

The Community Share Ownership Trust Initiative as a Rural Development Solution in Zimbabwe: The Tongogara Experience in Shurugwi District

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Abstract

In answer to debilitating sanctions and paralysis of rural development amid a rich geological endowment of precious minerals being siphoned by foreign companies, the Government of Zimbabwe introduced community share-ownership trusts as a panacea to rural poverty. The study assessed socio-economic benefits of Tongogara Community Share Ownership Trust (TCSOT) to the Tongogara community. Questionnaires were distributed to 64 randomly selected households in wards 8, 10, 12 and 14. Interviews were carried out with three purposively selected Chiefs in Shurugwi rural areas, Tongogara Rural District Council Acting Chief Executive Officer, 4 councilors in the target wards as well as village heads for 16 randomly selected villages in the target wards. Direct Field Observations were used to complement data obtained from questionnaires and interviews. Results show that the Tongogara community generally appreciate the programme since they have witnessed some noticeable socio-economic development in their areas. A classroom block with two classrooms and a staff house have been completed while another block is under construction at Banga primary school in ward 8. A mortuary and a pre-natal waiting shelter are both nearing completion at Zvamabande Rural Hospital in ward 10. In ward 14, the Trust has rebuilt Chirume Dam wall and solved water problems at Svika Clinic. Road maintenance and improvement of water availability were identified as district priority needs for development in most wards of Shurugwi District. The Tongogara-Chachacha and the Pakame-Chachacha roads have however been graveled by the Trust. The study recommends that TCSOT involve communities in decision-making and programme operations. Members of the Board of Trustees must be appointed by the Ministry of Indigenization and Economic Empowerment, basing on their expertise in community development. Other qualifying businesses such as Todal Mine, Falcon Gold and ZIMASCO, in the Shurugwi District should also comply with the requirements of the Indigenization and Economic Empowerment Act and set aside the 10% seed money to TCSOT in order to increase benefits to the community.

Keywords: Tongogara growth point, Unki, Community trust, Indigenization, community livelihoods

Background to the Study

The need for economic empowerment programmes in African countries stems from the historical marginalization and exclusion of Africans in the mainstream economy during the colonial era (Hagen, 2002; Mlambo 2006). Decades of colonialism and racial capitalism in most African countries effectively disempowered the indigenous majority politically, socially and economically and this led to massive poverty and poor living conditions for the indigenous Africans (Tevera and Moyo 2000).

In the decades before South Africa achieved democracy in 1994, for instance, the Apartheid government systematically excluded Africans and coloured people from meaningful participation in the country's economy. In the East Indies, the indigenous Malaysians also suffered racial discrimination under the British colony, with the Malay people being excluded from the mainstream commercial and industrial life (Mandla, 2006). In Zimbabwe, the colonial system which existed prior to independence in 1980 was also characterized by dispossession, marginalization, and exclusion of black Zimbabweans from participation in the mainstream economy (Davies 1978; Tevera and Moyo 2000). Indigenous Zimbabweans, especially those living in communal areas were denied benefits from natural resources extracted from their areas.

Laws such as the Land Apportionment Act of 1930, the Land Husbandry Act of 1951 and the Unlawful Organizations Act of 1959 prevented black Africans from participating in any meaningful economic and political activities.

The origin, aspiration, and compelling desire of having empowerment policies in Africa, particularly post independent Southern Africa was therefore based on the realization that an economy can flourish if it can meet the needs of its citizens and their enterprises in a sustainable manner. According to Acemoglu et al (2007) the essence of economic empowerment lies in the spreading of benefits of economic growth to the majority; making an economic growth that is premised on the inclusion of ordinary citizens. In this way, empowerment was to be concerned with the benefits of economic transformation and empowering of the previously disadvantaged ordinary people. In South Africa, the post Apartheid government implemented the Black Economic Empowerment programme(BEE) in order to redress the inequalities of the Apartheid era by giving previously disadvantaged groups of South African citizens economic privileges as well as restoring opportunities to the blacks (BEE, 2010).

Indigenization and economic empowerment programmes in African countries should therefore be viewed as a way of correcting the imbalances of the colonial past. Thus since independence the government of Zimbabwe has tried to rectify the colonial injustices by passing on several policies such as the Land Reform and Resettlement Programme that was accelerated in 2000 in an effort to equitably distribute land between the historically disenfranchised blacks and the minority whites (Parliament Africa group report, 2009). The need to empower the once disenfranchised Zimbabweans is what led to the crafting of the Indigenization and Economic Empowerment Act (chapter 14:33) of 2007 which specifies that at least 51% of shares of public companies and any other business shall be owned by indigenous Zimbabweans (Tsvakanyi, 2012). In trying to achieve this, the government has, amongst other strategies, established the Community Share Ownership Schemes/Trusts in 2011 so as to empower indigenous Zimbabweans (Tshuma, 2011). Guided by the enabling legislation as detailed in the Indigenization and Economic Empowerment Act (IEEA), the starting point was the mining sector (Tsvakanyi, 2012). This was based on the reality that mining companies have been, for years, extracting and shipping out natural resources (minerals) without giving anything to the locals; the custodians of the resources. According to this Act, all mining companies are to cede at least 10% ownership of their companies' produce to local communities. The main objectives of these trusts are to see communities fully benefiting from the natural resources extracted from their areas through provision of social amenities such as schools, hospitals, health care services; development projects such as building of dams, drilling of boreholes and construction of roads as well as establishment of income generating projects for communities (Tsvakanyi, 2012).

