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DEPARTMENT OF DEVELOPMENT STUDIES

Survival Strategies employed by Local NGOs in Gweru in the face of
reduced donor-funding

BY

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**A DISSERTATION SUBMITTED TO THE FACULTY OF ARTS IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE BA_s HONOURS DEGREE IN
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APPROVAL FORM

The undersigned certify that they have supervised the student Eaton M Mapedze dissertation entitled: Survival Strategies employed by Local NGOs in Gweru in the face of reduced donor-funding, submitted in partial fulfilment of the requirements for the Bachelor of Arts in Development Studies Honours Degree at Midlands State University.

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DECLARATION FORM

I, Eaton Musapa Mapedze hereby declare that the contents of this dissertation is my own work in partial fulfilment of my degree programme, and the information provided is has not been submitted before for any academic examination. In addition my own views are found within the dissertation and not necessarily that of the Midlands State University.

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RELEASE FORM

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DEDICATION

This dissertation is dedicated to Roy, Genus Lee and Takudzwa Mapedze the son. I wish if they could follow my footsteps.

ABSTRACT

The study is on the Survival Strategies employed by Local NGOs (LNGO) in Gweru in the face of reduced donor-funding. This document might help Gweru LNGOs to evaluate their survival strategies. Qualitative research method has been employed through face to face and semi structured interviews as well as document analysis. 5 out of about 40 Gweru LNGOs have been selected using convenience sampling. NGO by NGO approach was used on data presentation and analysis. Findings have shown that Gweru LNGOs rely much on local sources of funding such as social enterprise, support from individuals, churches and local companies. Cost cutting measures have also been employed for instance cross section duties, reduction of staff benefits and reduction of activities. Findings have also indicated that most of the strategies employed are not sustainable. Therefore, Gweru LNGOs continue to face challenges related to inadequate funds. In line with this, the study suggests that all stakeholders should re-evaluate their support on LNGOs in Gweru.

ACRONYMS

ECD	Early Childhood Education
ESAP	Economic Structural Adjustment Programme
GEC	Global Economic Crisis
GNU	Government of National Unity
HFZ	Hands & Feet Zimbabwe
HL	Hopeful Life for Widows and Orphans in Africa Trust
IPA	Initiative Partner for Africa
JHWO	Jointed Hands Welfare Organisation
LNGO	Local Non-Governmental Organisation
NANGO	National Association for Non-Governmental Organisations
NGO	Non-Governmental Organisation
WAG	Women Action Group

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INTRODUCTION

The researcher observed that there has been much concentration on the role that NGOs play among researchers, Policy planners, academics as well as social development practitioners because of their social, economic and political support especially in developing countries. However, less has been so far said about the survival of local NGOs yet their roles are determined by their survival strategies. The rise of a number of local NGOs in an environment with reduced donor funding in Gweru (Zimbabwe), resulted in survival strategies being adapted. The concept of employing survival strategies is similar to what people do when they face the effects of climate change; they employ strategies or methods in order to survive. Warner (2008) states that, as foreign funding declines, local NGOs are increasingly looking to domestic sources of support. This research seeks to discuss survival strategies employed by LNGOs in Gweru in the face of reduced donor funding.

BACKGROUND TO THE STUDY

The Non-Governmental Organisation (NGO) sector has become one of the most imperative sectors in Zimbabwe's development as they undertake a number of activities in Agriculture, Health, Education, Research and most importantly, gender development. However, a Non-Governmental Organisation's contribution in development is determined by its financial position. Meanwhile, it is very difficult for the Zimbabwean government to fund Local Non-Governmental Organisations as it is currently facing financial challenges. Most local NGOs in Zimbabwe used to rely much on donor funding. Whilst this is the situation with many Local NGOs in Gweru, Donor funding has recently decreased due to Global Economic Crisis (GEC), Political unrest as well as 2008 Government of National Unity (GNU)

Globally, financial constraints on donor countries as a result of 2008 Global Economic Crisis (GEC) have been a barrier on the survival of several local NGOs in the world. Cali, Massa and TeVelde (2008) estimated the decline in financial resources in developing countries to be around US\$300 billion. Action Aid gives a higher estimate of US\$400 billion on the decline. As a result, Eva-Maria Hanfstaengl (2010) states that in early 2009 a number of Civil Society Organizations (CSOs) had not been receiving adequate funds from donors.

On the African perspective, GEC resulted in some negative effects on LNGOs as most donors cut donations by almost 22% (Davis, 2013). For instance, Kenyan NGOs were no longer offering good services to their beneficiaries (Ogutu. C and Mang'anyi E. E, 2011). The global economic meltdown has also resulted in the closure of many South African LNGOs (Hecker, 2009). This resulted into reduced Corporate Social Investments budgets such that most NGOs started to depend on the government for funding (Agere, 2014).

The negative effects of 2008 GEC also spread across Zimbabwean LNGOs. USAID (2010) report states that, despite the existence of a pool of funders, the global financial crisis resulted in the depletion of funds, with some donors cutting down their funding by more than 400 %. The report also illustrated that, in Zimbabwe, no local support exists for NGOs as compared to other developing countries like South Africa due to the economic unsteadiness which has characterized Zimbabwe since the late 1990s.

Withdrawal of donor-funding on Zimbabwean NGOs was also worsened by 2008 political instability. Donors could not continue funding Zimbabwean NGOs because they were accused by the government for spreading regime change agenda to LNGOs. In 2008, Local NGO ties with donors were cut. For instance, in Masvingo, 29 LNGOs were banned following allegations that they were supporting donors' regime change interests by Masvingo ZANUPF Governor Titus

Maluleke. Donors could not come back after the political turmoil because of the formation of GNU.

Zimbabwe's 2008 Government of National Unity (GNU) also resulted in reduced donor-funding on NGOs. The GNU brought about economic stability, particularly through the endorsement of the Short Term Emergency Recovery Programme that helped reduce rapid inflation levels as well as ensure the provision of basic products that were in short supply before (Kuziwakwashe Zigomo 2011). The recovery has caused withdrawal of donor funding on local NGOs particularly those not dealing with HIV and AIDs issues because they left with fewer activities than in the hyperinflation period (ZIR, 2008). For instance Bitti T (2015) stated that by June 2009 inflation had fallen below 1% and by year end, yearly inflation had dropped to 7.7 % compared to average inflation which stood at 55.8% by 2000 and 365% by the end of 2003. Economic growth reached 9% in 2010 as stated in Independent for Aid Impact Report (2011). In this case, donor funding shifted to Eastern and western countries which are experiencing new challenges like wars, diseases such as Ebola as well as child trafficking.

Meanwhile, the few donors left in Zimbabwe do not allocate their funding directly to Local NGOs as a result of stiff competition and reduplication of same activities in the NGO sector at large. USAID (2010) stated that Donor agencies like the USAID do not fund directly local Humanitarian organisations as they mostly choose to work with big organisations or international NGOs such as CARE International and or World Vision. Therefore, Local NGOs Like those in Gweru were left with no option in the realm of the external donor funds acquiring. Thus, the only solution lies on the introduction of new ways of survival.

Statement of problem

Reduced donor-funding has caused a number of challenges to Local NGOs in Zimbabwe. However, some Local NGOs in Gweru continue to survive in the face of reduced donor-funding. The researcher found out that most researches undertaken have concentrated much on formation and role of local NGOs and little attention have been paid to their survival strategies. Therefore, the researcher was prompted to embark on a systematic enquiry of the survival strategies employed by LNGOs in Gweru in the face of reduced donor-funding.

Research Objectives

1. To discuss the survival strategies employed by Local NGOs in Gweru in the face of reduced donor-funding.
2. To identify problems and challenges faced by local NGOs in Gweru in the face of reduced donor-funding.
3. To evaluate the sustainability and effectiveness of survival strategies

Research Questions

1. What survival strategies do Local NGOs in Gweru employ in the face of reduced donor-funding?
2. What challenges do Local NGOs in Gweru face as a result of reduced donor-funding?
3. Are the survival strategies employed sustainable and effective?

Significance of the study

This research project is significant to Local NGOs founders, directors, administrators, projects officers as well as programmes officers who are facing administrative, operational and organisational challenges as a result of reduced donor funding. The exchange of survival skills or strategies by Local NGOs might therefore, help them adopt successful skills or strategies. The researcher is driven by the idea that, one's strength may complement or address another one's weakness.

From academic view point, the research is significant to various levels of educational institutions within and outside the country, University students, Lectures and all other researchers as it covers the research gaps that have not been addressed by scholars. It serves as a reference material for further studies and research work on NGOs survival strategies. Most researches undertaken targeted organisation outside Zimbabwe (Gweru) yet Zimbabwean LNGOs are employing unique survival strategies to cover unique problems. These survival strategies may therefore differ by region or country.

Theoretical framework

The researcher used the Resource dependency theory as it is the most widely cited theoretical framework in research on the survival of non-profit organisations. Resource dependency theory was formulated by Pfeffer and Salancik in 1978. It highlights that; organisations should value the importance of acquiring and maintaining resources for ensuring their survival in an uncertain external environment. This theory can apply in this research because it views LNGOs struggling to acquire donor funding and therefore, it encourages them to adopt strategies or several sources in order to survive in an unpredictable donor environment.

Conceptual framework

Survival strategies:

The researcher defines Survival Strategies as the mobilisation of material and non material resources in responding to an emerging threat. This is in line with Valent, P. (1998)'s definition that Survival Strategies are specific stress responses. Sheppard, J. P,(1991) is of the view that the most essential way to measure survival in organizations is to observe their continuing existence.

The researcher employed Goal model, a traditional model formulated by Goodman et al. (1977) to measure the sustainability of organisational development Strategies. This model relies on a vision of the organization as a rational set of activities oriented toward the achievement of goals. That means that, if an organisation is able to accomplish its goals, objectives and targets in time, without affecting future targets, then it means the survival strategies employed are sustainable.

Survival strategies has been categorised into three groups: organisational, operational and governance.

