

COMMUNITY SHARE OWNERSHIP TRUSTS IN ZIMBABWE: PROSPECTS AND CHALLENGES

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ABSTRACT

The focus of the study was to analyse the prospects and challenges of Community Share Ownership Trusts (CSOTs) in Zimbabwe. The research was mainly qualitative in nature and Shurugwi District was used as a case study. Interviews, questionnaires and observations were the primary research tools used to collect data. Secondary sources such as records and published articles were also employed. Purposive sampling technique was adopted to deal with 46 participants and data were collected from the District Administrator, Unki Mine management staff, community members, key informants in the form of community leaders. The study found that CSOTs play a major role in the development of rural communities through providing infrastructure that include vocational training centres, schools and clinics. The CSOTs help to improve water and sanitation situation of rural communities, through drilling of boreholes. The Trusts also help to facilitate the running of income generating projects. As part of challenges, the study found that participants were not being consulted in projects initiation and that there was a lot of interference on the operations of the Trusts from external sources such as politicians. However, the CSOTs to experience meaningful empowerment they must concentrate more on entrepreneurial projects which focus on employment creation and there is need for the Trusts management to involve local communities in the formulation and implementation of community projects.

Keywords: Trusts, Prospects, Challenges, community, ownership

INTRODUCTION

Community Share ownership Trusts in Zimbabwe are a government initiative born from the Indigenisation policy which was introduced in 2007. According to the General Notice 114/2011 of the Indigenisation and Economic Empowerment Act in Zimbabwe, foreign mining businesses must dispose 10% shares to a CSOT within their area of operation in order to achieve indigenisation. Thus, the Government's Indigenisation and Empowerment Act Chapter 14:33 aims to intervene and restore to rural communities the expropriated natural resources, while guarantying such communities an equitable share in their nations' economic wealth and prosperity (Mthulisi, 2013). Zimbabwe saw the implementation of CSOTs coming to fruition in 2011, with the commissioning of the Mhondoro-

Ngezi-Chegutu-Zvimba Community Share Ownership Trust. Through such Trusts, the government of Zimbabwe sought to address the ownership of resources inequalities created by whites during colonialism especially in the mining sector so that the local communities may directly benefit from their natural resources.

The introduction of the COSTs in Zimbabwe also saw their implementation in Shurugwi District. The CSOT in Shurugwi District is known as the Tongogara Community Share Ownership Trust, and it was introduced as a way of trying to benefit local communities in Shurugwi. According to the Deed of Trust of the Tongogara Rural District CSOT (2011), the Tongogara Community Share Ownership Trust was signed on 23 November 2011 by Minister of Youth, Development, Indigenisation and Empowerment, Unki mines (Pvt) Limited Management, Tongogara Rural District Council Board, Chief Nhema, Chief Ndanga, and Chief Banga. However, the aim of this study was to explore on the various prospects of the Tongogara CSOT in uplifting the living standards of the rural communities in Shurugwi District while at the same time exploring on the challenges associated with the Trust affecting the smooth flow of developmental projects.

Statement of the problem

The establishment of CSOTs in Zimbabwe is a noble idea that sought to provide an opportunity for communities to participate in the shareholding of various business entities, particularly in businesses involved in the commercial exploitation of natural resources in the country. This is so because local communities have a natural right to benefit from their God-given resources. However, the situation is different with Tongogara Community Ownership Share Trust in Shurugwi District, in which there is little participation by members of the communities, especially when it comes to issues to do with decision-making for community projects. The projects that are undertaken by the Trust in the district are being implemented without any consultation and involvement from members of local communities. If this scenario continues without being addressed, then projects run by the Tongogara CSOT in the district are likely not to be sustainable. There is need for great community involvement and participation. This is particularly important since the Tongogara Community Share Ownership Trust's progress in its service delivery is being compromised by challenges, which are likely to derail the success and sustainability of its projects in the community.

LITERATURE REVIEW

Background of the Community Share Ownership Concept

On a global perspective, the principle of community ownership can be traced back to China in 1949, with the introduction of Shequs which were formulated to address the imbalances that were created by mainly foreign industries through suppressing local communities who were owners of precious natural resources (Mawowa, 2013). The Shequs in China were meant to develop local communities socially and economically. Shequs also worked in promoting ownership and conservation of the environment, especially in areas that experienced mining of the natural resources. Mawowa (2013) further argues that, China has a long history of the Shequs which are community organizations where community ownership and control is emphasized. However, the purpose of Shequs in China did not arise from the need to redress past imbalances, but rather as a way of organizing entities for the purpose of benefiting communities from the country's natural wealth.

