



FACULTY OF ARTS

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**An assessment of the effectiveness of community share ownership schemes as a strategy
for rural development: a case of Gwanda south rural district**

By

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1.0 INTRODUCTION

This dissertation looks into the impact of Community Share Ownership Trusts on rural development. Indeed, rural communities in Zimbabwe have historically suffered poverty and underdevelopment despite being endowed with rich natural resources. The government has advanced the argument that communities situated near mining areas must benefit from the abundant natural resources in the country. Community Share Ownership Trusts are one way in which the government is trying to ensure that rural communities near mining companies benefit from their resources. The research thus looks at the contribution of the Gwanda Community Share Ownership Trust to rural development.

1.1 BACKGROUND TO THE STUDY

Since time immemorial, there has been a history of exclusion and marginalisation of Africans in the economy and this was fostered by the colonisation process. Hence, there has been the need to correct these past imbalances through the introduction of initiatives towards the empowerment of Africans and rural communities in particular.

The Government of Zimbabwe has since 1980, introduced a number of initiatives in a bid to improve rural communities' standards of living. These initiatives have not met the intended objectives. Academic scholars like Matunhu and Mago (2013) have taken note of some of these initiatives adopted by the Government of Zimbabwe. These include initiatives such as the 1981 Growth With Equity Approach and the Transitions National Development Plan. These initiatives were directed at fostering development at the grassroots levels. Due to the failure of these initiatives, the Economic Structural Adjustment Programme (ESAP) was initiated in the 1990s. The ESAP was initiated by the IMF (International Monetary Fund) and the World Bank

for debt ridden countries. However, the initiative proved disastrous and only worsened the economic situation of the country. The Zimbabwe Programme of Economic and Social Transformation (ZIMPREST) became the successor to the ESAP. The idea behind the ZIMPREST initiative was to introduce a home-grown solution to poverty reduction.

However, despite the introduction of such sound programmes, the intended results have not been met even upto date. The government then introduced the Indigenisation and Economic Empowerment Act, Chapter 14:33 of 2007 which stipulates that indigenous Zimbabweans are entitled to 51% ownership whilst 49% goes to foreign owned companies. Under this Indigenisation Programme emanating from the Indigenisation and Economic Empowerment Act (IEEA), the government introduced the Community Share Ownership Scheme in 2011 to foster the indigenisation move.

As per the guidelines of the Indigenisation and Economic Empowerment Act (IEEA), the starting point was the mining sector. This was based on the fact that for a number of years, mining companies have been extracting minerals without giving any benefits to the local communities. The CSOTs aim to see rural communities benefit from their natural resources extracted by mining companies through the provision of services like health care, schools, hospitals etc.

The Share Ownership Scheme did not start in Zimbabwe, but several countries globally have been promoting the initiative. The first company in Zimbabwe to initiate the Community Share Ownership Scheme was Zimplats when it established the Mhondoro/ Ngezi/ Zvimba Community Share Ownership Trust on 13 October 2011. Unki Mine was the next by launching the Tongogara Community Share Ownership Scheme on 24 November 2011 (Tsvakanyi 2012). The third scheme to be initiated

was the Mimosa-Zvishavane Community Share Ownership Trust on the 6th of March 2012, followed by Gwanda Community Share Ownership Trust in May 2012. Marange Community Share Ownership Trust was initiated on 27 July 2012, while Masvingo Community Share Ownership Trust was launched on 16 February 2013 (Tshuma 2013).

The Community Share Ownership Scheme was initiated after the realisation that communities, especially those in the rural areas have not fully benefited from their natural resources even though the country has about 60 known minerals. Instead, the resources are benefiting foreign multinational companies than developing the rural population.

Through the Community Share Ownership Scheme, 10% share of the company exploiting natural resources in an area goes to the local community. Sixty one Community Share Ownership Trusts have been formed in the Rural District Councils of Zimbabwe. Sixteen of them have received US\$31.3 million and are now implementing projects like road construction, clinics, boreholes, dams, irrigations (Mugabe 2014).

The Ministry of Indigenisation and Economic Empowerment through the National Indigenisation and Economic Empowerment (NIEE) Board coordinates the establishment of such CSOTs. The NIEE Act through CSOTs is aimed at promoting rural development through the following aims:

- Provision, operation and maintenance of schools and other educational institutions, hospitals, clinics etc
- The provision and maintenance of dipping tanks
- The provision, development and maintenance of roads

- The provision, development of water works and water sanitation works
- Gully reclamation

1.2 Statement of the problem

Despite the fact that Gwanda District is surrounded by a number of mines, it remains among the desperately poor rural districts in Zimbabwe. Very limited benefits have thus been derived from the natural resources of the district by local communities. Not only has this been an issue in Gwanda alone but in Zimbabwe as a whole. As such the government of Zimbabwe introduced the Community Share Ownership Scheme in line with the indigenisation policy as a way of ensuring that local communities benefit socio-economically from the mineral resources in their areas.

However, since being launched in 2007, it is not clear as to the effectiveness of CSOTs in government efforts to bring rural socio-economic development for the benefit of local people. This dissertation therefore seeks to examine the effectiveness of CSOS as a strategy for rural development with particular reference to Gwanda Community Share Ownership Trust.

1.3 RESEARCH OBJECTIVES

1.3.1 General Objective

- To assess the impact of CSOS as a strategy for bringing socio-economic development for rural communities.

1.3.2 Sub Objectives

- To understand the extent of rural development in Gwanda before the NIEE Act for CSOS
- To understand the operations and aims of Gwanda Community Share Ownership Scheme
- To assess the extent to which Gwanda Community Share Ownership Scheme/Trust has promoted rural socio-economic development in the area
- Challenges faced by the Gwanda Community Share Ownership Trust in its role as a driver for rural socio-economic development

1.4 RESEARCH QUESTIONS

- How effective has the CSOS been in the socio-economic development of rural communities?
- To what extent was rural development achieved in Gwanda before the NIEE Act for CSOS?
- What are the aims and operations of GCSOS?
- To what extent has the GCSOS promoted rural socio-economic development?
- What are the challenges being faced by GCSOS in promoting rural socio-economic development?

1.5.0 THE CONCEPTUAL FRAME

This section will look into the main idea guiding this research. Rural development is the main ideology. This section will discuss rural development in detail, rural development in contrast to urban development, the indicators of rural socio-economic development and rural development in the concept of the Indigenisation and Economic Empowerment Act.

1.5.1 Rural development as a concept

The concept of rural development has changed over time due to changes in development goals. During the 1960s and early 1970s intense industrialisation characterised the conceptualisation of development and as rural development had to reflect industrial development. Later during the 1970s, mostly based on equity considerations, the focus and definition of rural development turned to the provision of social services to the rural poor. This shift was partially founded on the recognition that even under rapid industrial growth, the availability or equitable access to social service and amenities was not guaranteed, (Ruttan, 1984).

Rural development has traditionally centred on the exploitation of land-intensive natural resources such as agriculture and forestry. Changes in global production networks and increased urbanisation have changed the character of rural areas. There is now need for rural communities to look at development from a much broader perspective. Ever since the 1970s, the concept of rural development has been understood as improving standards of living of those in the rural areas. Rural development is the improvement of standards of living and the general welfare of rural populations.