Organisational Development Strategies

Organisational Development Strategies are stress responses put in place by LNGOs to ensure that the whole organisation continue operating in the presence of external threats. In other words, it implies that the organisation should have other reliable sources during absents of donor funding. Organisational Development Strategies are internal as well as external. External strategies include assistance from other organisations or individuals. It also involves funding got from outside the country. Internal Organisational Development Strategies include projects run by the organisation on its own to ensure its continuity.

Governance Centred Strategies

NGO leadership is critical on its survival no matter what circumstances. The NGO's structure including Board members, founders and directors may influence its survival and growth because some people within it may not perform the exact duties assigned of them. Governance Centred Strategy involves policy planning, formulation and implementation. Policies introduced by organisations may either hinder or enhance its success. Likewise, NGOs try to implement policies that may influence their survival or their continuity. It is important at this juncture to note that policies change with time or due to the situation at hand.

The issue of good governance is the key issue on the functioning of NGOs. It implies that the people on leadership or managerial posts should be very sensitive in policy formulation and implementation. Since NGOs aim at becoming sustainable, then good governance is critical for their existence. Examples of Governance Centred Strategies include employment applications processing policies, filling open positions policies, addressing safety and health problems and handling salaries.

Operations Centred Strategies

Operations Centred Strategies are stress responses put in place by organisations as they undertake their activities. It involves internal as well as external. Internal Operations Centred Strategies are strategies that are aimed at reducing costs incurred within the organisation. External Operations Centred Strategies are strategies aimed at reducing costs incurred by the organisation but mainly for the benefit of beneficiaries. NGOs' external operational costs involve costs incurred when the distribution of food and non-food items, monitoring and evaluation of projects, workshops and training as well as surveys and researches are done. Internal operational costs involve staff transportation, generator fuel, electricity bills and others. It should be noted that their operations

should continue successfully despite the fact that they are facing financial challenges. Below is a table which summarises successful operations according to Slack et al. (2004).

Table 0.1 showing indicators of successful Operations Centred Strategies

Excellent operation performance	Gives the ability to compete in...
Cost	Low price
Quality	High quality
Dependability	Reliable delivery
Flexibility	Frequent new services

Source: Slack et al. (2004).

Literature Review

Global Perspective

From a global perspective, researchers have shown global donor-funding trends from 1980 up to date but very few of them have managed to research on the survival strategies employed by LNGOs. Poole L (2014) is one of successful scholars in following donor funding trends especially from 2010. Even though some years recorded fall on donor-funding, the research failed to put into account how Local NGOs survived in this context. This shows that there is still need for a research which is aimed at identifying and discussing the survival strategies employed by LNGOs in Zimbabwe.

Even though Henøstaeng E (2010) undertook a global research on the impact of global economic crisis and survival strategies employed by civil society organisations, the research seems to be too broad. The research targeted about 20 thousand respondents through using a questionnaire type of data gathering technique. Questionnaires are not dependable in most cases because organisation leaders may ask someone who do not know about the organisation to fill in information. Therefore, data presentation and analysis on this research seemed to be too challenging. Also, the possibility that Zimbabwean NGOs has responded to this work is too short. Thus, the researcher wanted to prove that Henøstaeng E's research was too general.

In Asia, the researcher reviewed Parks T (2008)'s literature and found out that some LNGOs shut down due to uneven donor-funding trends which have been experienced. However, even though he was successful in coming up with survival strategies employed, the researcher failed to fairly involve both types of LNGOs in his research. It concentrated much on advocacy NGOs instead of mixing both charity and advocacy NGOs. It is therefore difficult to know if donor funding fluctuation has also affected charity organisations. Therefore, to make the research more valid, the researcher addressed this error through making a random selection on both advocacy and

Humanitarian organisations. Parks also stated that donor funding in Asia largely decreased in 1990, a good period for NGO funding in Zimbabwe. This shows that strategies employed tend to differ because of development moves such as fast growing technology.

Caucus of Development NGOs Network (2010) has done the same research in Philippines. However, this research is different from the one of the researcher because geographical location of any given country makes the researches different. Moreover, the fact that Caucus of Development NGOs Network research was done using questionnaires sent through emails shows that it was a poor research. Most local NGOs are technologically backwards hence could not access such questionnaires. Chances that Zimbabwean local NGOs have responded on this research are too small. Timeframe also differentiates this research from the one of the researcher because there might be new developments on the survival strategies employed as a result of reduced donor funding. Caucus of development NGOs network report only takes a month of data gathering as well as data presentation which is very short to undertake a successful worldwide research.

The researcher also reviewed Batti R (2010)'s literature and found out that the researcher focussed much on the challenges faced by Local NGOs and not survival strategies employed. In this literature, survival strategies were only mentioned as recommendations hence the topic still needs more attention. Findings in this research are over generalised because the research failed to show study area, thus population and sampling are missing. Therefore, it becomes very difficult to know the kind of NGOs this researcher was talking of. Such a general analysis displays that this literature is more unfair to the topic.

Alymkulova A and Seipulnik D (2005)'s literature has shown the survival strategies employed by LNGOs in South Asia as a result of shift of donors' priorities. It should be noted that the research was done before the time of Global Economic recession. Therefore, survival strategies change with time, region and levels of support from donor countries. More so, this kind of research is

very difficult to use in the academic world because the scholars did not present the survival strategies in a framework like what the researcher has recently done.

African Perspective

The survival of indigenous NGOs has also been problematic in most African countries due to reduced donor-funding. Gyamfi, P (2010) has done a comparable research in Ghana. In the research, many survival strategies employed by Ghanaian LNGOs were successfully deliberated than in many researches the researcher came across. However, its Ghanaian context disqualifies it to be practical on the survival strategies employed by native NGOs in Zimbabwe. This is so because survival strategies defers from region to region. For instance as political, economic and social viewpoints are deferent from country to country, so is the survival strategies that Indigenous NGOs employ in the face of dwindling donor-funding. More so, Gyamfi's research was completed in 2010, 5 years ago hitherto more and more survival strategies are evolving time and again.

USAID Report (2009) is of the opinion that many Local NGOs in Africa have been facing financial challenges as a result of decrease in donor-funding. It found out that a number of registered indigenous NGOs in countries like Zambia and Zimbabwe are facing financial challenges. However, the report is more generalised because it concentrated on giving a description on the general position on NGO sustainability at national level. It also focused on few NGOs, hence the possibility that LNGOs participated is very small. Again, it is very difficult to rely on information brought by other organisations and government ministries as done by USAID because finding differs and are sometimes poor. In this case, it becomes very difficult for USAID to successfully gather enough data on the sustainability of the NGO sector in the stated countries and regions. More so, the report does not take into account survival strategies employed by local NGOs as a response measure. For instance, it has given statistical proof on the reduction of donor-

funding in Zimbabwe but does not give an account of the sustainability of response measures taken by Indigenous NGOs. All these bare questions were therefore addressed in this research.

USAID Report of 2001 states that financial challenges facing Local NGO can only be addressed when they venture into commercial activities. However, this report reflects a failed research because it did not have a specific sampling area. It was more of a general analysis than what a real research should be. The time when researches were undertaken also differentiates this piece of work and that of the researcher. It's now five years after the research was undertaken, and this means that the challenges faced by local NGOs might have changed with time. This report put much emphasis on business as the only survival strategy which should be employed by local NGOs yet it depends from organisation to organisation, from place to place and from each area's operating environment.

Ogutu and Manganyi E. E, (2010) have also illustrated that global financial crisis has impacted Kenyan LINGOs negatively through the reduction in activities and programmes. The literature also shows that Kenyan NGOs adopt Survival strategies as a response mechanism against reduced donor funding. Though this research seemed to be the same as the one of the researcher, it is very clear that the researches are deferent in terms of geographical perspectives and the time when the researches were undertaken. More so, Ogutu and Manganyi's scope of the research was to evaluate the impact of global Economic crisis on service delivery in selected Kenyan NGOs and not to discuss on the survival strategies employed by local NGOs.

CAFOD report of 2013 has also researched on the challenges faced by Local NGOs in the face of reduced donor-funding in Africa. However, the major weakness on this research is on the aims of researches. CAFOD's aim was to brief the challenges faced by Local NGOs rather than accounting on the survival strategies employed. The scholar has listed them as recommendation to which National NGOs should employ instead of undertaking a practical research.

The researcher also reviewed Manomano T and Kangethe S. M, (2014)'s literature on the challenges threatening the survival of NGOs in South Africa. In their work, the survival strategies were written as recommendations that Local NGO should employ instead of carrying out a concrete research. The researchers used their own personal knowledge in the NGO environment yet this cannot be called a research. The purpose of a research is simply to uncover what one does not know about something. Moreover, South Africa and Zimbabwe are two different countries in terms of their economic growth and other factors. South Africa is a middle developed country and Zimbabwe a developing, therefore, survival strategies tend to differ as well. Therefore, the researcher found out that there is need for a research on the survival strategies employed by Zimbabwean local NGOs for the first time.

Zimbabwean perspective

On the Zimbabwean perspective, the research on survival strategies employed by local NGOs in the face of reduced donor-funding has received less attention by scholars. Much attention has been put on the role that NGOs play in safeguarding children and human rights, the role that NGOs play in empowering women, the role that NGOs play in health sector as well as the role that NGOs play in enhancing food security. In most cases, International NGOs were used as models yet some indigenous NGOs are playing pivotal role on Zimbabwe's development. This displays the weakness of the researches undertaken before the one of the researcher.

Literature analysis

The researcher found out that most researches undertaken earlier were focusing much on the effects of Global Economic Crisis on NGOs. Much focus was paid on the challenges faced and less has been said about the strategies employed. In the specific case of Zimbabwe very limited or no literature has shown the local NGOs' ways of survival. Therefore, there was need to add on to

what has been said by scholars. There was need to know if the LNGOs managed to survive and if they survived what methods have been put in place.

RESEARCH METHODOLOGY

The research was carried out in Gweru, the third city of Zimbabwe where several LNGOs operating in Midlands province are located. By the virtue of it being a head quarter in Midlands province, most Local NGO offices are situated in the city.