Shequs in China played a pivotal role in promoting the economic and social life of the local people

especially those living in abject poverty and the marginalised. It also addressed the imbalances which were created by the industries that suppressed the community members who owned the local natural resources. Shequs often served as community organizations through the provision of social services, managing senior and youth centres and conducting environmental conservation and maintenance programs. In the 1990s the Shequs were strengthened as a response to address failure by local government to meet social demands of a rapidly urbanizing population. Shequs are thus today, found in both urban and rural areas of China. They are mainly funded by companies extracting natural resources and one of the earliest companies to fund such initiatives was the Shenyang Company. The company, which is located in the Lianing province, epitomizes Shequs development in China. Thus, the creation of Shequs in China was a response to high levels of poverty and social problems, such as unemployment among community members and a lack of money for social services provisioning.

Abdullah (1997) also notes that in Malaysia, after the ethnic riots of 1969 whereby the majority of Malaysians and the minority of British, Indian and Chinese communities clashed over the ownership of companies by the elite minority, this saw the formulation of what was known as the New Economic Policy (NEP) in Malaysia. The NEP was meant to ensure that local communities benefited from their natural resources that were being extracted by foreign companies. As a result, the Bumiputera Trust was established in Malaysia to address the social, economic and environmental problems of the local communities which were mainly caused by companies operating in their localities. Money to fund the Bumiputera Trust was generated from the foreign owned companies that extracted the natural resources mainly minerals. Abdullah (ibid) further indicates that although the NEP policy promoted the development of local communities, it also faced some challenges especially where the elite politicians in Malaysia manipulated the public funds for their own personal comfort.

In Tanzania, local Non-governmental Organizations (NGOs) in partnership with foreign based companies, such as the De Beers and other various stakeholders agreed to inject some of their profit share to the Mwadini community in 1999 with the aim of promoting the lives of the local community (Wise and Shtylla, 2007). The two further advance that the aim of such an initiative was to produce a viable and potentially transferable model for improving the quality of life among mining-based rural populations, while at the same time exploring alternative livelihoods projects that aimed at upholding the living standards of the local people.

Similarly, Mawowa (2013) put forward that in South Africa, there are some policies which have been put forward to address issues of poverty and marginalisation especially in mining communities which saw the mining companies ceding a certain percentage of their profits to the local communities. Thus, according to the South Africa's Department of Mining Resources (D.M.R, 2009), since the end of the apartheid in 1994, South Africa's ANC government has sought to reverse racial imbalances through the Black Economic Empowerment (BEE) policy. It is this BEE policy that led to the establishment of different Community Trusts in South Africa among them being the Impala Bafokeng Trust which is funded by Anglo American and Implats mining companies with the view of supporting the empowerment of the black majority communities. The Bafokeng Trust played a pivotal role in South African communities through promoting the education and health systems and facilitates capacity building among communities. South Africans communities also

benefited through the establishment of the Zimele Trust whereby in Zimele communities, infrastructural development that included road networks, health and educational facilities were elevated to higher levels and standards. The Zimele Trust also promoted inclusive business models that integrate local small to medium enterprises (SMEs) into their value chain, thus fostering local entrepreneurs (IBT Annual Report, 2011).

The Rise and Rationale of Community Share Ownership Trusts in Zimbabwe

In Zimbabwe, the concept of CSOTs was launched by the government in order to empower indigenous Zimbabweans and to address imbalances spawned by colonial dispossession. Mthulisi (2013) indicates that the principle of community empowerment especially through CSOTs is a calculated remedy to the historical socio-economic deprivation and disadvantages that were imposed on mainly rural communities by colonialism's racial discrimination. Mthulisi (2013) further argues that 70% of the country's population in Zimbabwe resides in rural communities hence their empowerment can only be consolidated through ownership of shares in mining companies that are exploiting their God given natural resources. This would make communities have a say through guaranteed shareholding in such companies. Matsa and Masimbiri (2013) add that CSOTs in Zimbabwe were launched after the realisation that Zimbabwean people were not benefitting fully from the exploitation of their natural resources since the attainment of independence in 1980, as mineral resources were always being channelled away to foreign lands, leaving the local communities in Zimbabwe impoverished.