Rural development refers to the transformation of rural areas in all spheres i.e. social, cultural, economic and political. Bealer (1956) explains rural development as agricultural and economic growth and balanced social and economic development with emphasis on the equitable distribution and the creation of benefits. Rural development is an integrated process in order to ensure local capacity in improving infrastructure and other services.

Rural development is the process of improving the quality of life and economic well-being of people living in relatively isolated and sparsely populated areas (Moseley, 2003). Robert Chambers understands rural development as a strategy to enable a specific group of people, poor rural women and men to gain for themselves and their children more of what they want and need. It involves helping the poorest among those who seek a livelihood in the rural areas to demand and control more of the benefits of rural development.

1.5.2 Indicators of Rural socio-economic development

Rural socio-economic development involves certain indicators such as:

- Infrastructural development
- Provision of health facilities
- Provision of educational facilities

1.5.3 Rural development in the context of urban development

Urban development entails the social, cultural, economic and physical development of cities. The development of cities is central in urban development. Rural development on the other hand is centred on the improvement of the quality of life and the general well being of people in isolated areas

1.5.4 Rural Development in the context of the Indigenisation and Economic Empowerment Act

The indigenisation policy is an opportunity for development especially to the previously marginalised. The IEE Act reflects the need to empower rural communities. According to Matunhu (2013), the IEE gives a voice and power to the rural communities which account over 70% of the 13.4 million people in the country and narrows the gap between the rural and urban economies thus empowerment programmes should target rural areas more than urban areas.

Rural development in accordance to the IEE Act points to the need for the establishment of CSOTs to manage community shares. Rural communities also needs empowered ideologically. Without a properly co-ordinated mix of skills, knowledge and attitude, no amount of money will bring about true development in our rural communities, (Matunhu, 2013). The IEE enables rural communities to control their own resources

1.6 Delimitations

The study pays specific attention to Gwanda Community Share Ownership Trust and how it has impacted on rural development in the rural districts of Gwanda. Of importance is to take into cognisance the contributions of the Community Share Ownership Scheme to the development of the six rural district wards in Gwanda South as these are the wards which have been catered for under the CSOS. Gwanda district as a whole is under five Chiefs but the area under study is under three Chiefs, namely Chief Nhlamba, Chef Mathe and Chief Marupi. The mining companies

included under the Gwanda Community Share Ownership Scheme include Blanket mine, Jessie mine, Farvic mine and Collen Bawn. The study aims at taking an in-depth study and an assessment of the development initiatives undertaken by Gwanda Community Share Ownership Trust since its inception in 2012 vis-à-vis the Indigenisation and Economic Empowerment Policy. The study will look at the development challenges of Gwanda before the inception of the initiative upto present as a way of assessing whether the Community Ownership scheme has made any tangible contributions or not.

1.7 Limitations

The limited time frame in conducting this research is a setback as some of the information is likely to be left out. Lack of funds is another challenge as the researcher has to cover all the six wards which constitute the study area under no sponsorship of any kind. Due to a political bias in the nature of the CSOS, there is a likelihood that some valuable information will be withheld due to political reasons.

1.8.0 Significance of the study

This dissertation looks into the effectiveness of CSOS as a strategy for rural development. The study will also look into the various stakeholders, their importance and relevance in the CSOS. These stakeholders involve the Central Government, the Local Authorities i.e. the District Administrator, RDC, Chiefs, ministries like the Ministry of Youth, Indigenisation and Economic Empowerment, Ministry of Health, Ministry of Education and the local communities.

1.8.1 The involvement of mining companies in the CSOS

According to the Ministry of Indigenisation legal advisor, Mr. Psychology Mazimisa, mining companies are part of the CSOS. These mining companies have donated millions of dollars to comply with the indigenisation law. According to Mazimisa, the CSOS is registered under the Ministry of Youth, Indigenisation and Economic Empowerment and is being administered by the Ministry of Local Government. The CSOS will in the long run broaden the country's economic base by involving locals in the economy.

1.8.2 The involvement of other stakeholders

The Government of Zimbabwe, being the central body administers the CSOS and its various stakeholders. The government's responsibility is to make sure that every individual benefits from the CSOS. The District Administrator then oversees and administers the CSOS at the district level. The CSOS includes the Rural District Councils and in this particular study it includes the Gwanda Rural District Council. Rural District Councils are involved in the auditing of Community Share Ownership Trusts on an annual basis. The Chairperson of the RDC becomes the Trustee whilst the CEO becomes the Secretary. Other stakeholders like the Ministry of Youth, Ministry of Health and the Ministry of Health have the responsibility of monitoring and evaluating development projects under the CSOS.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

Due to colonization, discrimination and deprivation of local people by colonisers, countries in Africa have adopted strategies and schemes as a way of developing the previously disadvantaged for example, rural communities. Corporate Social Responsibility (CSR) has been used to promote rural development by African states. Through CSR, local communities benefit from mining companies operating within their boundaries for example, Zimbabwe adopted the Indigenisation and Economic Empowerment programme and South Africa adopted the Black Economic Empowerment Act.

Studies have revealed that approximately 70% of people in rural areas have limited access to their natural resources and this is due to the colonisation process. CSR has been adopted in some African countries to empower local communities. There has been many publications on CSR in the mining sector but it has not been clear whether rural development has been achieved or not. This dissertation will look into the effectiveness of CSOS on rural development through the concept of CSR.

2.1 Mining – Local Development Nexus

Rural communities are enriched with mineral resources which could be an important economic asset for them, yet they have limited control and access over these resources, (Ford Foundation, 2010). However, there is an increasing trend towards

advocating for more participatory approaches that will involve local communities, (Mawowa, 2013).

The reality is that of mining companies gaining complete control of profits while local communities drown in poverty. Scholars such as Humphreys, Sachs and Stiglitz (2007) state that the interaction between resource extraction (representing prosperity for a few) and local community livelihoods (representing poverty for many) is suggestive of societies characterised by “islands of prosperity and a sea of poverty.” These inequalities have led to conflicts between mining companies and local communities for example in areas like the Niger Delta, Bolivia and Philippines (Sawyer and Gomez, 2012).

On normal circumstances, mineral resources should lead to the socio-economic development of host communities. However, the situation on the ground is that most of these mining operations are situated in areas characterised by low levels of development. Cronje and Chenga (2005) postulate that communities surrounding South African mines are characterised by poverty, poor health services, poor housing, adult illiteracy etc. CSOTs in Zimbabwe under the indigenisation policy will ensure communities benefit from their mining operations.

2.2.0 The concept of CSR

The concept of CSR dates back to the 19th century but information on CSR was recorded in the 20th century starting in the USA. Bowen is the first person to have written on CSR in 1953. Bowen (1953) postulates that large businesses should have a major role to play in vital centres of power, decision making and that the action and the behaviour of firms have an impact on the lives of citizens at many points. According to the European Union, CSR is the notion that an initiative is responsible

for its influence and all the relevant stakeholders. It is the obligation of a business to perform fairly and responsibly to contribute to economic development while improving the value of life of the employee and their families as well as of the local community and society at large. Visser (2008), views CSR as a formal and informal way in which businesses make a contribution in improving conditions for the regions in which they are operating. McWilliams and Siegal (2001) state that CSR is whereby firms carry out actions that appear to further social good.