The research was carried out using qualitative research method as it offered directors, administrators, projects officers and programs officers the opportunity to describe the subject of study in their own words, largely on their own conditions. It was easy for respondents to express views, give words to their experiences and describe events and situations as qualitative research method used gives room for respondents to ask questions whenever they did not understand. Qualitative research method also allowed the researcher to explain fully the purpose of the research to the respondents. The researcher opted to use qualitative research method because interactions done by the researcher in data collection were largely qualitative in nature.

Interpretive research design was used as it allowed the researcher to be directly involved in the process of data collection and analysis. In order to extract meaning from the data, the researcher used own interpretation. The researcher grouped survival strategies into three categories through the use of interpretive research design, Organisational Development Strategies, Operations Centred Strategies as well as Governance Centred Strategies.

The population was that of about 40 LNGOs located in Gweru. The researcher selected 5 organisations from the population using convenience sampling technique. Hopeful Life for Widows and Orphans in Africa Trust, Jointed Hands Welfare Organisation (JHWO), Hands and Feet Zimbabwe, Murombo Munhu and Vimbai and Shuvai Trust were selected. The researcher chose to undertake a research on five Local NGOs because qualitative research method used requires only a small sample from the population. Convenient sampling technique was used because it allowed the researcher to gather data with less costs and in a short period of time, given the situation that other university modules were supposed to be done as well. Also, the researcher takes note of the fact that some NGOs could not want their information to be used even for academic purposes. Therefore, this method allows the researcher to work with the willing LNGOs.

Face to face and semi structured interviews together with document analysis were used as data collection instruments to find out the challenges faced by local NGOs as a result of dwindling donor funding, survival strategies employed and the sustainability of the survival strategies. 1 project managers, 1 administrator, 2 programme officers, and 3 founders were interviewed in this research. All in all, 7 respondents were interviewed. A semi-structured interview was administered because it has the advantage of combining both methods of interviews. In order to be consistent with all participants, the interviewer has set pre-planned core questions for guidance such that the same areas are covered with each interviewee. Semi structured interviews also allowed the researcher to gather enough data as it leaves room for other questions after the response of respondents. In support of this data collection instrument Schuh and Upcraft, (2001) stated that an interview is a valuable assessment tool because it allows the participant to share their experiences, attitudes, and beliefs in their own words.

Monthly reports, annual reports, fund raising files and books, Human resources files, projects management files were taken account of as the researcher was looking for survival strategies employed by each Local organisation on the sample list. This was also a vital research instrument especially in analysing challenges faced by LNGOs as a result of reduced donor-funding. In support of this data collection instrument, Student Voice Web (2010) stated that document analysis ensures that all related information that might not have been raised during interviews can be found in documents and can be interpreted by the researcher to give voice and meaning around an assessment topic.

Content and thematic analysis were used to review data, make notes and sort it into categories so as to make sense of the data collected and to highlight the important messages, features or findings. NGO by NGO approach was used on data presentation and analysis. The data were presented using tables. However, Survival strategies were also grouped using the conceptual frame work approach under each LNGO. The framework is in three categories: Organisational category, operational category as well as governance category.

Research ethics have been also observed in this study. Respondents were pre informed about the purpose of the research before the research was carried out. This helped to protect their dignity and values. Above all, the researcher promised to keep the information at strictest confidentiality. He also promised to be honest, integrity and respectful for intellectual property throughout the process data collection so as to avoid inconvenience on his own part.

CHAPTER ONE:

THE RISE AND DECLINE OF LOCAL NGOs IN ZIMBABWE

1.1 Introduction

This chapter is aimed at giving a background of LNGOs in Zimbabwe since 1980. The background is in three sections. The first section is on the establishment and the rise of Local NGOs in Zimbabwe. This section is categorised into three parts. The first part starts from 1980 to 1990. The second part start from 1990 to 2000 and the last part start from 2000 to 2007. The second section which is from the period 2008 up to 2015 is on the decline of Local NGOs as a result of reduced donor-funding.

1.2 The establishment of local NGOs in Zimbabwe: 1980-1990

Tanzania Council for Social Development Report (2011) pointed three reasons why local NGOs are formed. According to the report, LNGOs are originated as a result of; ordinary people's demands or needs, difficult or uneasy relationship with government authorities, and scarce financial support.

Zimbabwean NGOs rose soon after the country attained independence in 1980. The coming in of an independent government gave the people of Zimbabwe chance to fight against issues that previously affect them. For instance Coltart D, (1991), postulated that the Legal Resources Foundation (LRF) which was established in 1984 was the first legal aid NGO to be established in the country. The colonial government feared that Zimbabweans would be strong to fight the then government if granted the opportunity to do so. The people of Zimbabwe had very limited opportunity to form groups and clubs before 1980 because of the suppressive or oppressive nature of the white regime. Therefore, due to the coming in of an independent government, LNGOs were

formed so as to address human rights violations such as inequality in education, health as well as poor living standards which were created by the white settler regime.

Following the independence of Zimbabwe, Local NGOs started to venture into development activities to address disparities created throughout the colonial era. It is important to note that the economic and social achievements in the first decade of independence were witnessed in a background of side by side contributions between the government and local and international organisations. ORAP, the Organization of Rural Associations for Progress for example, was another latest organization that emerged in the post-independence era to have a say to the rebuilding and expansion of rural Zimbabwe. Its mandate was to enable formerly existing and newly formed groups like women's clubs and ex-combatants respectively to bring people equally for income-generating projects.

In 1986, there was an attempt by the government to establish a legislation which was aimed at building a National Women's Council that would control women's organizations. Women's Action Group (WAG) is an example of organisations which have been established during this period. It is during the same year when the organisation reacted against the notorious 1983 Operation Clean-up after over 6000 urban women were arrested by the police on the bases that they were removing prostitutes from the streets. It started as a voluntary organisation and became a donor-funded with paid workers in 1986. The Musasa Project was also formed in 1988 to provide counseling and support for violated women (Sara Rich Dorman, 2001).

Even though NGOs were actively involved in developmental issues during this decade, the era recorded very few Local NGOs as the government was still very active in addressing developmental issues. The government has total control over public services than in the 1990s. More so, Government policies such as primary education for all and growth with equity clearly illustrate this viewpoint.

1.3 The rise of Local NGOs in Zimbabwe

In the 1990s, some active NGOs started to pay interest to new sets of issues. They were influenced by the effects of Structural Adjustment Programs (SAPs) imposed by international financial institutions and implemented by governments during the 1980s. To buttress the point Masunungure, E. (2000), noted that a number of governance and human rights NGOs were born to fill the gap left behind by government ministries as well as to enhance democratic governance. The Zimbabwean Government was essentially forced to pull out from the provision of public services. This has resulted in high school drop outs, high maternal deaths as well as high unemployment rate. However, SAPs created a gap for local and International NGOs to tackle social and economic problems that had been mounting in the years following independence. As a result, Sara Rich Dorman (2001) noted that around 500 - 800 NGOs have been registered with the Department of Social Welfare in 1990s.

The impact of adjustment on welfare was very critical. 60% of the population was earning less than \$ 1.00 a day by 1998. In reaction, donors assisted with outsized sums of money to both local and international NGOs. ESAP also created an environment of declining employment, for instance from 1990 to 1995 about 45 000 workers lost their job from formal and private sectors (Murisa, 2004). All these were difficulties that needed to be addressed not only by the government but also by the third sector. Sara Rich Dorman (2001) has noted that increased donor funding has been witnessed during this period. For instance, Midlands Aids Service Organisation (MASO) was formed and registered as an NGO in 1991 by members of the Gweru Community and secured its first donor funding in 1994.

The emergency of HIV and AIDs extreme impacts in 1990s in Zimbabwe also led to the formation and rise of HIV and AIDs based LNGOs. Chikoto G. I and Abdul-Akeem Sadiq (2012) noted that one in every five Zimbabweans lives with HIV/AIDS and Coltart D, (2008) also noted

that about 3 500 Zimbabweans die from it weekly. Handling of HIV and AIDs was not easy as it is today because of HIV/AIDs drug inaccessibility across the country. Since 1994, the average life expectancy in Zimbabwe has fallen by almost 10%. This has created several orphan hood, female headed families as well as discrimination especially to the affected ones. Child headed families as well as female headed families would need additional hand to acquire basic needs such as food, shelter and in some cases medication. It is in a bid to address these problems where by other LNGOs were established.

During the period from 1996 to 2000, NGOs shifted their focus from much concentration on charity activities to advocacy activities. This was as a result of a changing character of the government. President Mugabe authorised huge unbudgeted war veteran compensation of above 5 billion Zimbabwean dollars. As a result of the compensation, Zimbabwean dollar lost value by almost 50 per cent or more in November 1997 (Lloyd M Sachikonye nd). More problems arose as the economy started to decline. It became very difficult for most Zimbabweans to obtain basic needs such as food and health services. Therefore, LNGO through financial assistance from western donors managed to serve thousands of people in Zimbabwe.

The Zimbabwean economy also shrunk as a result of Zimbabwean soldierø deployment in DRC in 21 August 1998. For instance, Coltart D (2008), pointed out that 1 billion was spent every day by 11 000 troops who remain in DRC for about two years. As a result, people continued to suffer the consequences of the ESAP together with poor decisions made by the Zimbabwean government. From a NGO perspective, the economic hardships have created the favourable ground for the operation of many Indigenous and international organisations. The mixture of those two events led to the dramatic crash of the Zimbabwean dollar in November 1997 and to the beginning of the Zimbabwean economyø downward twisting. That, in turn, prompted trade

unions and civil society to construct a broad-based political hostility that ended in the formation of the Movement for Democratic Change in September 1999 (Coltart D, 2 00 8).