In Zimbabwe, the introduction of CSOTs was aimed at improving ownership and increasing stake by local communities in foreign owned companies. Hence the CSOTs were established for business entities that are involved in the commercial exploitation of natural resources such as minerals, fisheries and timber in order for local communities to benefit from their resources (Newsday, 2015). It is in that light, that CSOTs in Zimbabwe are taken as a vehicle for community participation in the shareholding of various business entities. Zimbabwe has been lagging behind in terms of the establishment of an enabling legal and policy framework for sustainable and equitable mineral resource development, hence it has introduced the CSOTs to promote development for local communities.

The main motive behind the establishment of CSOTs in Zimbabwe is to promote community development through development of infrastructure, promoting environmental sustainability through land reclamation and conservation and promoting income generating projects in local communities. Maodza (2012) put forward that Zimbabwe has at least 50 Community Share Ownership Trusts mostly in rural areas and that each of these Trust worth more than \$10 million. However as of 2016, the number of the established Trusts had reached 61 from 50 in 2012 and most of these trusts are rural based with only one Mabvuku –Tafara being urban based. These CSOTs were set up by the government in conjunction with foreign-owned mining companies following the launch of the indigenisation programme in 2007. The mining companies that are part of these schemes include Zimbabwe Platinum Holdings, Banket, Mimosa and Unki mining companies among others. The schemes also include Zimunya-Marange, Zvishavane, Tongogara, Mhondoro-Ngezi-Chegutu-Zvimba and Gwanda Community Share Ownership Trust/Schemes among others. According to Maodza (2012) it is Zimplats which effectively set the ball rolling when President Mugabe launched the US\$ 10 million Mhondoro-Ngezi-Chegutu-Zvimba CSOT in 2011 and Mimosa together with

Unki mine among other mining companies later following suit. As of 2016, it was indicated that 21 CSOTs have been fully capitalized and Zimplats, Unki and Pretoria Portland cement are among the business entities that have fully honoured their pledges to their respective CSOTs. Thus, Zimplatshonoured the \$10 million toMhondoro-Ngezi-Chegutu -Zvimba Trust while Unki mining company honoured its pledge of \$10 million to Tongogara Trust (Newsday2015).

According to Maodza (2012) CSOTs in Zimbabwe seek to create conditions that enhance the status of the people through the development of competitive domestic private sector partnership through establishment of bodies that will hold shares in qualifying business on behalf of their respective communities. The concept of CSOT is noble in that it is an opportunity for the locals to enjoy the proceeds of the mining operations in their areas while the resources are not yet depleted (Maodza, 2012). The proclaimed objective of CSOTs is that the community in the district of a mining operation should reap some benefits from the exploitation of the natural resources in the area they inhabit.

These Community Share Ownership Trusts in Zimbabwe have played a central role in promoting community development in many areas. They have also fostered human rights realisation through establishing and maintenance of educational and health facilities. The Gwanda Community Share Ownership Trust for example has managed to refurbish Silikwe, Siteli and Mapati clinics while Zimunya-Marange Community Share Ownership Trust have also some positive outcomes through the completion of a school, clinic and water supply projects (ZBC news 10 August 2014). Furthermore, the CSOTs in Zimbabwe have managed to alleviate extreme poverty through borehole drilling and promoting income generating projects. This promoted better lives for many people especially those in the marginalised areas such as rural areas. CSOTs have promoted the consumption of clean and safe water to drink. To cite an example, in Mapati in Gwanda clean water had been brought through borehole drilling of which the local people have been suffering consuming unsafe water which jeopardised their lives and health prior to the formulation of CSOTs. Also under the Gwanda CSOT, irrigation schemes such as Guyu and Chelesa have been established and refurbished to help people participate in income generating projects such as gardening and this has improved the living standards of the local people as well as Zimbabwe at large through irrigation and farming (Maodza, 2012).

Study Area

The research focused on Shurugwi District because it is the district administered by Tongogara Rural District Council, which runs the Tongogara Community Share Ownership Trust. TongogaraRural District is located at Tongogaragrowth point and was named after the liberation war hero, Josiah MagamaTongogara as this was his rural home area. The area of Tongogara Rural District has 24 wards and the Tongogara Community Share Ownership Trust covers three chiefdoms of Nhema, Banga and Ndanga. It also covers other areas under the Tongogara Rural District Council which are not under the chiefs' jurisdictions. The district has an estimated total population of 77570 people of which 37 696 are males and 39 874 being females (Zimstat, 2012). The Tongogara CSOT is solely funded by Unki mine, which is a subsidiary of Anglo-American Company. Unki mining company is one of the largest platinum producers in Zimbabwe, generating a lot of revenue to the government as well as creating employment for the indigenous people (Saunders, 2007). The mining entity is also promoting the development of Shurugwi District through infrastructural development by building a residential area and a school specifically for its employees. Indicated below (Figure 1)

is a map showing the position of Shurugwi District in Zimbabwe.