Share ownership schemes did not originate in Zimbabwe. Globally, several countries have also pushed for the establishment of Share Ownership Schemes. However, the use of share ownership trusts in some of these countries has largely been driven by the need to enhance financial participation by employees. The United States of America and Australia are among some of the countries which have witnessed the growth of what are referred to as Employee Share Ownership Trusts (Mawowa, 2013). Southern African countries' approach to Share ownership schemes is however unique in that it is part of achieving the major objective relating to the redistribution of economic resources through broad-based ownership and participation of local communities.

Zimplats was the first company in Zimbabwe to effectively implement the Community Share Ownership Schemes by establishing the Mhondoro/Ngezi/Zvimba Community Share Ownership Trust on October 13, 2011. This was followed shortly by the launch of the Unki Mine's Tongogara Community Share Ownership Trust on the 24th of November 2011(Tsvakanyi, 2012). The Mimoso-Zvishavane Community Share Ownership Trust, launched on the 6th of March 2012 was third, followed by the Gwanda Community Share Ownership Trust which was also launched in May 2012. Marange Community Share Ownership Scheme was enacted on the 27th of July 2012 (www.sundaymail.co.zw) while Masvingo Community Share Ownership Trust was also launched on the 16th of February 2013 (Tshuma, 2013).

All these community share ownership schemes were launched after the realization that although Zimbabwe is endowed with about 60 known minerals, including the precious ones such as gold, diamonds and platinum (The Chamber of Mines of Zimbabwe, 2014), Zimbabwean people have not fully benefited from the exploitation of these natural resources since independence. Contrary, the resources have been going away to foreign lands to develop and improve the livelihoods of foreigners, while the people of Zimbabwe, especially those living in communal areas, remained amongst the poorest in the world.

The Tongogara/Nhema area is amongst other communal areas, essentially inhabited by poor people, farming on poor and exhausted soils yet below those soils are rich minerals. Despite the fact that the area is home to one of Zimbabwe's most illustrious war generals and freedom fighter, the late Josiah Magama Tongogara, most areas in the Nhema area are hardly accessible due to poor roads. Moreover, Tongogara service centre is an almost dying growth point, without any significant development. Thus the government comprehended that the road to total independence will not be complete without chronicling the rollout of the indigenization and economic empowerment programme (Mwase and Mangisi, (2013). In trying to achieve this, the government has, amongst other strategies, prescribed for direct equity participation by communities within which mining businesses are exploiting natural resources through community share ownership schemes; a product of the indigenization and economic empowerment programme (Tsvakanyi, 2012). However, since the establishment of the community share ownership schemes, no research has been done to find out if communities within which these minerals are exploited have benefited anything as yet and if they have not benefited anything, are there any chances that they will benefit from the share ownership programme someday? This research takes a case study approach and seeks to assess the social and economic benefits of the Tongogara Community Share Ownership scheme to the Tongogara community.