1.4 The rise and rise of NGOs: 2000- 2007

During the period from 2000 to 2008 many food security based NGOs were formed so as to respond to Climate change devastating impacts. For instance in 2000, the country recorded a decline in maize production and other crops in many parts of the country despite the fact that it has introduced the Fast track land reform programme. Between 1993 and 2000, average annual maize production stood at 1.64 million tonnes before dropping to 1.08 million tonnes between 2001 and 2008 (Brown, D et al 2012). In 2005, the same experience witnessed resulted in food insecurity to many households in Zimbabwe. Since 2000 to 2008 serious problem on food accessibility were felt by almost $\frac{3}{4}$ of the people of Zimbabwe. NGOs such as Care International found their work vital for instance through introducing supplementary school feeding programme.

As a result of climate change, inconsistent water supply situation in Zimbabwe contributed to an increase in water-borne diseases. For instance an outbreak of nationwide cholera epidemic in 2008, which was regarded as one of the largest outbreaks in history, has been experienced. It affected over 100 000 people and killed over 4,000 (GoZ, 2010). Thus, NGOs both local and international had a reason to emerge during this epoch.

The imposition of sanctions by the western countries in 2001 has led NGO activities viable. Even though it targeted few individuals, it to a greater extent affected the population at large. According to Reserve Bank of Zimbabwe (2008) Report, the imposition of sanctions resulted in some undeclared sanctions which involve the withdrawal of donor agencies such as DANIDA, a former LINGO donor agency. However, despite the fact that there were sanctions, a number of local NGOs rose so as to help the population which had been affected by these sanctions.

1.5 NEW ERA: The decline of Local NGO funding, 2008-2015

It is very important to begin this section with Lydia Poleø (2014) statement,

“While donors have been busy developing more enabling approaches to sponsoring, many have also been consolidating their portfolios, reducing the number of countries they support with bilateral humanitarian aid. Sweden for example reduced its coverage from supporting 123 crises in 2011 to 22 in 2013. In 2012, Spain worked in only ten countries down from nearly 40 in 2011, and Denmark reduced its list of humanitarian partner countries to 7 under its new humanitarian strategy for 2012 to 2015. In many cases, donors are also reducing the number of partner organisations they work with and investing instead of long term strategic relationships with a limited number of accredited and trusted partners”.

The above statement shows that the period from 2008 marked a new era which is characterised by reduced donor-funding. In the specific case of Zimbabwe, this was as a result of external as well as internal factors.

From a global perspective, 2008 Global Economic Crisis resulted in the cutting down of donor budgets which targeted supporting developing countries. According to the OECD (2012), major donors' aid on developing countries fell by nearly 3% in 2011 as a result of Global Economic Crisis. Therefore, Western Governments could not continue offering same support as they were giving before. In a specific case of Zimbabwe, USAID report (2009) clearly states that GEC led to the decline in donor support by 400%.

The Euro Zone Crisis which begins in the late 2009 also affected European donor funding inflow to Local NGOs in Zimbabwe. It is believed that bank funding which dried up in the euro area in the first quarter of 2012 has led to the decline in donor-funding as European governments were on

a state of economic decline. Massa, I et al (2012) stated that euro zone crisis has entered a new and dangerous phase since the last quarter of 2011. This clearly shows that donor support on local NGOs might have been affected as well. In support of this point Massa, I et al (2012) also stated that, Official Development Assistance (ODA) for core bilateral projects and programmes for developing countries whether injected through the government or Local and international Organisations fell by 4.5%, while bilateral aid to Sub Saharan Africa fell by 0.9%.

Apart from the two crises mentioned above, the twenty first century has recorded thousands and thousands of NGOs which compete for the same funding sources. USAID Report of 2009 pointed out that nearly 4 000 NGOs were registered with the Ministry of Home Affairs in Burundi at the end of 2009, almost 4 463 NGOs have been already registered in Ghana the same year and over 5 000 already registered in Zimbabwe. Whilst the number of NGOs is rapidly increasing, the number of donors is not growing. This is causing competition on the accessibility of donor funds by all these NGOs.

Internally, political instability on one hand has contributed to the decline in western donor-funding. During the political crisis of 2008, Government policies could not allow NGOs to mobilise resources externally. A typical example is that of Masvingo province whereby about 29 NGOs including Local NGOs were banned following allegations that they were supporting donor regime changes agenda. More so, the government was accused of transferring donor aid for its political campaigns. It is during this period where by most foreign donors loose trust and could not continue funding Zimbabwean LNGOs.

The coming in of the GNU after 2008 political instability has also led to the shift of donor-funding to other crisis countries. The NGU was able to address the hyperinflation situation which started from the mid 1990s. This reduced Local NGO activities as goods and services were now

accessible. Donors could no longer help Zimbabwe since it was now considered a stable country. Therefore, their focus shifted to western and eastern countries in which new problems were emerging for example wars in South Sudan, Central African Republic and others.

The increase rate of corruption in many parts of Zimbabwe has also led to reduced donor-funding. According to New Zimbabwe report (2015), about 15 local NGOs are under investigations by the United States government following allegations that they have misused millions of dollars distributed through its major donor, the USAID. Donors are becoming suspicious on the use of their funds especially by small Local NGOs. That is the reason why in most cases donors have chosen to work with international organisations.

Moreover, Zimbabwe's NGO legal operating environment has affected donor-funding inflow. In the first decade of Zimbabwe's independence, the relationship between the government and NGOs were good. However, the enactment of harsh laws afterwards in 2002 such as the Public Order and Security Act (POSA) and Access to Information and Protection of Privacy Act (AIPPA) has fuelled a state of dwindling donor-funding. This is mainly because NGOs' activities were sometimes banned whilst donors have already distributed their funds on them. In result, some promising donors might have cancelled distribution of funds on Zimbabwean NGOs.

In 2008, NGO operations were banned on the alleged bases that they were pursuing regime change agenda. This has made it difficult during this period for donors to trace their funds. However, the 2013 constitution clearly spelt out that there should be no restriction on the formation and operation of NGOs in Zimbabwe. The constitution also spelt out that any organisation has the right to seek funding in either ways, external or internal. In addition to this, NGOs in the new constitution are freed from taxation hence the constitution seemed to be friendly to NGOs. Besides the theoretical constitutional framework, on the ground information is still

showing that NGOs are still under slavery. Therefore, donors are not interested in supporting NGOs in an unconjusive environment.

1.6 Chapter summary

This chapter was focusing on the rise and decline of local NGOs in Zimbabwe. The period from 1980 to 1990 was the NGO establishment period in Zimbabwe. The period from 1990 to 2007 was on the rise of Local NGOs. However, the chapter has shown that the period from 2008 has witnessed decrease in donor-funding due to Global Economic Crisis, Euro Zone crisis, establishment of Government of National Unity and Political Instability. Therefore, the next chapter shall go on to discuss the survival strategies employed by Gweru local NGOs in the face of reduced donor-funding.

CHAPTER TWO:

STRATEGIES EMPLOYED BY LOCAL NGOS IN GWERU IN THE FACE OF REDUCED DONOR-FUNDING

2.1 Introduction

This chapter is aimed at discussing the Survival Strategies employed by local NGOs in Gweru in the face of reduced donor-funding. NGO by NGO approach has been used in data presentation and analysis. Survival Strategies employed by Hopeful Life for Widows and Orphans in Africa Trust, JHWO, Hands and Feet, Murombo Munhu and Vimbai and Shuvai Trust were presented and analysed respectively using the conceptual framework. The second and last section summarises the strategies employed by all organisations.

2.2 HOPEFUL LIFE for WIDOWS and ORPHANS in AFRICA TRUST

Hopeful Life for Widows and Orphans in Africa Trust (HLWOA) was established in 2009. Its vision is to help facilitate positive changes in the lives of disadvantaged widows and orphans thereby helping them to enjoy a state of wellbeing. The organisation has acquired donor funding from both local sources as well as external sources (outside the country). Support coming from outside the country has been reduced and the organisation has also alternative local sources in which it acquires funding. The organisation has also put in place measures to reduce costs to ensure its continuity.

2.2.1 Organisational Development Strategies

1) Seeking Support from other countries - The organisation gets 10% of its total support from individuals and organisations from other countries. The individuals were from America and New Zealand; however, they pulled out in 2011. The organisation also gets support from IPA (Initiative

Partner for Africa), an organisation from German. IPA started to offer support in 2014 and is still offering support but the support is uncertain.

“Funding from IPA is unpredictable, sometimes they give us and sometimes they do not ...The amount of funding does not allow us to do other programs as per our plan. Sometimes they give us money to do certain projects expecting the prices to be the same as in America”. (Alice Shiri,)

Table 2.1 showing IPA support in 2014 and 2015

Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
2014	-	-	-	-	-	3000		1000			1000	
2015	-	1000	-	-	-	-	-	-				

Source; field work

The above table shows that financial support given by IPA cannot be relied upon since it is not predictable. In 2013, IPA donated USD 5 000.00 and in 2015 it only donated 1000.

2) Establishing another branch in Zambia - The organisation realised that the local political environment is not favourable for donors to offer support on Local NGOs in Zimbabwe. Therefore, it decided to move out of the country as a measure to access donor-funding through Zambia. The organisation has been already given an operating permit in Zambia and has started renovating the place. The CEO, Mrs Shiri stated,

“When I did a research to see where I can apply for donor-funding on the internet I observed that there are very few donors targeting Zimbabwe... that is why we are opening another branch in Zambia. After getting trust, we will persuade them to support our activities here in Zimbabwe”.

3.) Social Enterprise/Fee for Service (preschool) - The organisation charges a fee for services provided to its beneficiaries depending on the needs assessment conducted. The organisation's Early Childhood Development facility is not only for orphans and vulnerable children but also for the benefit of other children in the community. It recruits orphaned, vulnerable and non-vulnerable children. Children with both parents (not vulnerable) pay more to the organisation. Those who are vulnerable also pay depending on their vulnerability. The following table shows the amount paid by these two groups from 2009.