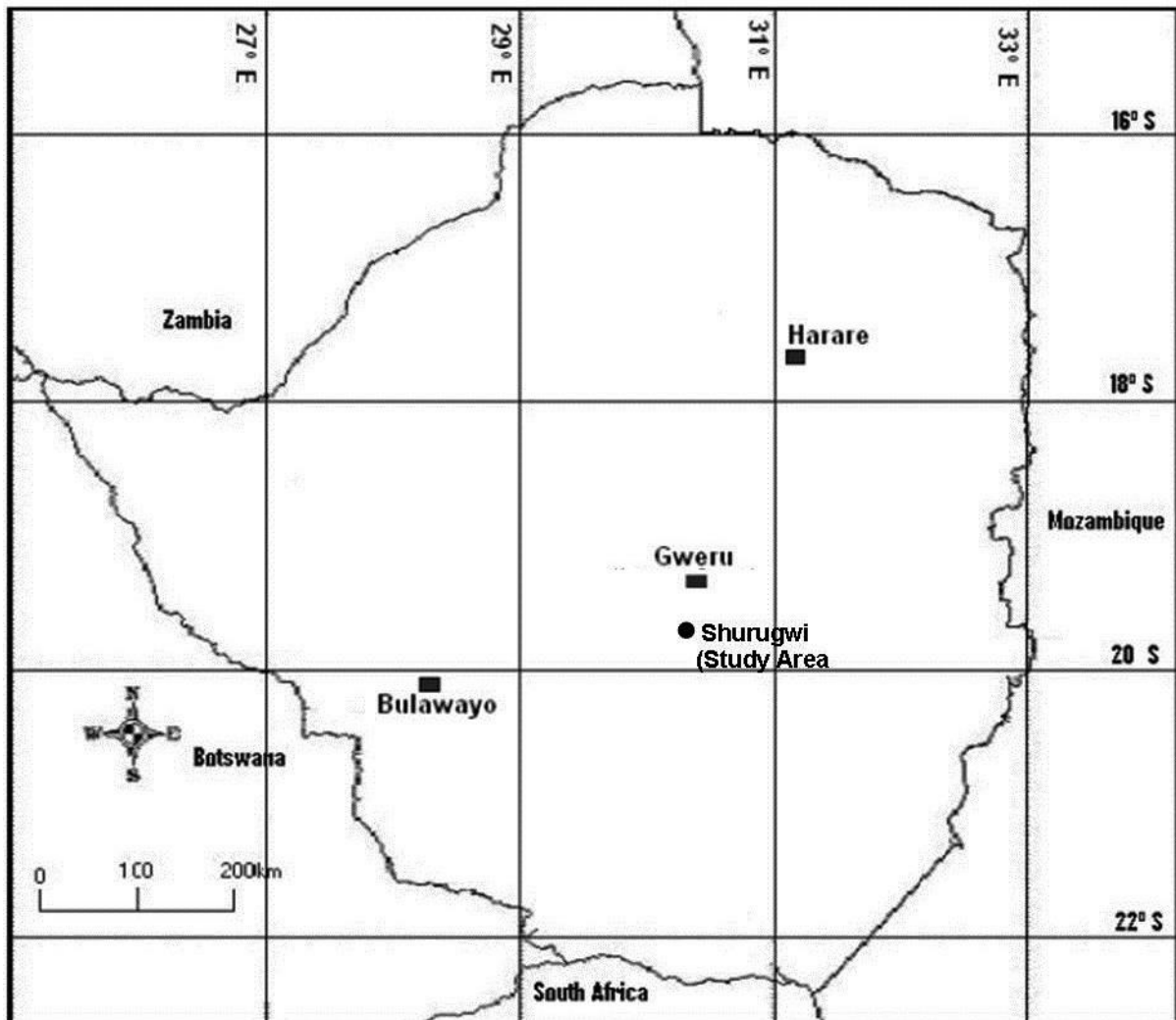


Figure1: The location of Shurugwi in Zimbabwe
Source: Zimbabwe Atlas

Shurugwi district (Figure 1) is situated about 35 km to the southeast of the city of Gweru in the Midlands Province of Zimbabwe. The district lies in the time zone of approximately Universal Time Zone (UTZ) +2. The district's only town, also called Shurugwi was established in 1899. The district remains an important mining centre for gold, nickel, chrome, and platinum. The town, Shurugwi, is located on the mineral rich belt, commonly known as the Great Dyke in Zimbabwe. According to Matsa and Muringanisa (2010) the major land uses in the district include residential (settlement), agricultural, mining, industrial, and forest areas. Subsistence crop and livestock farming are the dominant human activities in this rural area.

Research Methodology

The research approach was mainly qualitative, and sought to analyse a wide range of prospects and challenges of CSOT in Shurugwi District. Qualitative researches are known to be the best method of

getting insider's views and perspectives, especially on issues like CSOTs in this study. Data collection tools that include interviews, field observations, Trust records and document reviews were used in the study. The combination of these methods was done to cover up for the weaknesses of each method selected, thus the different data collection tools were meant to complement each other.

Population and Sampling

The study made use of the purposive sampling technique in choosing the study participants. This sampling method was chosen because the researcher believed that the management of Unki mining company, staff from the District Administrator's office, community members from wards and villages in Shurugwi and community leaders such as Chiefs, kraal heads and councilors all constituted the target population of this study and possessed the required information. The sampling frame, especially of the wards was obtained from the District Administrator's Office and it is from this frame that consisted of 24 wards for Tongogara Rural District Council that the researcher, based on the information supplied by the District Administrator's office purposively selected the 8 wards where the Community Trust was actively implementing different community projects and the selected wards were ward 3, 7, 8, 10, 12, 14, 15 and 18. Each councilor of the selected 8 wards also assisted the researcher to randomly choose 4 community members to participate in the study from his/her ward, thus the number added up to 32 community members who participated in the study. Furthermore, the research makes use of key informants who included the District Administrator, one official from Tongogara Rural District Council, one official from Unki mining company management as well as four kraal heads who were conveniently drawn from the selected wards of the study. Thus, the sample size of the study consisted of 47 respondents all together.

RESULTS

Improved Education System

From the interviews that the researcher held with the participants, 28 respondents who constituted 60% pointed that improved education system by the Tongogara CSOT, benefited local communities in the District. Thus, the study found out that education has been identified by the respondents as a prerequisite for every human being, hence the Tongogara CSOT was said to be engaging in infrastructural development to build and rehabilitate schools and a vocational training centre.