Map and Description of the Study Area

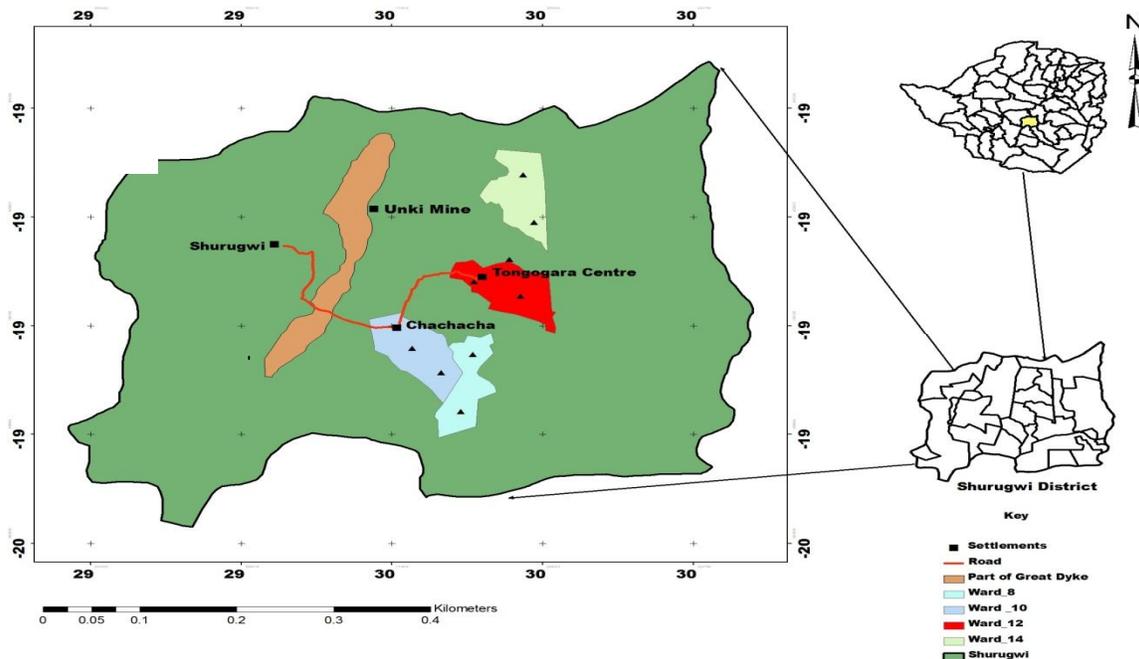


Fig 1: Map of the Study Area

The research was conducted in the rural areas of Shurugwi, particularly in wards 8, 10, 12 and 14, in Shurugwi district. Shurugwi district is in the Midlands Province, Southern part of Zimbabwe. The district's major town and administrative centre, Shurugwi, is located about 310 km south of Harare. It was established in 1899. The town is located on a mineral rich volcanic geological formation. Though locally (and erroneously) referred to as the Great Dyke, the geological formation is essentially a lopolith. This makes Shurugwi one of the most mineral endowed towns in the country. The Great Dyke stretches some 550km diagonally from north to south of the country and has a width ranging between 4km and 11km. Minerals found along the Great Dyke include platinum, nickel, chrome, palladium, diamonds and gold among others (Makore and Zano, 2012). Shurugwi district is an important mining centre for gold, nickel, chrome, and, recently, platinum at Unki.

Shurugwi has a subtropical climate, with summer stretching from November to early April and winter from May to early August. The district is in agro-ecological region three and receives an average annual rainfall of about 650-800mm. Rainfall is usually received between November and April of each year. Temperatures can reach a maximum of 37 degrees Celsius in summer but winters can be very cold with temperatures dropping to about 0-6 degrees Celsius (Ministry of Water Resources Development, 2004).

According to the Encyclopedia Britannica (2014), granite is the dominant parent rock in the area, and the soils derived from granite range from sandy to loamy textures. The mean altitude of Shurugwi district is about 1 260 meters (Environmental Justice Atlas, 2014).

The main rivers which drain through Shurugwi rural areas are Musavezi, Tugwi, Muteveki and their sub-systems which include among others Chuni, Nyamakupfu, Gurudze and Zhovoringo. These rivers drain from the North West to the South East. According to the Department of the Surveyor General (1994) and Feresu (2010), major vegetation types in the rural areas of Shurugwi include bush savanna grassland with hyperrania, hypothelia and digitaria as the major grass types. There are also deciduous trees such as musasa (*brachystegia speciformis*), mupfuti (*brachystegia boehmii*), mutondo (*julbernadia globiflora*) and mususu (*terminalia*). Major land uses in Shurugwi rural areas include subsistence agriculture, mining and residential (Madebwe and Madebwe, 2005). However, subsistence crop farming and livestock rearing are the dominant economic activities in the rural areas of Shurugwi. Cattle and goats are the major livestock types kept for both draught power and store of economic value. The district's communal areas however, exhibit most of the symptoms of environmental bankruptcy indicative of climate change and variability.

Shurugwi district has witnessed a decrease of its population from 86 820 in 2002 to 77 460 in 2012 (ZIMSTATS, 2012). This could be as a result of the Fast-Track Land Reform Programme which saw significant movements during that period as families moved to take up new farming plots in other districts. Outmigration to towns and even the Diaspora during the hyperinflationary decade of 2000-2009 are other possible reasons. However ward 8 population rose from 3 386 in 2002 to about 3 594 in 2012 and in ward 10, the population also increased to 6 165 from 5 948 in 2002 (CSO, 2002; ZIMSTATS, 2012). The total number of households in the target wards equals 3 912. Table 1.1 shows the population and household figures for the four target wards in Shurugwi district.

Table 1: Population and Household Figures for Wards 8, 10, 12 and 14 in Shurugwi

Ward Name	Males	Females	Total	Households	Average household size
8	1 705	1 889	3 594	767	4.7
10	2 880	3 285	6 165	1 471	4.2
12	1 887	2 269	4 156	995	4.2
14	1 260	1 483	2 743	679	4.0

Source: ZIMSTATS, 2012

The district is predominantly occupied by the Karanga ethnic group. However, there are other minorities like the Ndebele speaking people especially in Rockford small scale purchase farms and the Dlodlo area. Other ethnic people are the few remaining ex-employees of Zimasco who are predominantly of Malawian origin. These are found in the district town center, Shurugwi.

Although the growth point status was placed at Tongogara, Chachacha is the most ideally located service centre in Shurugwi rural because it is where major roads meet. Tongogara is actually a stagnant growth point in terms of development mainly because of poor road infrastructure. There are a number of primary schools in the district. These include Vungwi, Banga, Bokai, Chitako, Dombwe, Makonde, Matamba, Nhema (St Francis), Pakame, Wida and Zishazha primary schools among others (Tomlinson, 2006). Shurugwi rural also boast of a number of secondary and high schools inter alia Mupangai, Chivakanenyaka, Batanai, Rusununguko, Dombotombo and Bokai secondary schools as well as Hanke Adventist, Tongogara and Pakame high schools (Tomlinson, 2006). Health centres in the district include Shurugwi hospital, Zvamawande rural hospital, Hanke, St Francis, Tongogara and Gundura clinics. Most of these areas are however hardly accessible because of poor gravel roads, most of which are badly damaged especially during the rainy season months.