Table 2.2 shows the amount paid to the organisation from service charges

Type of entry	Amount paid to the organisation	Total number of beneficiaries by Year					
		2009	2010	2011	2013	2014	2015
Double orphaned and largely vulnerable	Non	20	6	7	8	9	3
Single orphaned and largely vulnerable	Non	14	7	6	4	8	8
Less vulnerable children	\$30.00	36	58	35	7	10	4
Non-vulnerable children (half day or full day)	\$65-\$80.00	50	29	27	45	47	41
Total number of paying children by year	-----	86	87	62	60	52	45

Source: field work

The above table illustrates that more than 239 children have been paying USD 80.00 or USD 65.00 since 2009 and more than 100 have been paying USD 30. This helped the organisation to continue caring out its activities. However, it shows that the number of paying children is

decreasing each year from 2011 because ECD is becoming the business of most Zimbabweans; therefore, there is more competition in the kind of business as compared to the past years. As a result of this, the future of the organisation is not clear if it will continue relying much on this kind of business. The administrator of the organisation Mrs Ndlovu also stated that about 51 children from previous classes owe the organisation.

“We tried to work with legal practitioners but the money is not yet paid since 2009”.

4) Buying materials from emerging entrepreneurs - The organisation also noticed that buying from domestic entrepreneurial producers is cheap as compared to other producers. As the domestic producers compete for maximising profit, they tend to allow negotiations and reduce prices.

“Last time when we wanted to construct a fence at this portion it was very cheap from currently emerging entrepreneurs, it was \$ 10 less as compared to prices set in shops”.

(Alice Shiri, director)

5) Work related learning students - The director highlighted that the recruitment of work related learning students has led the organisation to continue with its operations. The organisation recruits students from surrounding institutions, (Midlands State University and Mkoba Teachers College). In 2014 the organisation had 5 interns, 1 from Midlands State University and the rest from Mkoba Teachers College. However, this might have negatively impacted the registration of paying children. Documents analysed have shown that the number of paying children is decreasing. In support of the argument the director stated,

“Work related learning students are as good as well trained staff. Therefore, I sacrifice to mentor them than to recruit well-trained personnel who can make the organisation’s coffers dry in a month’s time”

6) Volunteer and contractual workers - The organisation has volunteer workers. Volunteers are less expensive than the paid staff because they do not require normal salary. The organisation has 2 volunteers who provide free labour in the community. All 16 workers employed at the institution have signed as contracts in order to reduce the burden of paying for pensions when they resign. Pensions may actually led to the collapse of the organisation especially LNGO, as they already face financial problems.

7) Broiler project - The organisation also kept broilers mainly for sale and feeding of the children at the preschool. One of the reasons which were given on the fall of the project was lack of space to freely do a big project. The following table shows one batch of broilers and the outcome.

Table 2.3 showing one batch of broilers and the outcome

Total Number of broilers	Bought on cash	Borrowed and not paid	Feeding for children
200	100	50	50

Source: field work

The above table shows that, of the 200 broilers bought by the organisation, 50 were a loss since they were not paid. The projects manager Mr Macebo noted that the broilers were not very helpful since the time the project came into use,

“It was very difficult to sell the chickens because very few wanted to buy and some people who borrowed the chickens still have arrears which are not yet paid...”

8) Nutritional garden project - As the organisation is fully involved in feeding children, small garden nutritional project has started as a survival strategy since 2009. This reduces the cost incurred by the organisation in that the money which was supposed to be used to buy tomatoes, onions and other vegetables is now directed towards other organisational developments. However,

the garden is situated in Northley which is well known of water accessibility challenges. The projects manager said,

“We cannot afford to buy food items every day; therefore, we produce some vegetables on our own.....The garden is situated in Northley which has water accessibility challenges and therefore, we cannot have expected yields”.

9) Seeking Support from other institutions and business companies ó The table below shows the institutions which assisted the organisation.

Table 2.4 showing institutions supporting the organisation

Name Institution	Kind of support
New Life Centre Church	Cash
One in Christ Church	Material, building and money
Antelope Park	Food items, clothes, money
MSU	Seeds, money and clothes
Food Express	2 loaves of bread Daily

Source: field work

One in Christ Church has been offering financial support towards the payment of rentals and electricity bills. It sometimes offers \$400.00 support and sometimes does not. New Life Centre church also leased its building to the organisation starting from 2014. However, when the church has other functions which need the building, the programmes of the organisation will be set aside. This shows that the place is not favourable for the organisation. During times of shifting, asserts always get distracted. In support of the church the founder said,

“The church is very rich... Many individuals are rich in the church....”

Antelope Park on one hand has been useful in stimulating the survival of the organisation through offering financial as well as non-financial support like books, toys and money to start up projects.

The following table shows how Antelope Park's help deteriorated.

Table 2.5 below shows Antelope Park financial support to HL since 2009

Year	Amount of money (USD)
2010	\$850.00
2011	\$800.00
2012	\$650.00
2013	\$400.00
2014	\$200.00
2015	-----

Source: filed work

The table above shows that Antelope Park has been supporting the organisation with more than \$800.00 in 2010, however, in 2011 and 2012 the amount decreased to less than \$800.00, and it continued decreasing up until the institution failed to give support in 2015.

10) Seeking Support from local individuals - The organisation also gets support from local individuals for survival. The director reflected that certain individuals are very helpful in supporting the programmes undertaken by the organisation from 2009 up to date. 4 local individuals helped the organisation in 2009. The number of helpers increased to 10 in 2010 to 2012. However, from 2013 to 2015 support from individuals started to decline maybe because of delay in salaries. The organisation has only remained with 1 individual who is still offering financial support and the other 2 who only give toys. However, it was pointed out that the one who is supporting the organisation financially is now facing personal challenges hence her support is no longer regular as it was before.

“We are very sorry that anti Peggy who used to come every Wednesdays to help children play music is now dead. Other individuals are also becoming silent...”

2.2.2 Operations Centred Strategies

1) Travelling on foot - The first cost cutting measure employed under Operations Centred Strategies is travelling on foot. The organisation founder observed that vehicles cost more than on foot form of transport. The staff used to walk especially when buying and taking quotations in town. The administrator Mrs Ndlovu mentioned that sometimes this would require transport but they make sure that the activities are done on foot. However, delays have been witnessed for instance, IPA proposal was send three days after the due date because quotation taking using on foot delayed all other activities.

2) Use of public transport - When doing field work, the organisation director says using public transport is very cheap than buying fuel and hiring taxes. Public transport lowers business travel costs and reduces the need for expensive parking lots. Documents analysed have shown that transport cost was among other huge costs incurred by the organisation. However, from the period the organisation started to use public transport some changes has been witnessed. Hiring taxes usually cost the organisation USD 100 to 200 per month. Currently, the organisation is only using less than \$30.00 a month. In an interview, organisation director says,

“A tax costs about \$10.00 and a public transport only R5...a deference of \$9.50”

4) Cross section duties on the available staff - Instead of hiring man power to do other tasks like taking care of the yard, lone and organisation garden, workers who are already in the system are assigned several duties with no cost incurred. In its early days, accounting files shows that the organisation used to employ and hire outside personnel for each and every task. However, the realisation of this new idea has led to the decrease in organisational expenses. Mrs Shiri stated,

“We observed that there are some duties we can do on our own to reduce costs like painting our property, cleaning the yard and watering the lone and vegetables.”

5) Reducing field work and workshops - Reduction on the number of workshops and field work has helped the organisation to continue with its operations. The organisation stated that it managed to reduce the amount of money for beneficiary transportation to and from the organisation through reducing field work. Reduction of field work also meant that costs of food eaten on the workshops annually were reduced. The organisation stated that in its early days in 2009 and 2010 it could facilitate more than 10 workshops for the widows per year. However, they have been reduced to less than 7. Each workshop was said to have required about \$300.00 which means the organisation left with a largest arrear by the end of each year.

6) A shift from food aid to Capacity building - The organisation has shifted from focusing on offering food aid and other items such as clothes. It is now basing on capacity building as it aims at addressing the root causes of poverty. Capacity building has become an influential survival strategy, as its aim is to cut costs incurred in the field. The organisation is now imparting knowledge on entrepreneurship skills to its beneficiaries. The projects manager stated that,

“It remains the organisation’s burden to provide for them if they are not self-reliant; hence it slows down our targets as an organisation”.

2.2.3 Governance Centred Strategies

1) Strategic planning - In 2013, the HL adopted a 5 strategic plan. The major purpose of the strategic plan was to ensure progress through new strategies. Another purpose of the plan was to measure the success of the organisation. However, the strategic plan has a number of activities which requires a lot of money.

2) Board members and the structure of the organisation - The organisation use functional organisational structure. The board members decide on organisational five year strategic plan. However, the organisation director mentioned that the board members were only useful in the beginning two years. Currently, the organisation has only left with one effective board member who is also facing personal challenges on her business. Documents analysed shows that other board members were no longer coming for meetings and could no longer do duties executed to them. They are no longer checking on transparency and accountability as well as following up the implementation of the five year strategic plan.

“Our board members were very effective when we started, they used to source for us funding, others would represent the organisation on legal meters, however, they are now silent”.

2.2.4 Sustainability of survival strategies employed

Both the administrator, projects manager and the Director agreed that the survival strategies employed are not sustainable because they are not meeting their targets in time.

“The issue is not only about opening organisational doors, it is rather the quality of services and benefits the organisation is giving to its beneficiaries.”(Director, Mrs Shiri).

2.3 JOINTED HANDS WELFARE ORGANISATION (JHWO)

JHWO started to operate as a trust in 2004 and it was registered as a Public voluntary Organisation (PVO) in 2011. Its vision is to be a leading, dynamic and reputable organization in Apostolic and Zion Churches, offering efficient and effective services to its members and the

community they live in. Since its establishment, its major source of funding is coming from the external donors.

2.3.1 Organisational Development Strategies

1) Seeking external donor-funding through proposals (outside the country) ó the largest amount of funds used by the organisation are coming from external donors. The organisation has been getting support from three major donors since it started. However, the organisation also gets less from its board members. Findings have shown that this is the only organisation which has accessed more donor-funding from 2010 to 2012. Despite the support given, the programmes manger stated that of the three donors who supported the organisation, one has started limiting its funding in 2015.