According to the respondents, this shows that the Tongogara CSOT had done a lot in improving the learning environment for the people in Shurugwi District.

According to the information from the interviews held, it was further put forward that the Tongogara Community Share Ownership Trust played a critical role in funding the construction of a vocational training centre near Musasa shopping area in ward 18. The prospects for establishing the centre was meant to accommodate many secondary school leavers in and around Shurugwi District to equip them with the basic necessary skills that would help especially youth to be either formally or informally employed. Through the attainment of the necessary skills from the vocational centre, the youths were said to be in a better position to create employment opportunities for other community members thereby addressing the issue of unemployment that has wreaked havoc in the society and nation at large. Similarly, Maunze (2007) put forward that vocational education is one of the cornerstone of the economic development for a nation as it addresses the issue of unemployment among the youth. However, prior to the construction of this vocational training centre by the Trust, a

small farm house located closer to Gweru some 50km away from Tongogara area was used to house the vocational training centre for Shurugwi District.

Information gathered in the study also revealed that the Tongogara CSOT was able to construct a wholly new primary school in Musasa area in ward 18 where four classroom blocks and the Administration block were built. It was revealed that the construction of the school benefited a number of primary school children in the area as there are no longer exposed to the harsh learning environment they used to endure. Prior to the construction of the school, the pupils used to learn at a disused shopping building which could not even accommodate all the children in different grades hence there was a tendency of combining classes of different grades in one room. Furthermore, the information gathered from the chairperson of the Tongogara CSOT during the interview revealed that there are also some plans and funds budgeted for the construction of Musasa secondary school as currently the secondary school pupils are learning in makeshift structures that are not conducive for the learning environment of the pupils. The research also found out that apart from the construction of Musasa Primary school, the Tongogara CSOT was in the process of constructing 1x 2 classroom blocks each at Chikato Primary in ward 7, Bweerehwenga Secondary in ward 19 and at Chisungo Primary in ward 23 and that these structures were at different levels of near completion. Thus the findings are in harmony with sentiments of Bryan and Hofmann (2007) in Mabhena and Moyo(2014) who indicate that revenue from mineral wealth could help alleviate poverty and spur development in many countries. Education is vital for people and the development of the country hence the World Bank (1997) argues that, education is a gateway and pathway to the opportunities and benefits of economic and social development. Despite economic development, education can also emancipate women from the bondage of societal norms and the patriarchal society.