2.2.1 Corporate Social Responsibility (CSR) and Community Development

Mining operations should provide better living conditions to host communities and this can be better achieved through corporate social responsibility. CSR refers to business initiatives that a company adopts beyond its legal obligations in order to create added economic, social and environmental value to society and to minimise potential adverse effects from business activities (Masawi, undated). CSR entails consultative interactions with the communities involved on the projects to be implemented. This is to ensure active participation of the communities. However, in most cases and in reality, the consultative process is non-existent and not guaranteed as mining companies are in charge of their own development programmes.

In most cases, CSR policies exclude marginalised groups such as the poor and women and compromise effective participation. Development programmes are thus deemed to fail due to limited participation of the communities involved and in turn living conditions of the poor are not improved. Development initiatives under CSR have a short life span due to minimal local participation. If CSOTs are effectively managed, they possess the potential to foster community development and community participation is the foundation and underlying principle for rural development.

2.2.2 CSR through the mining sector: Examples from other parts of the world

According to the African National Congress (ANC) Policy Discussion of 2004, South Africa introduced the Black Economic Empowerment (BEE) Policy to correct the injustices of apartheid. During colonisation in South Africa the Boers and the British had control over economic, political and social matters at the expense of Black people. It is because of this history that the ANC introduced the BEE to correct the imbalances of apartheid and create opportunities of ownership to the previously disadvantaged.

Through the BEE, mining companies came forward in a bid to give back to the community. The Impala Platinum Holdings Limited (IMPLATS) mines is one of the mines in South Africa which pledged to give back to the community in terms of improving rural livelihoods. According to Manson et al (2003), through the BEE, IMPLATS together with the Royal Bafokeng Nation joined hands and agreed to form a Trust to enable community participation and development. The union became known as the IMPLATS Bojanala Trust (IBT) aimed at improving education through the construction of schools, promotion and improvement of healthcare, promotion of income generating projects and strengthening sports and institutional capacity. The IBT was established in 2006.

The IBT which is a joint venture between IMPLATS mines and the Royal Bafokeng Nation in Bojanala region contributed R6 million amounting to R12 million. According to the Impala Bafokeng Trust Annual Report (2012), from the R12 million, R10 million was meant for development programs for blacks residing in the Bojanala region and the other R2 million was for the local administration. Another aim of the

Trust is to create employment for local blacks by employing them in the mines. According to the Impala Bafokeng Trust Annual Report of 2012 in the IMPLATS Bafokeng Trust, the Royal Bafokeng Nation owns 13,4% stake, workers through employee ownership own 3% stake within the Trust and individuals have shareholding within the Trust.

Another Trust was launched by IMPLATS in 2008 known as the Impala Community Development Trust (ICDT). The ICDT was formed as a result of the partnership between the Impala mining company and the local communities. The Trust was formed in a bid to facilitate the community ownership of projects and to support community based initiatives. The Trust is aimed at promoting development of communities in mining zones.

In 2000, the Anglo-American mining company in South Africa established a Trust known as Anglo-Zimele to develop and empower communities which they operate in. According to an Independent Management Review of 2005, Anglo-Zimele allocated R264 million towards development projects. Despite being a community share ownership scheme, Anglo-Zimele also provides loans for local communities.

Another mining company in India known as Lupin India Ltd introduced schemes to promote socio-economic development for local communities. Lupin India Ltd is catering for 154 villages in Rajasthan. The main objective of the scheme is to provide income generating projects, water recycling programs, credit schemes amongst other projects. Although it is mandatory for foreign companies to contribute a certain share of their profits back to the communities they operate in, India does not have a legal framework compelling companies to give back to local communities.

Nigeria like many African countries was colonised by Britain. When Nigeria was colonised, its gas and oil mines remained under British ownership in the Delta region but these oil and gas companies were oppressing the local people leading to a conflict which later became an international conflict (Oguntadeet et al, 2011). A scheme was introduced by the Nigerian government through a legislature as a way of ending the conflict and building good relations between the oil and gas companies. Through the scheme community participation and community based initiatives were encouraged. According to Oguntadeet et al (2011), the Niger Delta received 2.05 Billion Naira from the oil and gas companies. From the amount, 7.6% was directed to community development, 9.34% on health, 24.8% to education and 58.18% went to emergencies, clubs and religious bodies. Nevertheless, despite the introduction of the schemes for community development, the Niger Delta failed to develop.

During the colonisation of Malaysia by Britain, the British used a divide and rule principle between the Chinese and the Bumiputeras. The British were in favour of the Chinese whilst the Bumiputeras did not have access to services like health, education etc. When Malaysia gained independence in 1957, a share ownership scheme was introduced for the previously disadvantaged Bumiputeras. Bumiputras were given 30%, non Bumiputeras 40% and 30% went to foreigners. In 1970, the plantation and mining zones were taken over by the government and formed the National Committee on Housing Ownership and Resettlement (NCHOR). RM 10 million was allocated and the scheme was meant for the benefit of estate and mine workers. The next scheme to be introduced was the scheme for the development of people's well being. The targeted areas in this scheme were the remote areas of Sabah and Sarawak. The credit scheme followed and this was meant for small businesses to empower the locals. RM 40 million was allocated for this scheme.

2.3.0 Community Share Ownership Schemes in Zimbabwe

The government of Zimbabwe introduced the CSOTs in 2011 under the Indigenisation Programme which is aimed at seeing rural communities benefit from the resources coming from the mining operations in their areas. CSOTs are established by businesses involved in the commercial exploitation of natural resources including minerals since the relevant communities have the natural right to benefit from their God-given resources.

CSOTs will be considered only when a business has achieved the minimum indigenisation and empowerment quota of 51%. CSOS ought to have a Deed of Trust registered with the Deeds office. There has to be between five to eleven members of the CSOT depending on the size of the community. The Chief within the area where a CSOS is operating is the Chairperson of the CSOS/T. The Chief Executive Officer of the Rural District Council is the secretary of the Trust. Money accruing to the Trust shall be used for the provision of social and economic infrastructure in line with the priorities of the communities concerned.

CSOS ought to undertake the following projects;

- The provision, operation and maintenance of schools and other educational institutions and facilities including hospitals, clinics etc
- The provision and maintenance of dipping tanks
- The provision, development and maintenance of roads
- The provision, development and maintenance of water works and sanitation works

- Gully reclamation and other works related to soil conservation and prevention of soil erosion and the conservation and prevention of environmental degradation

Mining laws should promote and facilitate an equitable distribution of the benefits attained from mining. Zimbabwe has been lagging behind in terms of establishing a legal framework for sustainable mineral resource development. There are debates amongst scholars as to whether mining laws in Zimbabwe and the Indigenisation policy are suitable and relevant in enabling equity in terms of mineral resource distribution in the mining sector. CSOTs is a government initiative to promote development and empower rural communities by allocating communities a 10% share of all mining proceeds.