“Most of our funds are coming from international donors since we started. The period from 2010 to 2012 was very good because we managed to get a lot of funds from the international donors; however, one donor is promising to pull out”.

2) Subscription from board members ó Locally, subscriptions paid by board members has been the organisationø only source of funding. However, the programmes manager stated that the money is only used in board meetings held quarterly.

“We are not necessarily depending on board members subscription as an organisation; it is only used in preparation of board meetings held quarterly. However, they are reducing our costs because we no longer set aside a budget for the expenses”.

4) Seeking plots from the ministry of lands – A plot will simply help raise funds for the ongoing of the organisation through implementation of long term projects such as pig keeping and farming. This will be an answer to the administrative challenges faced by the organisation as a result of

donors lack of interest in catering for administrative expenses. Also, the strategy was put in place after the realisation that donor funding is not dependable as compared to the organisation's own fundraising projects. Donors sometimes support organisation projects to a certain extent and will ask the organisation to find more funds from other organisations or sources.

“Donors do not put much consideration on administration costs incurred by the organisation”.

2.3.2 Operations Centred strategies

1) Reducing the number of workers ó Only 12 workers out of 15 who started working in 2004 are left at the organisation. On the other hand, the decrease in number of staff has led to one worker withdrawal due to the increased pressure at the organisation. This might mean that the organisation is understaffed for the work that it is supposed to do. In other words, this might have led to poor service provision.

“One worker decided to leave the organisation because the organisation has a lot of pressure whilst the salary is very limited”.

2) Reducing the number of work related learning students enrolled (interns) - JHWO used to recruit 7 interns who would be given \$100.00 transport allowance. However, the interns were reduced to 4 in 2013 to 2014. In addition to that, the organisation is planning to reduce the number so that it can only left with 2 interns per each year. This makes sense because their availability in numbers may result in other costs being incurred for example increasing furniture and other asserts so that they may use whilst they are at the organisation.

“We give transport allowance ranching from USD 100. 00 to the interns, therefore, if they are 4, about USD 400 would have gone for nothing, not our benefit at all”.

2.3.3 Governance Centred Strategies

1) Narrowed organisation's focus area - JAHWO is moving towards reforming its structures in order to avoid too much operational costs. This will also help to measure its performance in a set time. This is in line with the new four year strategic plan (2015-2018) which is about to be released. The previous plan (2011-2014) shows that the organisation was involved in a number of issues outside its focus area yet its focus area was only limited to cultural norms and their effects on the development of the society.

“We incurred a lot of costs for the things that was not ours due to the previous Strategic Plan”.

2.3.4 Sustainability of the Survival Strategies

The organisation programmes manager stated that the current survival strategies employed are not sustainable. This seemed to be true because their major source of funding so far (donors) can pullout anytime due to reasons which cannot be controlled by the organisation. The organisation is also failing to meet its actual targets because of lack of adequate funds from donors. Other strategies such as plans about plot projects are not yet fruitful because they are not yet on the ground; therefore, it is difficult to predict the outcome.

“The only way to be sustainable is to find out a local project which enhances the organisation continuity, if the three donors we have could at one point pull out before we think about survival skills then it automatically means we close”.

2.4 HANDS AND FEET ZIMBABWE

The organisation has been established in September 2014. Its vision is to empower people with entrepreneurial skills through outreaches. Since its establishment, it has not acquired donor-funding. The following are the strategies put in place to ensure its continuity.

2.4.1 Organisational Development Strategies

1) Consortiums ó This is whereby a small organisation partner with a big organisation so as to get access to donor funds. Consortiums were formed after the realisation that small organisations were not getting access to donor funds. According to the Hands & Feet Zimbabwe Country Coordinator there are two major reasons why the organisation is pushing for consortiums: a) the organisation has not yet used the minimum amount of funds required by most donors. For instance some donors would strictly say organisations which have not yet used 50 000 or more are not eligible to apply for the advertised funds. b) The organisation has one year operating experience yet some donors are interested in funding organisations which have been formed for the considerable number of years. The combination of these two factors has made the organisation to enter into a process of partnering with big organisations. However, there are two or three risks which might negatively affect the effectiveness of this strategy. The risks are as follows: a) most big organisations do not want to release donated funds even though the application was a joined venture. The question which must come into mind is if big organisations would love to partner with small or emerging LNGOs if they are not facing challenges, b) some donors do not want to fund consortiums because it is very difficult for them to trace how their funds are being used, c) it is very difficult for some donors facing financial challenges to fund consortiums.

2) Bulk funding - The organisation is pushing for bulk funding. This is whereby the mother Body NANGO seeks umbrella funding from donors for the purpose of distributing it to local NGOs which have insufficient funds. The organisation Country Coordinator stated that even though the

idea has not yet been taken into consideration by donors, it is another way in which the organisation can survive. However, the strategy seemed to be ineffective because most donors are shifting to crisis areas like South Sudan. On top of this reason, some of them are also faced with financial challenges.

2.4.2 Operations Centred Strategies

1) Under one roof (share offices with other organisations) - The organisation share same offices with other two organisations in order to reduce costs. The organisation's Country Coordinator said this method is very effective as it serves costs. The organisation Country Coordinator also clarified that it could have been difficult for the organisation to pay the charges alone.

“We share these two rooms which are charged at a cost of 150. Therefore, we also decided to share other costs like electricity, phone bills, water charges and internet charges”.

The following table shows how the charges are shared equally.

Table 2.5 showing the contributions of three organisations under one roof

Organisation	Water	Rentals	Wifi	Phone	Electricity	Total
Hands and Feet	5	50	20	10	20	115
NANGO	5	50	20	10	20	115
PADARE	5	50	20	10	20	115
Total / unit	15	150	60	30	60	315

Source: field work

The above table shows that the organisation was supposed to pay \$ 315.00 if it occupied the offices alone. However, because it is sharing offices with other organisations it is now serving \$ 230.00 for other developments every month.

2) Cutting staff benefits in the field - Reduction of field costs is one key survival strategy which the organisation has employed. If the organisation wants to carry out a base line survey in a certain community, the one who lives in that area can undertake the activity to reduce overnight expenses like booking a room at a lodge for the staff. Even though the organisation has three staff members, they live in deferent areas which are also focus areas of the organisation. The organisation is now avoiding going with all staff into the field. The following is a table which shows how reduction of field costs is done.

Table 2.7 showing amount of field costs reduced by the organisation

Field area	Transport cost of 3 staff (\$)	Transport cost of 1 staff (\$)
Mkoba	6	2
Senga	6	2
Mtapa	6	2
Ascot	6	2
Mambo	6	2
Total expenditure	30	10

Source: field work

The above table shows that the organisation is able to serve costs of about \$ 20.00 per each programme targeting or monitoring activities done in deferent areas.

2.4.3 Governance Centred Strategies

1) The organisation has strategically appointed board members who are useful as volunteers in different sectors of the organisation. The organisation's board members are from different professions. One is lawyer, one is a teacher, the other one is an accountant and the other one is a medical doctor. For instance, instead of hiring an external auditor which is expensive, the organisation is now capitalising from its internal auditor.

2.4.4 Sustainability of Survival Strategies

Hands & Feet Zimbabwe Country Coordinator rightfully stated that the organisation is unable to meet its targets. Even though the organisation introduced cost cutting measures, they cannot work because of inadequate operation capital. Therefore, the organisation still needs other sources in order for it to be sustainable.

“Cost cutting measures are only helpful to an organisation which has effective and sufficient funders”.

2.5 MUROMBO MUNHU

The organisation was established in 1993 and has neither accessed government nor foreign donor-funding up to date. The organisation survived all these years using the following strategies.

2.5.1 Organisational Development Strategies

1) Advertisement - The founder of the organisation mentioned that the organisation is making use of advertisement in order to get support from local people and NGOs. This is a useful strategy because without advertising there is no way how such a small organisation can be known. It was through that advertisement whereby the organisation was granted the operation permit by Gweru city council. It was also through the advertisement method in which the organisation was able to

get support from ministers and governors. Both face to face and radio advertisement have been used by the founder of the organisation to get support. The founder Alice Katsaka noted,

ōNdakazonzi nditaure paradio muna 1993 panova ndipo pandakazotanga basa rino randiri kuita”.

2) Kubika Sadza project (fund raising activity) - The project started in 2012 and fall in 2014. The organisation has been able to raise funds through this method. The project could raise \$20 to \$30 every day. However, the project falls because city council at one point in time chased them away and took the pots because they operated without operational permit. The organisation had nowhere to start the project. The money raised through this method was used for other raising problems hence the organisation faced serious financial challenges afterwards.

“We were no longer facing financial challenges as we are today because the project was very profitable”.

3) Seeking Support from individuals ó Governor Msipa, minister Machaya and Mr Maboná have been giving support to the organisation since 2005 up to date. The governor offers grains and sometimes money to the organisation. However, even though they offered support, the support is too small for the operations of the organisation. The table below shows the kind of support which were given.

Table 2.8 shows support given by individuals

Name of individual	Type of items
Governor Msipa	grains, money
Minister Machaya	Wheel chairs
Mr Mabonø	Money

Source; field work

4) Seeking Support from the Church - The church has been offering crucial support to the organisation. ZAOGA and SAVADA have been helping the organisation with food and non food items. Their prayers were valued by the founder of the organisation because some children were healed instantly before going to the hospital.

“The church is very helpful to this organisation because it prays for the healing of organisation beneficiaries”.

5) Seeking Support from other organisations - REDCROSS used to give blankets to the organisations, NANGO has been offering advice and directions over other sources of support and Christian Care has been offering clothes for the beneficiaries and money. However, these organisations have given irregular support. The founder stated that Christian Care has supported the organisation once, NANGO several times but with advice and REDCROSS with blankets and once. This shows that these are not reliable sources of support. The following table clearly shows in summary the organisations which helped the organisation and the kind of help offered.