Materials and Methods

Both qualitative and quantitative approaches were used in this research. Purposive sampling was used to select 4 out of 18 rural wards in Shurugwi District: Ward 8 under Chief Banga, Ward 10 under Chief Ndanga, Ward 12 which is the centre of Tongogara rural development and Ward 14 under Chief Nhema. The 4 wards were selected because their characteristics were assumed to represent other wards in Shurugwi district as far as development from Community Share Ownership Trust funds is concerned.

Self-administered questionnaires were used to assess the socio-economic benefits of the Tongogara Community Share Ownership Trust to the Tongogara rural community. On average, there are about 40 villages per ward in Shurugwi district. Random sampling was used to select 16 villages from the 4 target wards in the district so that each village in the population had a known and non-zero chance of being selected into the sample. Thus, the researchers calculated 10% of the average number of villages per ward. Only 4 villages from each of the target wards were selected because of limited resources to cover all villages. It was assumed that respondents in the 16 villages would best represent all the villages in the 4 target wards as their activities and their lifestyles are almost the same. There are 40 households per village on average in Shurugwi rural areas. Thus, the researchers also calculated 10% of the average number of households. This resulted in 4 questionnaires being administered per each village giving a total of 64 questionnaires in the 4 target wards, each ward having 16 respondents. Only household heads or their representatives answered questionnaires.

Semi-structured interviews were used to purposively collect data from Tongogara Rural District Council Chief Executive Officer, Chiefs, village heads as well as the local business people. The Acting Chief Executive Officer for Tongogara Rural District Council is the current Administrator and Secretary of the Community Share Ownership Trust. He was interviewed for his views concerning the day-to-day running of the Tongogara Community Share Ownership Trust programme. Councilors from the 4 wards were also purposively interviewed for information concerning the district priority needs to be funded through the Community Share Ownership Trust. 16 village heads from the four target wards (4 from each ward) were randomly selected and interviewed. Village heads have better understanding about projects the share ownership trust has done so far in terms of development within their areas of jurisdiction. Four business people from both Chachacha service centre and Tongogara growth point were interviewed to establish how the business community is benefiting from the Community Share Ownership Trust programme. Chiefs are key stakeholders of Community Share Ownership Trust since they are the ones who chair the programme. All 3 chiefs in Shurugwi district namely; Nhema, Banga and Ndanga were interviewed to obtain information on the road map as well as the achievements of the Tongogara community share ownership scheme.

Direct field observations were used to compare information gathered from interviews against what is on the ground and to complement data obtained from questionnaires. Thus observations were also augmented by snapshots for the various developments in the areas of study. All the information obtained from direct field observations were recorded on the observation check list and the data was summarised using notes and recordings attained during the observation period.

Results and Discussion

Socio-Economic Characteristics of Respondents

The research sought information on the level of education of the respondents basing on the understanding that the more educated a person is, the more knowledge they may have about Tongogara Community Share Ownership Trust, and the more appreciative or receptive they may be to the idea of Community Share Ownership Trusts (and vice versa). Twenty-seven percent of the respondents indicated that they had achieved standard six while 47% had primary education only. 20% had completed Ordinary Level while only 12% of the total number of respondents had acquired tertiary education.

Asked about their main sources of income, 33% of the respondents revealed that they earn money from selling their garden products at nearby shopping centres while 8% get money from gold panning. 28% of the respondents receive money from their employed family members. Only 1.6% of the respondents indicated that their family members are employed at Unki mining company. This implies that Tongogara community has not yet benefited much in terms of employment opportunities at Unki mine. 11% of the respondents indicated that sometimes they sell their agricultural products for money. However, rural Shurugwi district comprises mainly old communal areas whose soils are now exhausted from many years of subsistence farming. Rain is very erratic and unreliable to an extent that most families do not have adequate yields from their fields

Reception and Significance of the Idea of Share Ownership Trusts by the Tongogara Community

According to questionnaire data the reception by Tongogara community to the idea of the Community Share Ownership Trust was greatly affected by how informed respondents' are about the programme. 63% revealed that they have heard about the Tongogara Community Share Ownership Trust but would not be able to explain what it is really about.

Only 32% of respondents pointed out that they know everything about the programme and that they are able to explain what it is really about. However, a very small percentage of 5% indicated that they have never heard about the Tongogara Community Share Ownership Trust. In an interview, one village head in ward 12 under Chief Nhema disclosed that there were poor awareness campaigns made by the Trust leaders to conscientize the community on the essence of Community Share Ownership Trusts. Village head Mposhi of ward 8 also pointed out in an interview that the community is poorly involved in the programme's operations. Low literacy levels of most community members may however, have affected their full understanding of the programme.