Improved Water Supply

Information gathered through questionnaires administered to the kraal heads and councillors from different wards revealed tangible benefits from the Tongogara CSOT in the field of water and sanitation. It was noted that areas such as Mutsiba and Pandehuni villages under the kraal head Nduva in Chikato area, ward 7 had over eight boreholes drilled by the Trust to address the problem of water shortages that the place had been facing for a long period of time. Furthermore, according to respondents the Trust managed to rehabilitate the water reticulation at Svika Rural Clinic in ward 14 as well as at Donga business centre in ward 10. The study found from the respondents that it is not only water availability that benefited the local people, but clean and safe water for domestic purposes. Fifty three percent of the respondents from the interviews suggested that more boreholes should be sunk in order to provide clean and safe water for domestic purposes. Thus, the researcher also noted that such initiatives by the Trust had helped in reducing the walking distance by locals in search of water for domestic use. The researcher further observed that the Tongogara CSOT had bought a mounted drilling rig that sinks a minimum of four boreholes a day. Waugh (2009) argues in the same wavelength that water is a human priority and a fundamental right to people, hence people should have access to safe and clean water. This shows that water as a fundamental right to human nature, it has been prioritised by the Tongogara CSOT and that it has succeeded in benefiting many communities. This is also a reflection that CSOTs bring self-confidence to rural communities and that people avoid looking up to donor community for social, economic and infrastructural development.

Improved Health System

Participants in the study also indicated that the Tongogara CSOT played a pivotal role in improving the health delivery system in Shurugwi District. They revealed that the Trust had so far managed to construct a mortuary and a mother's waiting shelter at Zvamavande hospital which is located near Donga business centre in ward 10. As narrated by the respondents, the construction of the mothers' waiting room has helped to improve the health system of Zvamavande hospital. Moreover, the respondents revealed that Jobolingo clinic in ward 3 and Mbiri clinic in ward 13 were renovated and had their health facilities improved by the Trust, through the construction of the dispensaries for antiretroviral drugs. As such, they further indicated that the people are now finding it easier to have access to treatment and medications, especially those living with HIV and AIDS. Also as a way of further improving the health delivery system in Shurugwi District, the study learnt that the Tongogara Trust had some plans to construct a main rural health clinic block at Pompy mine in ward 18. According to the respondents, money required to construct the block has been availed and that what was only left was to kick start the project in earnest. These results are consistent with the findings from Mabhena and Moyo (2014), who indicated that CSOTs enable communities to refurbish infrastructure, including the construction of clinics.

Figure 2 and Figure 3 below show the mortuary and the mother's waiting shelter respectively which were constructed by the Tongogara CSOT at Zvamabhande hospital.



Figure 2: Zvamabhande Mortuary

Source: Research Data



Figure 3: Mother's waiting shelter
Source: Research Data

The councillor for ward 10 noted during the study that Zvamabhande mortuary (pictured in Fig 2) brought a lot of relief to the surrounding communities because prior to its construction a lot of people either used to transport corpses of their beloved ones to Shurugwi general hospital something that was only afforded by a few members as this was said to be expensive. The councillor further indicated that the majority of households would simply bury the corpse of their beloved ones from home without taking them to the hospital for post mortem. The councillor also indicated that the Mother's waiting shelter (Fig 3) also brought relief and joy to the expectant mothers from nearby communities who now found it easy to access the much needed medical attention before and during birth.