Table 2.9 showing organisations which helped Murombo Munhu

Name of Organisation	Kind of help
REDCROSS	Blankets
NANGO	Money, advise
Christian Care	Clothes and money for the beneficiaries

Source: field work

2.5.2 Operations Centred Strategies

1) In house office - Though it is accompanied with a lot of problems, in house office has helped the organisation to continue carrying out its activities. This survival strategy has been a no alternative way of minimising costs. The founder together with the beneficiaries share same meals

everyday because it has been found that cooking food for everyone at once would minimise costs. However, for health reasons, the organisation is operating in a very small room which might cause affection to other children. From the observation of the researcher some children might have been affected with HIV and AIDs, some are not, hence they should be at deferent places using deferent towels and other things. The founder stated,

“We want to have offices in town but we do not have money to pay rentals there”.

2) Seeking Free Transportation letters - Social Welfare has been also helping the organisation with free transportation letter since 2012. Chikozho also assisted the organisation with free transportation letter in 1999. The founder of the organisation move freely especially when doing the social work. Free transportation has helped the organisation to continue its operation because transport problem has been one of the most challenges facing other organisations. However, the founder still faces challenges,

“Buses such as ZUPCO refuse to offer help arguing that my letters only work on Social Welfare transport”.

2.5.3 Governance Centred Strategies

Just like other local NGOs, the organisation has also an executive board of members. However, the board members are not chosen basing on their skill. More so, the founder of the organisation is doing most of the duties alone so as to minimise costs. The advantage with this kind of management is that it is very easy for one person to manage funds than two or so. The issues of corruption mainly occur when there is more than one managerial staff in an organisation. Therefore, from this point of view the organisation is able to continue with less risk of corruption. However, its board members are less skilled to acquire funding both externally and internally. To add on, lack of well pronounced structure might have been the reason for failure to source funds.

2.5.4 Sustainability of the Survival Strategies

The director of the organisation mentioned that the organisation is not able to meet the objectives and set targets. However, the organisation has survived for about 22 years now since its establishment and has not closed even though it did not receive donor funding right from its first day of operation. Whilst some organisations were said to have closed due to failure to come up with strategies to enhance continuity, Murombo Munhu has successfully managed to survive without donor-funding.

“Even though we support few children here, we continue every year since 1993 when the organisation was established”.

2.6 VIMBAI AND SHUVAI TRUST

Vimbai and Shuvai Trust is a Local NGO established in 2014 and it deals with enhancing children's talents in Art and theatre. The organisation is surviving without donations from the outside world. Funds used by the organisation are only from their coping strategies and innovative ideas.

2.6.1 Organisational Development Strategies

1) Charging fee for services offered - Vimbai and Shuvai Trust charges a fee to schools within which it carries out its activity. The largest amount of the organisation funds were generated from school registration. The organisation has so far done this project for several times in several schools and this was boosting operation capital for other programmes to be a success. However, the founder stated that the organisation has been forbidden to do its activities in schools by the Ministry of Secondary and Primary education. The founder stated,

“We charge not less than USD 50.00 for offering services to school children and the amount doubles when we train teachers on Art issues. We used to do this thrice or twice a term to several schools... but the ministry is making harsh conditions...”

2.6.2 Operations Centred Strategies

1) In House Office - The organisation is doing the same as Murombo Munhu is doing. It closed office in town and then started to operate at home (Mkoba 12 house number 1682). This was done in order to minimize costs such as payments of rentals which are too expensive. In her idea, the founder did not want to close the organisation because when she started she was very aware that donor funding is not accessible to the organisation and therefore in house office work was as per founder's plan. However, there is a question as to why she closed offices in town. That means the organisation is closing step by step. In response to the in house office, the founder stated,

“It is better to have an in house office than to struggle to pay an ever increasing rent”

2) Volunteers - The founder stated that volunteers only come when there is need or when the organisation wants to do a certain activity in the community. The organisation has 5 volunteers who help the organisation on free of charge bases. The organisation closes during the school holidays so as to allow the volunteers to also do their own activities. Volunteers also donate their money on transportation costs incurred when they carry out activities. However, the question on whether these volunteers perform the exact duties as done by professional workers needs to be revised by the organisation. In other sense services given by this organisation are not reliable to a greater extent.

2.6.3 Governance Centred Strategies

The organisation has not yet employed any policy to do with the survival strategies. The organisation has 12 board members, the largest number as compared to other local NGOs the

researcher sampled. The founder stated that it is difficult for them to push on the success of the organisation due to economic problems which is also a problem to their personal life. Therefore, there is a question about whether the founder knows what her board members are supposed to do or not and why were they chosen.

2.6.4 Sustainability of Survival Strategies

Survival Strategies employed by the organisation are not sustainable to a greater extent because it is failing to meet its targets. Currently, the organisation has been stopped from carrying out activities in schools by the Ministry of Primary and Secondary education which means that payment for service as a strategy which gives about 90% of the organisation is undermined starting from 08 September 2015. Also, meeting deferent kinds of stakeholders may be very difficult especially when one's office is established at home. This is to say that the organisation's Survival Strategies are failing to meet what is expected.

“We could have reached other places like Gokwe but lack of finance remains a stamping block”.

2.7 **SAMMARY OF STRATEGIES FOR ALL LNGOs**

Organisational Development Strategies

The tables below summarises Organisational Development Strategies for all organisations. Table 2.9 is based on which sources of funding are mostly used by Gweru LNGOs between local sources of funding, external sources of funding and or both. The second table, table 2.10 is based on the comparison between local and external Survival Strategies.

Table 2.10 showing organisations' sources of funding

Organisation	Sources of funding (external, local or both)
HL	Both
JHWO	External
HFZ	Local
Murombo Munhu	Local
Vimbai and Shuvai	Local

Source: filed work

Findings from the research have shown that 3 out of 5 LNGOs in Gweru depend only on local sources of funding for survival. 1 out of 5 depends on both and 1 out of 5 LNGOs also depends mainly on foreign donor-funding. However, all organisations indicated that both sources of funding were not sufficient for the organisational expenses. This is totally deferent from the findings of Prince Gyamfi who did a similar research in Ghana. According to his findings, 9.3 LNGOs reiterated that the funding was adequate and 90.7 percent indicated that the funds from outside and domestic sources were not enough.

A mark on the following table shows that the organisation has employed the strategy and a small line shows that it has not.

Table 2.11 showing comparison between local and external strategies

Survival Strategies	HL	JHWO	Hands and Feet Zim	Murombo Munhu	Vimbai & Shuvai
LOCAL					
Farming	✓	✓	-	-	-
Social enterprise	✓	-	-	-	✓
Advertising				✓	
Consortiums			✓		

Charge on services	✓				✓
Individual support	✓	-	-	✓	-
Company / institution support	✓	-	-	-	✓
Interns	✓	✓			
Church support	✓	-	✓	✓	-
EXTERNAL					
Donors	✓	✓	-	-	-
Individuals	✓	-	-	-	-
Relocating to other countries	✓	-	-	-	-

Source: field work

2 out of 5 local NGOs have shown that they rely on social enterprise and 3 out of 5 seek church support for survival. 2 out of 5 LNGOs has adopted farming, charging a fee for service and are seeking individual and institutional support for their survival. Only 1 out of 5 is pushing for consortiums for survival. 2 out of 5 are benefiting from the external sources of funding. 1 out of 5 organisations decided to establish another branch outside the country as a survival strategy.

Operations Centred Strategies

The table below shows Operations Centred Strategies for all organisations. A mark shows that the organisation has employed the strategy and a small line shows that it has not.

Table 2.12 showing Operations Centred Strategies

Survival Strategy	HL	JHWO	HF	Murombo Munhu	Vimbai & Shuvai
On foot	✓	✓	✓	✓	✓
In house office	-	-	-	✓	✓

Under One roof	-	-	✓	-	-
Transportation letter	-	-	-	✓	-
Reduction of staff benefits	✓	✓	✓	✓	✓
Buying from local producers	✓	-	-	✓	✓
Cross section duties	✓	-	✓	✓	✓
Public transport	✓	-	✓	✓	✓
Reducing field work and workshops	✓	✓	-	✓	✓
shift from food aid to Capacity building	✓	✓	✓	-	✓

Source: field work

Table 2.11 shows that reduction of workers and use of in-house office is common to all organisations. 4 out of 5 organisations introduced cross section duties, public transport, reduction of field work and workshops as well as shifting from food aid to capacity building. 3 out of 5 indicated that buying from domestic producers has managed to serve their funds. 2 out of 5 have adopted in-house office to ensure their continuity. 1 out of 5 local NGOs operate under one roof and 1 out of 5 again seeks free transportation letters as a way of surviving. However, other writings did not mention other operational cost cutting measures like the use of in-house office seeking transportation letters, buying goods from domestic producers and operation under one roof.

Governance Centred Strategies

2 (JHWO) out of 5 organisations has shown that its board members were very active in the execution of their duties. 3 out of 5 organisations have shown that they adopted Strategic plans. 3 (Hopeful Life, Murombo Munhu, Vimbai and Shuvai) out of 5 organisations have shown that the founder of the organisation is also the Director or the Central Executive Officer. From the response given by the three founders it shows that there is more of centralisation of power by many local NGOs in Gweru as they use functional organisational type.

Sustainability and effectiveness of the Survival Strategies employed

All organisations have shown that meeting their plans in time is a major challenge due to inadequate funds. It is very true that they have been able to reduce costs. Whilst reduction of costs is an important variable, it is not the best to consider on the sustainability of survival strategies employed. The activities undertaken by these LNGOs are to a greater extent limited, they are not reliable or dependable and this has resulted in some difficulties on the flexibility of the organisation services. It becomes very difficult for an NGO to be considered sustainable whilst it is not able to meet the present demands. Sustainable Survival Strategies are the strategies put in place within the organisation which can to a lesser extent be affected by external politics. This shows that, organisations like JHWO, HL which also rely on support from donors and local individuals and institutions or companies are unsustainable. However, strategies such as paying for service, farming, and social enterprise and cross section duties on the available staff can be sustainable if done properly.