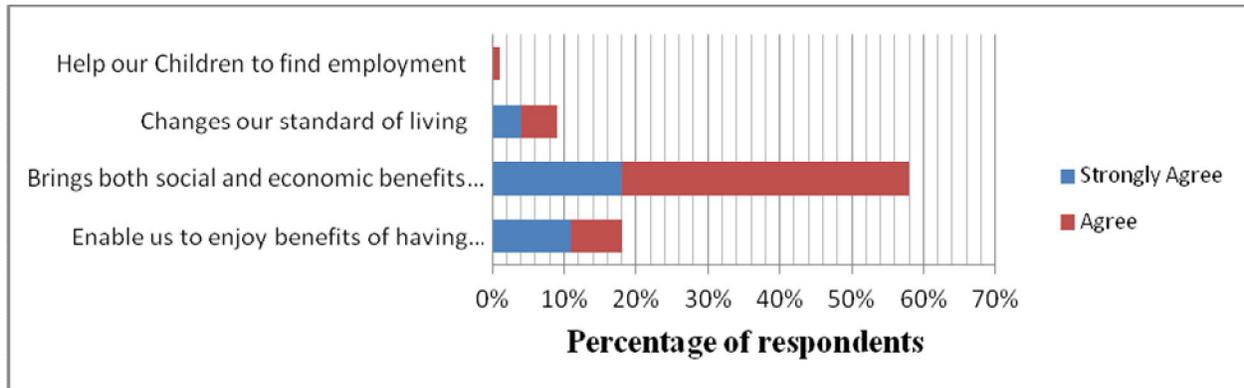


Fig 2 Significance of Community Share Ownership Trusts to Communities

The highest level of agreement among all respondents was to the statement that The Trust brings both social and economic benefits in their area, with 40% (Fig.2). The statement with the least opinion was the one which says the Tongogara Community Share Ownership Trust helps locals (Shurugwians) to find employment, with only 1% of respondents. 11% of respondents strongly agreed to the statement that the Community Share Ownership Trust enables them to enjoy benefits of having precious natural resources in their area. Those who agreed to the fact that Community Share Ownership Trusts changes their standard of life constituted 6% of respondents. Interviews with 2 village heads for Ganje and Muposhiwa villages in ward 14 revealed that the community is partly happy about the programme since there are some tangible developments that have taken place in their areas. Another village head in ward 12 added that generally, communities are glad about this government initiative but they are eagerly waiting for the fulfilment of socio-economic development promises of the programme in their ward. He complained that some wards seem to be benefitting more than others.

Socio-economic benefits of the Community Share Ownership Scheme to the Tongogara Community

Interviews with the Tongogara Rural District Council Chief Executive Officer, who is currently the acting administrator and secretary of the Tongogara Community Share Ownership Trust, revealed that since the launch of the community share ownership scheme in Tongogara, several community developments are evidently transforming lives of villagers in the rural areas of Tongogara. Of the 64 questionnaire responses in all the target wards, 62% asserted that the Tongogara Community Share Ownership Trust improved the state of schools in their areas, while 39% of respondents objected.

Socio-economic Developments in Ward 8

Direct field observations identified one block, with two classrooms, at Banga primary school, in ward 8 under Chief Banga, constructed using funds from The Trust. Councilor for ward 8 confirmed that one 6 roomed house for teachers has been completed and another classroom block is still under construction at the same school. However, according to questionnaire results, nothing was improved at their nearest clinic; Rusike clinic. The questionnaire also revealed that the road network in the ward is very bad. Village head Mposhi explained that it is very difficult for buses or cars to use the roads especially during the rainy season. Water has been a problem for most villagers in the ward as shown by the questionnaire responses where more than 60% of the respondents indicated that they 'always' have water problems.

Socio-economic Developments in Ward 10

Questionnaire responses revealed that all the respondents in ward 10 receive medical treatment at Zvamabande clinic. The research revealed that the Tongogara Community Share Ownership Trust has improved the services at Zvamabande Clinic in ward 10, under Chief Ndanga but it has not improved anything at schools in the ward.

Respondents in ward 10 indicated that the programme has constructed for them a mortuary and a pre-natal waiting shelter at the clinic. In an interview, Tongogara Chief Executive officer hinted that the mortuary at Zvamabande Clinic (almost complete) will be able to accommodate a maximum of 9 bodies. Ward 10 Councilor, Mr Ndawana explained that the development is very welcome as they have been relying on Shurugwi District Hospital mortuary, some 24 kilometres away.

The Vice Chairman of Tongogara Community Share Trust reiterated that the Tongogara community trust also took the initiative to complete the building of a 'pre-natal waiting shelter' after a donor had run out of funds and failed to complete the building project. Direct field observation at Zvamabande clinic discovered that expectant mothers are currently using small round houses commonly referred to as "Zvimatumba" as their waiting shelters. The challenge is that these round buildings are not even electrified and there are no toilets inside. One of the village heads in ward 10 commented that the new mothers' waiting shelter will be a great relief to expectant mothers in the area and will significantly improve their access to maternal health and reduce child mortality rate.

Plate 1a shows one of the pre-natal waiting shelters currently used by pregnant women at Zvamabande clinic and **Plate 1b** is the new mothers' waiting shelter.