However, scholars like Maodza (2012) believe that the schemes are “designed to control the selfish exploitation of the country’s resources for the benefit of multinational corporations and other foreign businesses without benefiting indigenous Zimbabweans.” Some scholars believe that on paper the Community Share Ownership Scheme is meant to empower communities in mining regions so that they participate in their own development but this is not the situation on the ground. Maodza (2012) refers to the CSOTs as a noble initiative as it is an opportunity for locals to enjoy the benefits in their mining operations. At the same time concerns have been raised by some who believe that the CSOT initiative is only aimed at benefiting people in the mining areas at the expense of the entire population, (Saunders, 2007).

Under the Ownership Scheme, the 10% proceeds from the mining operations should be able to fund development projects such as roads, bridges, schools etc. An

interview was conducted with Chief Khulumani Mathe, the chairman of Gwanda Community Share Ownership Trust where he stated that the Trust was planning to use US\$1 million for the completion of clinics at Sitezi, Silikwe and Mapate plus the rehabilitation of Chelesa and Guyu irrigation schemes. The research will further look into whether this has taken place or not and how it has facilitated rural development.

Mate (2002:12) postulates that community participation in the management and use of mineral wealth at the local level “could speed up the process of community empowerment and lead to increased pressure on central government for better management of mineral wealth and for greater transparency and accountability in its management.” Through the ownership scheme, communities will benefit through direct ownership of their mineral resources.

2.3.1 The Mhondoro - Ngezi CSOS

Zimplats was the first mining company in Zimbabwe to launch the CSOS. Zimplats allocated US\$ 10 million towards the CSOS. The CSOS is aimed at promoting development in three districts which are Chegutu, Mhondoro – Ngezi and Zvimba. According to Zimbabwe Environmental Law Association (2012), a number of chiefs are participating in the CSOS for example, Chief Chivero, Chief Mashayamombe, Chief Nherera, Chief Nyamweda, Chief Runzi in Chegutu District; Chief Benhura, Chief Muramba, Chief Mushona, Chief Ngezi, Chief Nyika in Mhondoro – Ngezi District, Chief Chirau and Chief Zvimba in Zvimba District. The CSOS is aimed at promoting development projects like building hospitals, clinics, maintaining dip tanks, road construction, water sanitation programmes etc.

2.3.2 Zimunya – Marange CSOS

The CSOS was the fifth to be launched. The CSOS was introduced through the diamond mining companies in Chiadzwa. According to Maodza (2012), the Trust received US\$ 50 million from mining companies. Despite the development projects that the Trust is initiating, it has been criticised for not involving rural communities near mining zones. Communities in Buhera are said to be left out in the scheme. There have been complaints as noted in Newsday (2012) that local communities are not being empowered by the CSOS or being employed but rather it is employing Chinese. Concerns in the issues of corruption and nepotism have also been raised.

2.3.3 Zvishavane CSOS

Zvishavane CSOS is operating in union with Mimosa mining company. Mimosa injected US\$ 10 million towards the scheme. Through the funds from Mimosa mine, Zvishavane CSOS has managed to undertake some projects like the construction of schools. According to the Herald (2012), the construction of schools has been done under 5 chietainships i.e. Chivizima High School under Chief Mazviliwa, Chachitsa Secondary School and Mabasa Primary School under Chief Masunda, Wedza Primary School and Mukwidzi Secondary School, Mapirima Primary School, Govarezadzo Secondary School under Chief Mapanzwe and Mpumelelo Secondary School under Chief Mafale.

2.4 CSOS politicised and polluted

According to an article of the Bulawayo24 News of 6 February 2013, CSOS is tantamount to theft by ZANU PF and a policy that was meant to fund the 2013 Presidential elections. There has been evidence of corruption in Manicaland when

ZANU PF Provincial leaders were reported to have extorted US\$ 700 000 from mining firms. The Bulawayo24 News stated that Kasukuwere's empowerment scheme is a replica of the usual ZANU PF's unstructured policies on land expropriation thus the programme is corrupt in its nature.

Some academics argue that people should be made to realise that the CSOS is not a new phenomenon but since time immemorial has been a part of Corporate Social Responsibility. As such, ZANU PF should support companies who have long been carrying out this initiative than hijacking it and looting money from mining companies.

2.5 Debates on who is benefiting from the CSOS

With statistics reflecting more than one million children out of school, there are doubts in relation to home grown policies which purport to promote socio-economic development especially to rural communities in the country. The government of Zimbabwe launched the CSOS under the IEE policy as a programme to foster rural development but some academics are doubting the effectiveness of this policy.

The CSOS was met with resistance from the onset, with some believing that the benefits from the scheme can only be felt in the long term. When the CSOS was introduced in 2012, critics were of the view that the initiative was ZANU PF's campaigning strategy for the 2013 Presidential elections.

An example can be cited of the Zimunya-Marange Community Share Ownership Trust. A survey carried out by Newsday in the Marange area reflected that the Marange Community was against the CSOS with the belief that it was a campaigning strategy for ZANU PF. There were again protests by the Marange community on 20

September 2012 on grounds that they were not being consulted on any issues concerning the CSOS. More so, Mr Malvern Mudia, the Chiadzwa Community Development Trust Vice Chairperson told the Newsday that he did not foresee any meaningful development by the Trust.

However, some academics applaud the CSOS as a good initiative which will see rural communities developing through the IEE programme which is meant to empower rural communities. The National Indigenisation and Economic Empowerment (NIEE) Board CEO, Wilson Gwatiringa said that the objective of the CSOS is to benefit the men on the ground where mining is taking place.

He made reference to the Shurugwi CSOT where part of the funds from their mining proceeds were used to reconstruct a dam, construct a mortuary and a maternity waiting ward. More so, the CSOS are audited by external auditors such that nothing goes unchecked thus transparency in the use of funds is guaranteed. The Trusts are composed of a CEO of the Rural District Council, a District Administrator, a lawyer, accountant, special interest groups and a company representative from a mining entity. These ensure the smooth running in these Trusts.

2.6 Demystifying Community Share Ownership Trusts

People in Zimbabwe still do not have a clear understanding of the Community Share Ownership Trusts. The initiative has been received with mixed feelings as some believe it to be another foreign imposed policy which will only work to the benefit of foreign companies. However, the Community Share Initiative is a calculated strategy by the government to correct the imbalances of the colonial past and empower local communities through a guaranteed shareholding in mining companies. The President of Zimbabwe, Cde R.G. Mugabe was quoted in the Bulawayo Bureau

of 18 May 2012 saying that the programme is a means of fighting and eliminating the dependency syndrome which has haunted most of the developing world.

2.7 Community development as an empowerment tool

An economy can flourish if it can meet the needs of its citizens. Cary (1970) defines community development as a series of processes that give local communities greater control over social and economic conditions affecting their lives. The motive behind community development is to empower the previously disadvantaged communities. Community empowerment is an effective development tool as everyone in a community becomes part of the development process.