Rehabilitation of Chirume Dam

From information gathered from the Trust records, it also showed that the Tongogara CSOT was able to renovate Chirume dam wall. The reconstruction of Chirume dam for Svika community, whose wall collapsed more than a decade ago brought about a lot of relief and opportunities for the local people. The researcher gathered that the reconstruction of the dam improved the status of the nearby community gardens, especially the Mushandirapamwe garden which the local people regard as their income generating project providing horticultural produces. However, the views are in harmony with what the President of Zimbabwe said when he launched the Mhondoro-Ngezi-Chegutu-Zvimba Trust that CSOTs are an opportunity for communities to become self-sustaining (Herald, 2012). In addition, some respondents interviewed indicated that the community garden also received fencing equipment from the Trust in the form of treated poles and other fencing materials. In their study, Matsa and Masimbiti (2013), found that a rehabilitated dam became a source of water to more than 200 households and that the dam enabled villagers to engage in sustainable vegetable production through community gardening.

The researcher further observed that villagers from Chirume area were happy about the Tongogara CSOT for reviving Mushandirapamwe garden, as they had faced water shortages for their irrigation when the dam wall was destroyed by the rains. Thus, as a result of the Trust initiative to rehabilitate the dam, the study noted that villagers were in a position to be food secure. Furthermore, as a way of

boosting food security in the Shurugwi District, the research observed that the Tongogara CSOT also installed drip irrigation at the homesteads of Chief Banga and Chief Ndangain ward 8 and 10 respectively under the Zunderamambo programme. In addition to the irrigation system that was installed, the Trust went a step further in ensuring that the fields at the Chief's homesteads were all fenced.

Rehabilitation of Roads

Transport and communication networks have improved since the gravelling and rehabilitation of the road network in Shurugwi rural especially from Donga business centre to Tongogara growth point. According to the Trust Administrator, the transportation of goods and people has since improved because of the rehabilitation of the major roads linking the whole of Shurugwi rural. Thirty three respondents which is more than seventy percent of participants in the study agreed to what was said by the Trust Administrator, as one of the community members put forward that transport was no longer a problem especially from Donga to Tongogara Growth point as compared to the past as private cars/taxis, commuter omnibuses and buses are now plying the route with easy and charging affordable prices since the road is now easy to navigate. The issue of road rehabilitation has been further advanced with easy in the District due to the fact that the Tongogara Trust purchased a motorised grader which is commonly used to rehabilitate most of the roads in Shurugwi District.

Development of Community Infrastructure

The researcher also observed that the Trust had constructed a community hall at Mkandapi Shopping centre in ward 8. The hall is meant for use by the local the people for community functions, such as community meetings and other social events. Prior to the construction of the community hall, people in the area used to conduct their meetings and gatherings in the open and as such, were vulnerable and subjected to harsh weather conditions. Results of this study are consistent with the principles and values of the Ministry of Youth, Indigenisation and Economic Empowerment that money accrued to the Trust from mining companies are to be used for the provision of social and economic infrastructure in line with the priorities of the communities concerned. It is in light of such views that the study also learnt that the Tongogara Community Share Ownership Trust has carried out a number of developmental projects worth more than US\$4 million since its inception in 2011. Developmental projects carried out by the Shurugwi-based community share trust are paying off, reflecting positively on the creation of CSOTs by the government of Zimbabwe a few years ago.

Challenges encountered by the Tongogara CSOT in Enhancing Community Development

In as much as the article presented the prospects of the Tongogara CSOT above, it was also revealed by the participants that a lot of challenges were being encountered in how developmental projects funded by the Trust were being managed as well as how the Trust itself was being administered. Issues to do with disequilibrium in the Development approach, external influence from politicians in how the Trust was ran and issues to do with minimum participation and involvement of the local communities in formulating and implementing developmental projects in their respective communities were highlighted as some of the major challenges the Tongogara CSOT faced.

Disequilibrium in Development Approach

The respondents in the study indicated that there is disequilibrium in development approach by the Tongogara CSOT, as most projects are being implemented mainly in and around Donga business

centre in ward 10 and Musasa areas in ward 18 where a number of developments such as the building of schools, building of a vocational training centre, rehabilitation of clinics, hospitals and roads can be identified in terms of infrastructural development whereas some areas are in the quagmire of poverty and developmental challenges. Nine participants who constituted seventy five percent of councillors and kraal heads complained that development programmes of the CSOT were being centralised in Musasa area and Donga business centre at the expense of other areas where schools are in dire conditions, boreholes broken down and in some cases non-existent and clinics are many miles away.