Plate 1a: "Zvitumba"



Plate 1b: New Mothers' waiting Shelter

Questionnaire results indicate with 94% of respondents, that the Trust has also established an important income generating project in the form of a nutritional garden in ward 10. Mr Mukunga, a village head in ward 10 observed that some community members can now afford to pay fees for their children through selling vegetables from the garden launched through the Community Share Ownership Trust. The Chairman of the Trust explained that the lorry, owned by the Trust, can be hired by community members at subsidized fares and used for ferrying grain to the Grain Marketing Board (GMB). It is also open to hiring by any other interested parties and the money there from is used for the truck's maintenance as well as for other developmental projects in the district. The Acting Tongogara Chief Executive Officer, who is the Trust secretary, also added that the trust is looking forward to the completion of Donga Water reticulation in ward 10.

Socio-economic Developments in Ward 12

Figure 3 below shows that all the respondents in ward 12 indicated that the Tongogara Community Share Ownership Trust has done nothing so far, to improve the state of schools in their area.

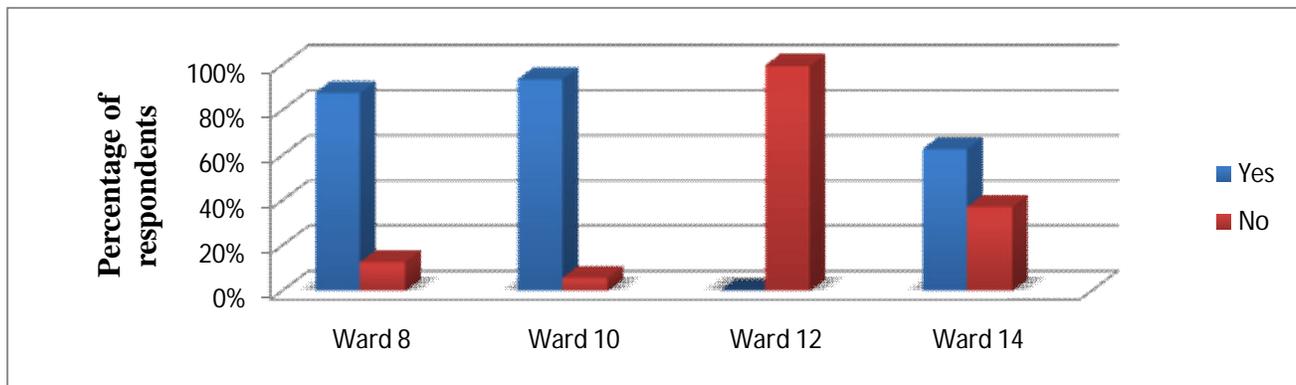


Fig 3: Participants Response to the Question; “Has the Trust Done Anything to Improve Schools’ Status in Their Area?”

However, Mr. Banda, the councilor for ward 12 elucidated that The Trust has purchased some equipment to be used for socio-economic developments in their ward. Field observations discovered a Truck Mounted Drilling Rig, a Motor Grader CAT 140K, an 8 tone lorry, and a car to use for meetings and project follow-ups. According to the Tongogara Community Share Ownership Trust’ Administrator, the Rig can drill not less than four 50-meter deep boreholes in one day. Accordingly, it will be used for drilling boreholes in all the wards in the Shurugwi rural areas.

Socio-Economic Developments for Ward 14

According to the current Chairman of the Tongogara Community Share Ownership Trust; The Trust has so far resolved water supply problems at Svika Clinic and rehabilitated Chirume dam wall in ward 14. According to village Head Mandizvidza, Chirume dam, which has a capacity of 95 000m³ was built in the late 1960s but had its wall breached in 2004. Acting Chief Executive Officer and Administrator of the Tongogara Community Share Ownership Trust, Mr. Munyoro revealed that the area has been suffering inadequate water supply for both human and animal consumption presumably due to recurrent droughts resulting from climate change. After its rehabilitation, Chirume dam is now the source of water for about 200 households in the area. Half of the respondents in ward 14 indicated that they no longer have water problems in their area. Councilor for the ward further explained the dam has enabled villagers to engage in sustainable vegetable production through community garden projects.

Other Socio-Economic Development Projects Implemented

Interviews with the Tongogara Trust Vice Chairman, Chief Ndanga revealed that following a request by people of ward 18, The Trust has commenced the building of an entirely new school, Musasa Primary school with 8×2 door classrooms and 3 teachers’ houses. Prior to its construction, about 450 children, from grade 0 to grade 7, were learning in a disused General Dealer Shop, Butchery and Bar building. The building was obviously too small for the relatively large pupil population and different groups would share one small room where they conducted lessons simultaneously. This disrupted the learning process. Ward 18 is predominantly a newly resettled area, a creation of the fast-track land reform programme. According to the National Indigenization and Empowerment Board (2011), the building of schools is one of the key objectives of Community Share Ownership Trusts in Zimbabwe. Musasa Primary School will therefore give many children in the surrounding wards access to improved education facilities. **Plates 3** and **4** show the old shops building which was being used as a classroom block and the new Musasa primary school.