2.8. The Role of Community Leadership in Rural Development

Community leadership in this instance refers to traditional leaders within rural communities. Traditional leaders are the custodians and guardians within their communities. Zimbabwe's 2013 Constitution recognises the traditional leaders institution and their role in facilitating development. The Community Share Ownership Scheme in Zimbabwe gives authority to chiefs to chair Community Share Ownership Trusts and this is a strategy borrowed from the Royal Bafokeng Community in Rustenburg, South Africa.

There are concerns however of chiefs presiding over the CSOTs. Scholars like Negi (2000) believe that these chiefs will end up benefiting from the resources at the expense of their communities. More so, Mawowa (2013) expresses concern over chiefs who are the chairpersons in these CSOTs. The concern being that since most of these chiefs are biased towards ZANU PF, it would mean that their actions are

not monitored. As such, the involvement of traditional leaders becomes a cause for concern.

2.9 Conclusion

Most of the literature on the concept of rural development focuses on promoting the LED principle which is a self-driven initiative necessary for effective participation in fostering rural development. Important to note are the varied arguments on the Community Share Ownership Scheme and its relevance in promoting rural development. It is of great importance to assess these different perspectives in juxtaposition to what is actually happening in rural communities, to find the missing links and appropriate measures of addressing them.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

This chapter will look into research methodology used in the research. This involves an assessment of the research methods used. Methodology is the systematic, theoretical analysis of the methods applied to a field of study or the theoretical analysis of the body of methods and principles associated with a branch of knowledge. (Thorn and Sunders, 2005). Methodology involves the process of gathering information in order to derive meaning from that piece of information.

This chapter will look into elements like research design, justification of the design, population and sampling technique, data collection methods, including the strengths and weaknesses of the methods used. It also looks at the elements of validity and reliability including ethical considerations in the research process.

3.1 Research Design

Research design refers to a plan of how a researcher intends to conduct the research, (Babbie and Mouton, 2008). Tuckerman (1978) views research design as a list of specifications and procedures for conducting and controlling a research project. A research design is a well planned set of conditions for collecting and analysing data in a manner that combines relevance with procedure. The design outlines the plan which identifies the population, data gathering methods, research instruments to be used and administering the instruments and how the information will be organised and analysed.

The researcher used a descriptive survey. A descriptive research is that research which attempts to describe systematically a situation, problem, phenomenon, service or programme, (Kumar , 2005). The research is a descriptive research which drew from both the quantitative and qualitative research methods. Data collection tools such as questionnaires, document reviews and interviews were used to collect data. Triangulation of both these methods was applied combination of these methods so as to reduce the weaknesses of each method selected.

3.1.2 Qualitative Design

Qualitative research is an approach which recognises that meaning emerges through interaction and is not standardised from person to person unlike in quantitative research and thus allowing the researcher to study issues in detail without predetermined and categorised analysis (Merriam, 1998:8).

The research used a case study of Gwanda Community Share Ownership Trust to assess the effectiveness of CSOS as a strategy for rural development. According to Cresswel (2007), a case study research is a qualitative method where the investigator looks at a bounded system, which is a case or various systems over a long period of time through detailed, in-depth collection of data including multiple sources of information such as observations, interviews, audiovisuals and reports.

3.1.3 Quantitative Design

The quantitative design involves producing data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Creswell, 2007). Quantitative research is based on the measurement of quantity or amount.

3.2.0 Population and Sample Size

3.2.1 Study Population and Sampling

The mines under Gwanda Rural District Council, sector ministries, wards, villages situated close to the mines constituted the study population. The study targeted the mining companies, local communities close to the mines, Ministry of Youth, Development, Indigenisation and Economic Empowerment, Ministry of Mines, EMA and the District Administrator's Office. According to Dilman (2002), sampling is the process of selecting units from a population of interest. The sample is the subset of the population from which the study is derived.

In the context of this study, the sampling frame was obtained from Gwanda Rural District Council (GRDC), Gwanda Community Share Ownership Trust, the Ministry of Youth, Indigenisation and Economic Empowerment, Ministry of Education, Ministry of Health, local communities in the six wards consulted.

3.3.0 Sampling Technique

A sampling technique refers to a specific process by which the entities of the sample have been selected. The researcher used different sampling techniques which include simple random sampling, stratified random sampling and purposive sampling. The use of these different methods enabled the researcher to gather all kinds of perspectives from different groups of people within the population under study.

3.3.0 Simple Random Sampling

Stake (1995) states that sampling technique can also be referred to as chance sampling or probability sampling which means that each and every item in the population has an equal opportunity of inclusion in the sample. This kind of sampling is easy to implement and easy to analyse.

3.3.1 Stratified Random Sampling

This is sometimes referred to as proportional or quota random sampling. This involves dividing the population under study into subgroups. This method is applicable when representing a small section or group and not the entire population. The researcher placed the respondents into groups for example, the communities involved in one group and the different stakeholders into their different categories. This was so as to grasp as much information as possible on how the population under study thinks of the GCSOT and the CSOS as a whole as a strategy for rural development.

3.3.2 Purposive/ Judgemental Sampling

Purposive sampling also known as judgemental, selective or subjective sampling is a type of non probability sampling technique. This is when the researcher uses his own judgement in the choice of sample for accuracy of information. The researcher makes his/her own choice of respondents based on who the researcher thinks would produce reliable information. Mouman (2000) states that this form of sample is often used when working with very small samples such as in a case study research and when the researcher wants to select the cases that are particularly informative. This technique is relevant when the desired population is difficult to locate. The researcher used this

method in gathering information because it saved time. According to FHI, (2006) purposive sampling allows the researcher to gather information from the relevant respondents hence saving time and resources.

3.4.0 Data Gathering Methods

Primary and secondary data sources were used in the collection of data. Primary data is unprocessed data collected from the participants. This is the participants' views on the research study and these views are obtained through questionnaires and unstructured interviews. Primary data is raw unprocessed data obtained through responses from questionnaires and interviews from the intended respondents.

3.4.1 Questionnaires

In this method of data collection, respondents give their answers in a structured or unstructured manner. A questionnaire with open ended and close ended questions was used. The researcher used the questionnaire as it made it possible to collect information at once from a number of respondents and it saves time.

3.4.2 Advantages of using Questionnaires

Finn and Jacobsen (2008) state that questionnaires are advantageous in that administration is comparatively inexpensive and easy even when gathering data from large group of people spread over a wide geographic area and reduces chances of evaluator bias because the same questions are asked of all respondents. The questionnaire method will enable the researcher to compare the responses from the respondents. The use of questionnaires will give the researcher an insight into people's perceptions concerning the effectiveness of Gwanda Community Share

Ownership Trust. Questionnaires are also cost effective. More so, questionnaires ensure confidentiality thus making it easy for respondents to answer questions freely.

