingly participate []
- (b) No, they do not participate unless they are told of immediate material benefits such as food and money []
- (c) Sometimes []

7. In your own opinion, are the communities changing their mind-set from hand out driven causes to be the engines of their development? Explain.

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8. Are you invited to important District development planning meetings and workshops eg Council meetings, workshops, awareness campaigns etc.

- (a) Always []
- (b) Sometimes []
- (c) Not at all []

9. What do you recommend the District Authorities ie Chipinge RDC and D.A's Office to do to promote locally driven development of Chipinge RDC area?

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10. In your view, are the operations of NGOs in the RDC area being well-coordinated by the District Authorities to enhance collective efforts towards local development of Chipinge RDC area?

(a) Yes, NGO operations are being well coordinated []

(b) NGO operations are being fairly coordinated []

(c) No, NGO operations are being poorly coordinated []

11. What do you recommend the District Authorities in order to ensure that NGOs as very important development organisations makes a strong impact in as far as local economic development of Chipinge RDC area is concerned?

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12. In your own opinion, are District authorities fully playing their role of local development?

(a) Yes they are playing their full role []

(b) No, but they are now over dependent on NGOs to do their role []

(c) They are fairly conducting their duties []

13. Is Chipinge RDC, Government Departments and Local Leadership fully committed to working with NGOs to promote development of their area of jurisdiction?

(a) Yes, they really show dedication []

(b) Sometimes show commitment []

(c) No, they are not committed []

14. If **No** to question number (13) above, put forward reasons to support your answer?

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15. From your experiences while operating in the RDC area, how long does it take to have your memorandum Of Understanding (MOU) with Chipinge RDC signed?

(a) It gets approved in the same day of submission []

(b) It gets approved in a week's time []

(c) It takes 3 weeks []

(d) It can take a month or so unless if you make follow ups []

Section D: Opportunities and value chains in Chipinge RDC area and Local Economic Development

1. Why is Chipinge RDC area still characterised by widespread poverty and underdevelopment despite the fact that it is endowed with vast resources and opportunities?

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2. What opportunities and value chains do you think are in abundance in the areas within which you are operating in which can be tapped into through locally driven approach but are currently not being capitalised for sustainable development of Chipinge RDC area?

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3. How can these local value chains and opportunities be value added for local economic development of Chipinge RDC area using a locally driven approach?

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4. How can value adding industries and firms be decentralised into Chipinge RDC area and how could NGOs, Chipinge RDC, Government Departments, and the private sector contribute to effective utilisation of natural resources for local development?

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I highly appreciate you for dedicating your time by answering this questionnaire helpful for my research. God bless you.

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