Plate 3a:

Plate 3b

The Old Shop Building



Plate 4: The New Musasa Primary School

Table 2 summarizes all the socio-economic projects by the Tongogara Community Share Ownership Trust:

Table 2: Socio-Economic Developments by Ward

Ward	Socio-economic Developments	Other Developments
8	<ul style="list-style-type: none"> ➤ Two 1×2 classroom blocks at Banga Primary school ➤ One house for teachers 	-
10	<ul style="list-style-type: none"> ➤ A mortuary ➤ A pre-natal waiting Shelter ➤ A nutritional garden in ward 10 	
12	-	<ul style="list-style-type: none"> ➤ A Truck Mounted Drilling Rig ➤ A Motor Grader CAT ➤ A lorry ➤ A car for follow-ups
14	<ul style="list-style-type: none"> ➤ Rehabilitation of Chirume Dam ➤ Water System improvement at Svika clinic 	-
18	<ul style="list-style-type: none"> ➤ Construction of the Musasa Primary School 	-

Employment Opportunities

One respondent only out of 64 respondents exposed that their family member is employed at Unki Mine. This corresponds with Mayaniti’s (2013) findings in Manicaland that Chinese mining companies (Anjin and Mbada Diamond) in the Chiyadzwa area are not even employing people from Manicaland at their mining firms. Instead, they are bringing personnel from China to sweep and drive tractors and other machinery at their work places while the majority of the people in the Marange area remain unemployed.

This is contrary to Mandla's (2006) findings in his assessment of the socio-economic benefits of Malaysia's empowerment programme where he discovered that after the establishment of Malaysia's New Economic Policy, there was an increase of Indigenous Malays in most of manufacturing industries in Malaysia. However, the District Administrator for Shurugwi said that community members have benefited economically since some of the projects provided employment opportunities for the locals. Chief Banga confirmed that MCD Construction Company employed about 25 villagers (5 women and 20 men) during the construction of a classroom block and a teachers' house at Banga Secondary School in ward 8. Chief Nhema also revealed that during the construction of Musasa Primary School, 35 villagers from both wards 18 and 10 got employed by the construction company, while fathers from 5 households were employed during Chirume dam wall rehabilitation in ward 14. Such employment, is however temporary and therefore not sustainable. Locals need to be meaningfully employed for them to feel they are part of the development both in their areas and in the country at large. This reduces saboteur tendencies by communities.

Tongogara Community Priority Needs

The Road Network

Out of 64 questionnaires distributed, 91% of the respondents indicated that the road network is in a 'very bad' state and that The Trust has so far done nothing to improve the state of roads. From interviews done with the District Administrator for Shurugwi, road maintenance is one of the district priority needs for development. Councilor for ward 14 confirmed that there is need to construct a tarred road which stretches from Chachacha to Lalapansi via Tongogara growth point as this will connect the district more to the national axis of development, that is, the Plumtree-Gweru-Harare Great dyke region which covers the gold mining town of Mvuma. The current Programme Chairman explained that they have established what is referred to as the 'Road Trust Fund Committee' which will spearhead the maintenance of all roads that link the district's major places which include among others; Chachacha-Pakame road, Ruchanyu-Dorset road, Chachacha-Muwonde road and Chekenyu-Pakame road. This will make all villages in the Shurugwi district accessible. The Trust's Secretary explained that the Trust has already procured a Motor Grader CAT to upgrade roads across Shurugwi District. Observation during time of the study revealed that rehabilitation on the Chachacha-Tongogara and Chachacha-Pakame Roads was complete. Both roads were graveled. However, while the contractor on the latter did a commendable job, the one on the earlier did a shoddy piece of work. This is evidenced by the fact that one rainy season after gravelling; the road is already succumbing to the vicissitudes of the weather and pressure of vehicles.

Water and Sanitation

In an interview, Trust Vice Chairman revealed that the district is still experiencing water challenges. From the 64 questionnaires answered, 45% of the respondents indicated that they 'always' have water problems in their area while only 9% said they never had water problems in their area. 30% of the respondents revealed that they 'sometimes' experience water problems. 18% indicated that they no longer have problems of water in their areas. These were mainly from ward 14 where water-related projects have been implemented by the Trust. Interviews with the Councilor for ward 10 disclosed that people of Ndawane and Mahachi villages in ward 9 have no access to clean water and they travel more than 3 km to the nearest borehole to fetch water. According to one of the village heads in ward 8, the borehole at Batanai Secondary School has been down for the past 15 years. Teachers and students' current source of water is Musavezi River or a borehole 2 km away from the school. That is why 63% of respondents in ward 8 showed that they 'always' have water problems in their area. A business woman at Chachacha service centre in ward 10 also revealed that they always have challenges of water, especially from July to November. She complained that they usually use well water or travel to a certain spring which is about 4km away from the centre. According to the Trust Vice Chairman, stakeholders have however agreed that in the next phase of the development projects, the trust is going to drill at least 5 boreholes in each of the 18 rural wards of Shurugwi District. Direct field observations noted that this is well under way. The Trust already has a Truck Mounted Drilling Rig for that purpose.

The Education Sector

Interviews with the councilor for ward 8 revealed that classroom blocks at most of the schools in Shurugwi rural district need to be upgraded. He explained that some of the roofing material and floors in both primary and secondary schools in ward 8 is worn out and are in need of repair. The councilor for ward 14 also added that The Trust should improve classroom furniture (desks, tables, chairs, and benches) in all schools in Shurugwi rural wards.

Tongogara Trust' Treasurer also opined that some schools, for example, Chekenyu Primary School, do not have enough teachers' houses, with 4 teachers on average a sharing one F14-model house. This makes such schools unattractive to quality teachers who then shun the district for better schools in other areas.