3.4.3 Disadvantages

Jacobson et al identified the following as disadvantages of using questionnaires:

- Respondents may not complete the questionnaire resulting in low response rates
- Given lack of contact with respondent, one might never know who really completed the questionnaire
- Items may not have the same meaning to all respondents
- Size and diversity of sample will be limited by people's ability to read

3.5.0 Interviews

A qualitative interview will be used in collecting data. According to Borg and Gal (1971), an interview is a critical research tool that acts as a means of verifying facts and views obtained from the subject. Using interviews is based on the fact that some respondents will not comprehend what is in the questionnaires due to low literacy levels. Despite the fact that interviews give a better reflection of the respondents' perceptions, Silverman (1993) expressed concern in using interviews. His concern was based on the fact that people can tell you what they think you want to hear and because they may not be candid, the researcher needs to critically evaluate the key informant data based on knowledge from the field of study.

3.5.1 Advantages

Fery and Oishi (1995) argue that interviews allow questioning to be guided as one wants and clarification of points if need be are made clearer and easily. Finn and Jacobsen (2008) state that interviews are useful for gaining insight and context into a topic and allows respondents to describe what is important to them and being useful for gaining insight and context into a topic and allows respondents to describe what is important to them and being useful for gathering quotes and interviews promote direct contact of the researcher and the respondent.

3.5.2 Disadvantages

- Time consuming
- Susceptibility bias
- Expensive

3.6 Data Validity and Reliability

Polit and Hungler (1993) view reliability as the degree of consistency with which an instrument measures the attribute it is designed to measure. If the results of a study can be reproduced under a similar methodology, the research instrument is considered to be reliable. Validity is the extent to which results are consistent over time.

The researcher will use triangulation of methods to improve validity and reliability of the findings through use of both qualitative and quantitative methods. Triangulation strengthens a study by combining methods (Patton, 2001). Verification strategies that ensure both reliability and validity of data will include activities such as ensuring methodological coherence, sampling, sufficiency, developing a dynamic relationship

between sampling, data collection and analysis, thinking theoretically and theory development (Morse et al, 2002:12).

3.7 Ethical Considerations

According to Jensen, Klans and Jankowski (1991), research ethics is the extent to which a researcher complies with the standards that are permissible by law and accepted by the society when studying a phenomenon. In conducting this research, the researcher will ensure confidentiality of information obtained from the respondents and that the information will be used on the grounds of anonymity to protect the respondents as some of the information is sensitive. More so, the researcher's ethical consideration will ensure voluntary participation of the respondents.

My name is SibusisoTumisangDube, a Bachelor of Arts Honours in Development Studies student at the Midlands State University. I am doing a dissertation as part of my studies on **An Assessment of the effectiveness of Community Share Ownership Schemes as a strategyfor Rural Development. A Case of Gwanda South Rural District.**I basically want know about the impact of the Community Share Ownership Scheme in promoting Rural Development. I therefore seek your assistance with information, as much as you can possibly provide, to help me do my research. Your participation is entirely voluntary and all the information you will provide is for academic purposes only. Therefore, you are assured that you will not be identified or identifiable in any way and the information you will provide shall be treated with the strictest confidentiality. Do not write your name on this questionnaire just tick your choice or fill in the blank spaces where appropriate.

Appendix 1

Questionnaires for community members

1a Do you know about the Community Share Ownership Scheme?

Yes

No

b If yes, when was it launched?

.....

2a Do you think communities in Gwanda are benefiting from the Community Share Ownership Scheme in terms of Rural Development?

Yes

No

b If so, what kind of development projects have been implemented in your area

.....
.....
.....

3 Do you think the funds from the mining companies and other investors are enough to cover all the development projects in Gwanda District?

Yes

No

4 Do you think the Community Share Ownership Scheme is a sustainable programme for Rural Development?

Yes

No

For Gwanda Community Share Ownership Trust

- 1. How many people, approximately, are benefiting from this Community Share Ownership Scheme in Gwanda South Rural District?

.....

- 2. How many wards/villages are being covered by Gwanda Community Share Ownership Trust in Gwanda South? Give a list of the wards/villages

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- 3. What kind of development projects are you implementing as a Trust?

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- 4. Which mining companies are involved in this initiative?

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- 5. Which other stakeholders are you working with?

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- 6. How would you comment on community participation and uptake of the Community Share Ownership Scheme?

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7. How has the Community Share Ownership Scheme contributed to Rural Development from its inception up to date?

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8. Do you think the Community Share Ownership Scheme is a sustainable development initiative for Rural Development? Give reasons

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Interview Guide for Stakeholders (i.e. Gwanda Rural District Council, Ministry of Youth, Indigenisation and Economic Empowerment, Ministry of Education & the Ministry of Health)

1. What is your understanding of the Community Share Ownership Scheme as an initiative for Rural Development?

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2. Do you think funds from mining companies for Rural Development are enough to cover all the development projects in Gwanda District?

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3. What is your involvement as a Stakeholder in this programme?

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4. How do you think your involvement as a Stakeholder with various other Stakeholders has impacted on Rural Development?

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5. Do you think the Community Share Ownership Scheme is a sustainable programme for Rural Development? Give reasons

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Chapter IV

Data Interpretation and Analysis

4.0 Introduction

This chapter is an analysis of the data gathered in connection to the research on the effectiveness of CSOS as a strategy for socio-economic rural development. The data was gathered from primary and secondary sources. Primary data was gathered from questionnaires, interviews and personal observation whilst secondary data was gathered from research journals, newspaper articles and textbooks. The research findings will be presented through tables. Graphs and pie charts.

These research findings have been derived from the research objectives, which are:

- To assess the impact of CSOS as a strategy for bringing socio-economic development for rural communities
- To understand the extent of rural development in Gwanda before the NIEE Act for CSOS
- To understand the operations and aims of Gwanda Community Share Ownership Trust
- To assess the extent to which Gwanda Community Share Ownership Trust has promoted rural socio-economic development in the area
- Challenges faced by Gwanda Community Share Ownership Trust in its role as a driver for rural socio-economic development

4.1 Respondents Rate Analysis

A total of 236 questionnaires was used in gathering data in this research. From the 236, only 210 were returned by the respondents. From the 236 questionnaires distributed, 180 were distributed amongst the 6 wards which constituted the study area, with 30 questionnaires distributed for community members in each ward. Community leaders were also targeted in this research and 30 questionnaires were distributed with 5 questionnaires for community leaders in each ward. Stakeholders including the District Administrator, Ministry of Youth, Indigenisation and Economic Empowerment, Ministry of Education and Ministry of Health were amongst the target population in this research. As such 21 questionnaires were distributed for the stakeholders. The Gwanda Community Share Ownership Trust (GCSOT) being the implementing organisation of the CSOS was also included and 5 questionnaires were given to GCSOT.

Questionnaire Response Rate

Respondents	Questionnaires distributed	Questionnaires returned	Questionnaires not returned	% response rate
Community members	180	163	17	90
Community leaders	30	24	6	80
Stakeholders	21	20	1	95
GCSOT employees	5	3	2	60
Total	236	210	26	89

The average response rate was 89% which was representative of the study area. According to Sanders (2003:178), a 60% response rate is generally considered as representative of the population. A lower response rate is considered to be biased and not representative of the population.