2.8 CHALLENGES FACED BY LNGOS IN GWERU

The study exposed that the following challenges were similar to all the 5 organisations under study. The challenges are; inadequate facilities, unsuitable or small space, inadequate funding, inadequate institutional and core support, lack of project funding and inadequate funding on administrative costs.

Gweru LNGOs also face challenges related to the means of mobilising finances. Some of the LNGOs expressed regret in the setback of payment after service delivery. Also, public perception as to the presentation of local NGOs in the province brought more debates among beneficiaries. These problems according to the respondents had contributed to: Failure of organisations to sustain staff, difficulty in obtaining funding for projects, slow down growth of the organizations and has build mistrust on beneficiaries.

2.9 Chapter summary

Chapter two discussed Survival Strategies employed by Gweru local NGOs, their sustainability as well as challenges faced as a result of reduced donor-funding. The data were presented using NGO by NGO approach. A summary of strategies for all organisations has been given towards the end of the chapter. Evidence from the research has shown that a large number of organisations in Gweru rely much on local sources of funding. However, the strategies employed are largely unsustainable because LNGOs in Gweru are not able to meet their objectives and plans in time as a result of inadequate funds. Also, most of the strategies employed have got their own challenges hence they cannot be relevant in the future. Basing on Slack (2004)'s argument on successful operations centred Strategies, it can also be concluded that most of the strategies employed were not effective and sustainable because they only aim at reducing costs rather than balancing reduction of costs and the quality of services offered. Therefore, the next chapter will give suggestions to both local NGOs and their relative stakeholders.

CHAPTER THREE:
ENHANCING THE SUSTAINABILITY OF LOCAL NGOS
IN GWERU

3.1 Introduction

The study raises a number of chief issues that need to be addressed by Gweru Local NGOs and their pertinent stakeholders. Based on the challenges faced by Gweru local NGOs, this chapter is aimed at giving suggestions to Gweru local NGOs, Government of Zimbabwe and potential donors. A chapter summary will be given at the end of this chapter.

3.2 Suggestions to Gweru LNGOs

1. Founders should decentralise power so as to allow other vibrant players within the organisation like board members to take part on the growth and development of the organisation. They should not set and pass strategic plans without the consultancy of board members. Sometimes, Board members will not perform their duties like sourcing funds for the organisation because they are not consulted. On the other hand, board members should be chosen following their commitment and zeal to serve the organisation. Skill based selection is the best way of choosing board members. In a nut shell, Gweru Local NGOs should have clear and smart structures because Lack of sound organisational structures seriously affected funding access from domestic companies and individuals.
2. Local NGOs should reduce the amount put on staff salaries and other administrative expenses on their proposals. The study has shown that most of the LNGOs did not have access to either local or international donors. This may be caused by too much expectation on salaries rather than to achieve the indented objective.

3. The study has also indicated that LNGOs faced problems of delayed payments and refusal to pay by borrowing clients. In line with this, Local NGOs should partner with companies on business issues or projects.
4. The researcher also suggests that LNGOs should employ at least one experienced, qualified and professional worker who has been in the field for about five years. The idea is that experienced staff knows how to tackle situations and how successful proposals can be wrote. Inability to write good proposals may be the reason for failure to persuade potential donors. If the founder lack experience in the NGO field, then; the only way to succeed is to find a good person for the right task and not a good person for the wrong task.
5. Local NGOs should also undertake ongoing projects like involving themselves in large scale agriculture. They are supposed to take advantage of the Fast Track Land Reform Programme which is aimed at promoting the locals. They should stop applying for grants from the government because of government's undercapitalisation. The best possible way they can benefit from the government is to apply for land.
6. LNGOs to be accountable and to build Strong Stakeholder Relationship. This is done through sending monthly and annual projects reports to the stake holders. Findings have shown that lack of long term financial support from both local and international donors is one of the challenges encountered by LNGOs. This is mainly caused by lack of accountability on the side of the LNGO. According to PRINCE GYAMFI the means to financial sustainability is to develop relationships with an eye to the future as well as meeting today's needs.
7. Findings have also shown that LNGOs are facing challenges on service charges. In line with this LNGOs should re-evaluate their marketing strategies and improve on the quality of services provided.

8. Gweru LNGOs should also concentrate on a single or specified goal or focus area so that donors may be aware on how their funds will be used. At the same time doing other activities outside the organisation's focus area will just be wastage of resources.

3.3 Suggestions to the Government of Zimbabwe

1. Government of Zimbabwe to distribute land to LNGOs so as to reduce LNGO dependency on foreign donor-funding.
2. Government of Zimbabwe to lessen LNGOs' burden to register as PVOs. From the observation of the researcher, the only organisation which had full access on donor-funding was registered as a PVO. PVOs have advantages which Trust organisations do not have especially in accessing foreign donor-funding. An interviewed director has shown that it takes so many years to register as a PVO in Zimbabwe.
3. To set aside a budget for LNGOs basing on province. That is to say the government should not fund organisations basing only on proposals. Funding should be distributed according to province to reduce one sided funding.

3.4 Suggestions to Donors and other stake holders

1. Both local and international donors to trust local NGOs as they play an important role on Zimbabwe's development.
2. Local Donors whether individual or companies should not underestimate the activities done by LNGOs because of lack of lucrative asserts.

3.5 Chapter summary

In summary, the chapter is based on how local NGOs in Gweru might be sustainable. The researcher suggested that all stakeholders should re-evaluate their support on Gweru Local NGOs. The local community can be largely blamed for the failure of LNGOs as it is not

giving much support on their activities even if it is its responsibility to do so. Findings have shown that local business owners and companies are not concerned much about the survival of LNGOs in Gweru. However, the researcher also suggested that Local NGOs in Gweru should look towards sustainable strategies such as venturing into long term projects. Also, they should address their fault in order for them to get support from the local community.

4.0 CONCLUSION

Local NGOs' survival has been indeed problematic in Gweru (Zimbabwe) since 2008 as a result of dwindling donor-funding. The introduction and the first chapter highlighted that this was due to external as well as internal factors. Externally, factors such as Global Economic Crisis and Euro Zone Crisis have led to reduced donor-funding inflow. Internally, factors such as political instability, establishment of Government of National Unity, areas of expertise and poor governance by local NGOs themselves have also chased away donor-funding in Zimbabwe. Therefore, the only way LNGOs managed to survive in Gweru was through employing strategies which were discussed in chapter two.

Chapter Two discussed the Survival Strategies employed by Gweru LNGOs, their sustainability and challenges faced as a result of dwindling donor-funding. 5 local NGOs have been randomly selected and the data were collected through face to face interviews and document analysis. The data were presented and analysed using NGO by NGO approach. It becomes clear through field work that Governance Centred Strategies were not properly employed because a large number of local NGOs interviewed lack well pronounced structures. However, some few organisations managed to formulate strategic plans aimed at reducing costs.

Based on the findings from this study it can be concluded that a large number of Local NGOs in Gweru rely much on local sources of funding as compared to external funding sources. The following are Organisational Development strategies employed: social enterprise, small gardens, advertisements as well as seeking support from local churches, individuals and institutions. However, some few organisations have managed to acquire funding from external individuals and

donor agencies. Findings have also exposed that cost cutting measures employed by a number of LNGOs in Gweru have got negative impact to the beneficiaries and the organisations. Cost cutting measures employed include travelling on foot, Cross section duties, reduction of staff benefits, use of public transport, reducing field work and workshops, shift from food aid to Capacity building, buying from local producers as well as operating under one roof (one office for more than two organisations).

The study has also indicated that a number of strategies employed by Local NGOs in Gweru were not sustainable and effective. Each strategy pointed out had some limitations which affect its sustainability. Many LNGOs in Gweru end up putting in place more cost cutting measures which also negatively affected the quality of services provided. The researcher also found out that Gweru Local NGOs are facing a number of challenges as a result of reduced donor-funding. The challenges faced were: inadequate facilities, small space, inadequate funding, inadequate institutional and Core Support, lack of project funding and inadequate funding on administrative costs

Therefore, the researcher suggested that local NGOs in Gweru should establish a good relationship base with their stakeholders through a continuous update of the activities being carried out. Also, the local community together with the government should work together in enhancing the sustainability of local NGOs. They should collectively re-evaluate their relations to achieve the sustainability of LNGOs in Gweru.

LIST OF INTERVIEWEES

Alice Katsaka, Founder of Murombo Munhu, House no// 82 Mutapa, Gweru, interviewed on 04/10/15

Alice Shiri, Hopeful Life Director and Founder, Bethshan 17 Clay Bank rd Gweru, interviewed on 07/10/15

John Mufandambwa, Hands and Feet Programmes Coordinator, Gweru light industry rd, interviewed on 12/10/15

Mildred Ndlovu, Hopeful Life Administrator, interviewed on 07/10/15

Mr Dube, JHWO Programmes Coordinator, Gweru Light Industry Rd, interviewed on 08/10/15

Pavel Macebo, Hopeful Life Projects officer, interviewed on 07/10/15

Vimbai, Vimbai and Shuvai Trust Director and Founder, Mkoba 12 House no// 1682 Gweru, interviewed on 08/10/15

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JHWO Strategic Plan (2011-2014)

Hopeful Life Strategic Plan (2013-2016)

Hopeful life Project Management file

Hands and Feet Profile and magazine

Vimbai and Shuvai Projects file

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APPENDICES 1

INTERVIEW GUIDE QUESTIONS

My name is Eaton Mapedze and I am a 4th year student at Midlands State University. I am doing Development Studies Honours Degree. As part of my degree requirement, I am carrying out a research on the Survival Strategies employed by local NGOs in Gweru in the face of reduced donor-funding. All the information you will provide is strictly private and confidential.

QUESTIONS

1. Can you tell a brief background of the organisation?
2. Have you ever accessed donor funding?
3. Was it adequate?
4. What survival strategies have been employed by the organisation in the face of reduced donor-funding?
5. Are the Survival Strategies employed Sustainable and effective?
6. What challenges does the organisation face as a result of reduced donor-funding?