Other Development Needs

Councilor for ward 12, Mr. Banda, suggested in an interview that The Trust should also prioritize the establishment of projects that generate income for communities. These may include poultry, bee-keeping, goat keeping and piggery projects, as well as community nutritional gardening projects. This will enable youths and women in the rural areas of Shurugwi to generate money and improve their livelihood standards. Ward 8 councilor asserted that irrigation schemes should be established to enable communities to grow crops throughout the year so as to reduce poverty, like what happened with NEP, where Malaysia managed to link poverty reduction and its economic development (Case, 1995).

Challenges affecting the Efficiency of Tongogara Share Ownership Trust

Interviews with the Chairman of the Tongogara community trust revealed that the biggest challenge which is actually delaying the implementation of pipeline projects is that the board of trustees is not yet fully constituted. There is neither substantive Trust Administrator nor substantive Trust Accountant. The Acting Tongogara Rural District Council Chief Executive Officer triples as acting Trust Administrator, Accountant, and Secretary of the programme. This is a serious dilemma since there is too much work for one man, worse in an acting capacity. This is likely to have affected the pace at which development projects are being implemented in the district.

According to the Vice Chairperson of the Tongogara Community Share Ownership Trust, there is no legal backing or constitution for the Tongogara Community Share Trust as yet. He revealed that there is a group of external legal advisors who are currently working with the Board of Trustees. The team was however, reported to have demanded huge sums of money for their payment from The Trust, money which should otherwise be used for other crucial community development projects.

The other problem which the study revealed is that most of the stakeholders who make up the board of trustees do not have a background or expertise of community development programmes. This is actually a challenge in as far as community development is concerned.

Conclusions

Considering the fact that Tongogara Community Share Ownership Trust was only launched in 2012, it has to some extent proved to be successful. Evidence on the ground include the construction of the new Musasa Primary School and classroom blocks at other schools, improvements of different services and infrastructure at clinics, upgrading of the water system at Svika clinic, Rehabilitation of Chirume Dam and the establishment of income generating nutritional community gardening projects. Musasa primary school is now complete although there is no furniture in the classrooms as yet. The mortuary at Zvamabande clinic is nearing completion. Roads linking Chachacha and Tongogara Growth Point and Chachacha and Pakame Mission have been graveled although the workmanship on the earlier was poor as it has already succumbed, in many places, to the effects of its first rainy season.

Developments by the Community Share Ownership Trust could not have come at a more appropriate time to Shurugwi, a district whose communities have many unfulfilled aspirations since independence. The poor state of roads in the district and unavailability and accessibility of water for domestic, agricultural and livestock watering are the major problems which communities want addressed. The Trust has made a good start but so far, tangible developments have concentrated in only 5 of the district's 18 wards. Of concern, however, is that there is poor or no direct community involvement in the decision making and operation of the programme. They are using the 'top-down' approach and leadership is dominated by male adults. There is poor representation of the youth, women and the disabled in the structures of the Trust. As a result, there is no collective sense of ownership in the community. The Minister of Youth, Indigenization and Economic Empowerment and the Board of Trustees have overall powers over the management and operation of the Trust. If projects are to be relevant and sustainable, it is imperative that the community be fully integrated in all phases of their cycle right from inception.

Recommendations

While the Tongogara Community Share Ownership Trust has made some commendable achievements in a relatively short space of time, the researchers recommend that for more efficiency and transparency, The Ministry of Youth, Indigenization and Economic Empowerment should appoint members of the Board of Trustees basing on their expertise on community development, not according to their position in the local leadership. In line with this, traditional chiefs should just be Directors and not necessarily Chair the scheme as is the current scenario. This will certainly improve the viability of the trust' development programmes.

The Trust is currently crippled by skeletal staff. It is imperative that the Trust appoint competent substantive officers for the all important posts of Chief Executive Officer, Trust Administrator, and Trust Accountant for a fully constituted Board of Trustees. This will significantly reduce the work load on the Tongogara Rural District Council Acting Chief Executive Officer who is currently occupying these three portfolios. Having these posts filled would also improve the pace at which developmental projects are going to be implemented in the district.

Other qualifying business ventures in the Shurugwi District such as Todal Mine, Falcon Gold, ZIMASCO, Iron Mine, and Ding Li should also comply with the requirements of the Indigenization and Economic Empowerment Act and set aside shareholding for the Shurugwi indigenous community. This will increase the benefits of the community and quicken the pace of development in the district.

There should be direct community involvement or participation in both decision making and operation of the share ownership trust, through, for example, employing local but qualified people from the district to relevant posts in the Trust hierarchy. UNKI mine itself should also embrace a deliberate policy of employing locals whenever possible. This will improve its relationship with communities in the district.

It is important for the Trust to engage competitive companies or organizations to carry out developmental projects in the district. This should follow a strict tender process which not only looks at the cheapest bidder, but also at their competitive capacity to do a commendable job. This comes in the wake of the poor workmanship exhibited by the recently graveled and resurfaced Chachacha-Tongogara road which is already pot-holed even before lasting a period of 4 months. In fact, having such a busy road simply graveled and not tarred was a weakness in itself on the part of The Trust because soon there will be need to rework the road.

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