4.2 Interviews carried out

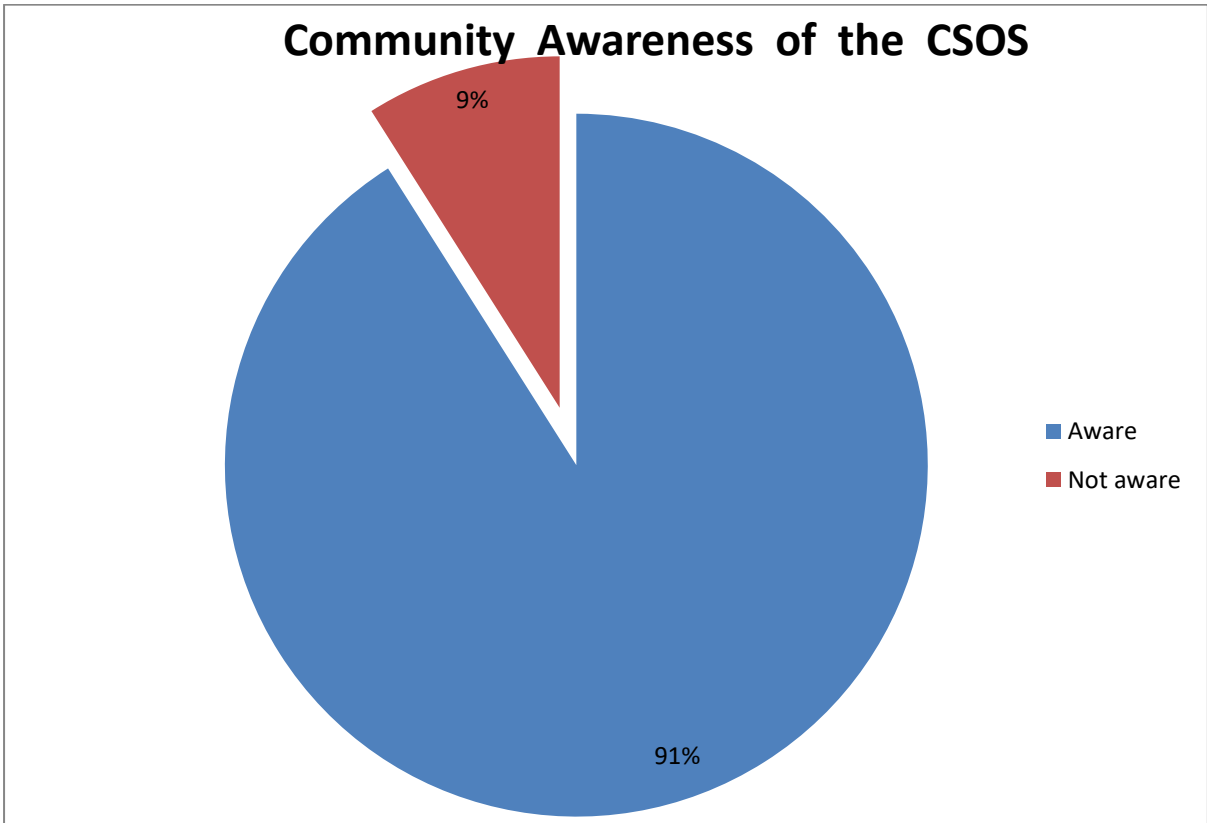
Interviews were carried out with the C.E.O. of Gwanda Rural District Council, Ministry of Youth, Ministry of Education, Ministry of Health, Gwanda Community Share Ownership Trust, traditional leaders and rural communities in wards 11, 13, 14, 15, 16 and 18. Of importance is to note that the respondents who were being interviewed had relevant information concerning rural development and this information was very crucial in the study.

4.2.1 Community awareness

Interviews with the rural communities was so as to assess how much knowledge they had concerning the CSOS. The CSOS is aimed at developing rural communities and as such rural communities need to be aware of developments in their areas. The level of community awareness is important in the assessment of the effectiveness of CSOS in rural development.

Level of community awareness

Respondents	Aware	%	Not Aware	%
163	149	91	14	9



4.3 Socio-economic developments by Gwanda Community Share Ownership Trust in Gwanda District

One of the objectives of the research was to find out to what extent Gwanda Community Share Ownership Trust has promoted rural development. Six wards were covered in this research i.e. wards 11, 13, 14, 15, 16 and 18 under three chiefs namely, Chief Mathe, Chief Nhlamba and Chief Marupi. Wards 11 and 18 are under the leadership of Chief Mathe, wards 13 and 14 are under Chief Nhlamba whilst wards 15 and 16 are under Chief Marupi.

4.3.1 Ward 11

Ward 11 under the leadership of Chief Mathe has 6 villages within it. The area under study was Gungwe village. A science laboratory was completed in 2014 under the CSOS. A maternity waiting ward was also constructed for the benefit of villagers residing very far from Gungwe clinic as some would walk over 20km to the clinic. Road construction is also taking place currently at Gungwe, which has seen the grading of roads within the ward, stretching from Malitlou up to Mawane.

4.3.2 Ward 13

Ward 13 in Gwanda South Rural District has witnessed significant developments in the construction of a secondary school. Maphane Secondary School was constructed including a state of the art Science laboratory at Garanyemba Primary School. School children in Maphane used to walk approximately 14km to attend school in Gwanda Town. This resulted in a high drop-out rate due to the long distance walked.

4.3.3 Ward 14

Gwanda is a drought prone district in region 5 of the country. As such most of the rural communities in the district have survived on food aid from Non Governmental Organisations. In realisation that the area is a drought prone area, The GCSOT embarked on the construction of an irrigation scheme in 2013. The scheme is known as the Guyu-Chelesa irrigation scheme.

4.3.4 Ward 15

A Science laboratory was constructed under the CSOS in 2014 at Selonga Secondary School. Mr Enock de Souza, the Councillor of the ward when interviewed about the project pointed out that the CSOS is a programme that will see rural communities in

Gwanda developing. In connection to the Science laboratory, he pointed out to the fact nationally, Gwanda District has been labelled as backward in terms of Science Education and this has been due to lack of resources to sponsor science education in the district. He said that the CSOS has done a great job in Gwanda Rural District.

4.3.5 Ward 16

An irrigation scheme was constructed through the CSOS. The scheme is known as the Sukwi irrigation scheme. The drilling of a borehole was also done at the ward centre for the benefit of the whole village. Although the borehole is not accessible to everyone due to distance, it has made it possible for the community to have a reliable source of water.

4.3.6 Ward 18

In ward 18, Mapate clinic was constructed. Before the construction of the clinic, villagers in Mapate used to travel to Kafusi which is about 30km away. Mapate clinic is also an Anti-Retroviral Therapy initiating site making it easier for the community to access their ARV drugs.

4.4 Other Developments

Apart from these developments from the 6 ward under study, there have been developments also at district level. Two trucks have been purchased under the CSOS including a drilling rill and a motor grader which has been responsible for grading roads throughout the district. Roads in wards 14 to 18 have so far been graded and a lot more are yet to be graded.

Area	Developments
Sibona Secondary	Science Lab
Simbumbumbu Primary School	Staff cottages
Sibhula Secondary School	School Furniture
Silikwe	Construction of Silikwe clinic
Sitezi	Renovation of Sitezi clinic
Mzimuni	Science Lab
Sibona	Science Lab

According to Chief Mathema of Gwanda North, the CSOS is one of the best policies the government introduced since independence. In an interview, Chief Mathema pointed out to the fact that the GCSOT is the most successful in the country in introducing livelihood in the rural communities of Gwanda. He made reference to the projects that have been undertaken by the CSOS since its inception in 2012.

4.5 Conclusion

The chapter was an interpretation of the researcher's findings. Data was presented through quantitative methods and explained qualitatively. The chapter also looked at how the CSOS in Gwanda has contributed to socio-economic development and the challenges faced. The chapter looked into the various development projects initiated by the Gwanda Community Share Ownership Trust in promoting rural development. This was so as to assess the effectiveness of the CSOS.

CHAPTER V

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The research sought to assess the impact of CSOS in promoting rural socio-economic development in Gwanda South Rural District. Through interviews with various stakeholders working with the GCSOT, traditional leaders and the rural communities in various wards which constituted the study, it seemed the GCSOT has contributed meaningfully towards rural development.

The research constituted of 6 wards in Gwanda South rural district, ward councillors, chiefs, the Ministry of Youth, Indigenisation and Economic Empowerment and the Ministry of Health. A total of 236 questionnaires were distributed but only 210 returned. The research used quantitative and qualitative research methods. Purposive and random sampling techniques were employed in determining the research sample.

In conducting the research, the researcher encountered some challenges for example, the limited time frame to make a thorough assessment. Another challenge was the fact that some of the information was withheld by the GCSOT as it was considered to be highly confidential and so making it difficult to assess the impact of the GCSOT in promoting rural socio-economic development. From the researcher's observation, the communities interviewed seemed biased and in favour of the GCSOT and there were no highlights on how the CSOS is failing to address socio-economic development. Various conclusions were reached by the researcher and these were based on the objectives of this research.

5.1 Major Conclusion

The major conclusion basing on the data gathered is that the CSOS has made a significant impact as a strategy for rural socio-economic development with particular reference to the development projects undertaken by the GCSOT in the six rural districts of Gwanda South. A number of projects have been implemented by the CSOS through the GCSOT and these include; construction of schools, staff cottages, science laboratories, clinics, drilling of boreholes, establishment of irrigation schemes and road maintenance. However, some of the wards have been left out. In Gwanda South rural district, only six wards out of thirteen have benefited from the CSOS. Nevertheless, judging on the projects that have been implemented so far, the CSOS has made a significant impact in Gwanda South rural district in as far as socio-economic development is concerned.

5.2 Sub Conclusions

5.2.1 The extent of Rural development in Gwanda before the NIEE Act for CSOS

This section will look into rural development in Gwanda before the National Indigenisation and Economic Empowerment Act of 2007. Despite being endowed with minerals, rural communities in Gwanda have historically been deprived of benefiting from their resources. Gwanda district is a rich district in terms of mineral resources with a number of mines surrounding it. These mines include Blanket mine, Jessie mine, Farvic mine and Collen Bawn. However, despite being surrounded by all these mines, Gwanda district is historically known for being one of the least developed district in the country. Socio-economic development in Gwanda has been a cause for concern. In a s far as education is concerned, Gwanda district lagged behind and had

the least pass rates in comparison to other districts. This was due to a limited number of schools in the district. Other socio-economic amenities like health, road services and other infrastructure was in a poor state before the NIEE Act for CSOS. Through the NIEE Act, CSOS were introduced to empower the previously disadvantaged rural communities for them to benefit from the mineral resources in their areas. The NIEE Act targets the mining sector which has to give a 10% share of its proceeds to the local community.

5.2.2 The extent to which GCSOT has promoted socio-economic development in the area

From the research findings, it is quite evident that GCSOT has promoted development in the area. Schools have been constructed, science laboratories, clinics, maternity wards, irrigation schemes and roads have been graded. Between 2012 when the CSOS in Gwanda was launched upto present, there has been significant development in the district. A lot has been achieved in a short space of time. Nevertheless, more can still be achieved in the long run, judging from what has been done so far.

5.2.3 Challenges faced by GCSOT in its role as a driver for rural socio-economic development

Despite the fact that the CSOS in Gwanda has contributed significantly towards rural socio-economic development, it has also been faced with challenges. One of these challenges is inadequate funds channelled towards the CSOS. In an interview with Chief Mbiko Masuku, one of the chairmen of the Gwanda Community Share Ownership Scheme, he pointed out to the fact that more funds should be contributed in order for more rural development projects to be undertaken in Gwanda District. He also pointed out to the fact that the US\$10 million channelled towards the CSOS is

inadequate to address all the development challenges in Gwanda and the government has to increase its allocation of the CSOS fund.

Another challenge is the political nature of the CSOS. The political bias in the nature of the CSOS has compromised the effectiveness of the Gwanda Community Share Ownership Trust in promoting socio-economic development. Some of the respondents spoke of the bias in the nature of the CSOS in favour of ZANU PF supporters. In an interview with Mr Zinti Mnkandla, he stated that the CSOS has been hijacked by ZANU PF and that it was adopted as part of ZANU PF's plan to resuscitate its already lost popularity and appear as the saviours of the people. This has made it difficult for rural communities to accept the CSOS as development strategy and this has affected the effectiveness of the CSOS.

Failure to consult the communities involved in the scheme is another challenge. When the CSOS was launched, there was a lack of consultation with the beneficiary communities about the scheme. According to one of the residents, Mr Buletsi Nyathi, there was no consultation about the CSOS by the relevant authorities to Gwanda residents. Another resident, Mr Zinti Mnkandla accused the Gwanda Indigenisation and Economic Empowerment Board of implementing projects without consulting the relevant communities and that there is nothing community about the CSOS.

Lack of expertise in the management of the CSOS is another challenge. The fact that the CSOS is being led by Chiefs is a setback as they lack the technical and the management skills in running the CSOS. The CSOS needs highly qualified personnel which have understand the indigenisation programme in its depth and who can effectively manage the Trust funds.

5.3.0 Recommendations

5.3.1 A consultative approach

When conducting the research, one of the complaints raised was the failure of GCSOT to engage local communities through consultations. One of the respondents even stated that there is nothing community about the CSOS as the Trust was failing to engage its beneficiaries. Respondents noted that in some areas projects were being undertaken without the knowledge of the resident community. In view of this, there is need for a consultative approach by the GCSOT so that the communities fully engage in their development projects.

5.3.2 Qualified personnel

One of the findings in the research was the lack of qualified personnel at community level to run the CSOS. Chiefs are made Chairpersons and yet they lack the managerial skills in running the Trust. More qualified individuals should be made to oversee the programme at community level for the effectiveness of the programme.

5.3.3 Increase of the Trust Fund allocation

Chief Mbiko Masuku, one of the chairpersons of the GCSOT spoke of the need for an increase in the Trust Fund allocation. From the research conducted, only six wards out of thirteen have benefited from the CSOS and this is due to limited funds. It might take more years for other wards to benefit if more funds are not allocated towards the scheme. The government could increase its allocation of the Fund so that more communities benefit from the CSOS.

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