Thus, five councillors out of the eight and three kraal heads who participated in the study complained that they were seeing little benefits from the Tongogara CSOT in their respective wards and villages. The councillor for ward 15 indicated that his ward was facing a critical shortage of clean drinking water for domestic use and that the majority of people in his ward are using contaminated water from Mvuranhenariver despite the fact that the Trust has a mounted drilling rig. The same was said by one of the kraal heads, who also complained about the shortage of boreholes and the absence of clean and safe water sources nearby. The researcher also learnt that people in Bushe village have to walk for about 1.5 kilometres to get to the nearby borehole, which is a long distance especially for the young and the elderly. This however is a true reflection that despite the launch of CSOTs in rural communities, reprieve is not being provided to some people who are living in abject poverty

Furthermore, four councillors who constituted fifty percent of the councillors that participated in the study argued that whilst the Trust is focusing much attention in areas such as Musasa and Donga, there are a number of old and dilapidated school buildings in the District that needed immediate attention. Nyamakari secondary school and its nearby Sibolise primary school in ward 15 were cited as examples of schools that are in dire need of being rehabilitated. The same was said of Juchuta, Takunda, Chitora and Chivakanenyanga secondary schools, as well as Zvamaunje, Nhema, Dombwe and Poshayi primary schools. The findings are in harmony with Mpofu (2012), who argues that despite the establishment of CSOTs, millions of children in Zimbabwe continue to be affected because the schools are not well resourced.

Interference by Politicians

A number of challenges were identified mainly through interviews and secondary data sources. Participants revealed that there was a lot of interference by politicians, especially on how the Trust should be managed. The interference by the politicians and officials from the National Indigenisation and Economic Empowerment Board (NIEEB), as well as the Ministry of Youth, Indigenisation and Economic Empowerment are some of the challenges impacting on the operations of the Tongogara CSOT. Furthermore from the interviews, it was revealed that there were individuals who dictated and even imposed how the funds of the Trust should be used without even consulting with the grassroots claiming that they got instruction from higher authorities. This was identified to be something that made the operations and running of the Tongogara CSOT to be difficult. The research further revealed that there was lack of transparency, as various sections of the society were not fully aware of how funds of the Trust are managed, hence there was a strong suspicion that only people aligned to the ZANU PF party were in control of the Trust, which they use as a political strategy when campaigning for elections.

Corruption by Trust officials

The researcher also found that more than 75 % of the councillors (6) who took part in this research cited corruption by Trust officials as the major challenge that the Tongogara CSOT faced. Thus, allegations of corrupt activities and abuse of funds were said to be rampant. The body of trustees were alleged to be involved in corrupt activities through manipulating funds for the Trust. Such results are similar to the allegations of Zvishavane Trust whereby chiefs in Zvishavane were reported to have been paying themselves sitting allowances of \$5000 each from the Trust for the whole year (Mabhena and Moyo 2014). This shows that corruption is a cancer that has engulfed the whole country. Thus, the study noted that the policy on Community Share Ownership Trusts is important but the problem is that during the actual implementation of the policy, the politically connected elite tend to benefit at the expense of the impoverished community members and it is in light of such observations that Mpfu (2012) calls for proceeds from CSOTs to be properly accounted for and that they must be used in projects that benefit the communities.

Lack of Community Involvement and Participation

The study also revealed that there was minimum involvement of the community members in formulating and implementing community programmes funded by the Tongogara CSOT. The community members who are the beneficiaries of the CSOT's development programmes indicated that they were simply taken as recipients, since developmental programmes were imposed on them. This shows that the grassroots are not consulted by officials in programmes that affect their lives, hence inclusivity was unclear and a great challenge for the Tongogara Trust. The CSOT is a truly developmental pro-poor and people oriented policy but if it does not consider grassroots participation in decision making, then the sense of ownership would be questioned. The researcher further learnt that lack of community involvement in the affairs of the Trust led some community members resisting to cooperate with the Trust officials when it comes to implementing developmental projects. An example was given by one respondent, that community members in ward 12 were not willing to mobilise locally available resources such as sand and farm bricks to construct a classroom block at Poshayi Secondary school, as well as at Tumba Primary in the same ward. The findings are in line with Chambers and Conway (1991), who argues that the participation of people in matters that affect their lives will help them to have a sense of ownership and promote the viability of local initiatives.

Conclusions and Recommendations

This research viewed CSOTs as a countrywide government initiative spearheading development and empowering rural communities by giving them 10 percent stake in all businesses that exploit natural resources in their areas. Thus, the schemes were designed and meant to control the selfish exploitation of the country's resources by multi-national corporations and other foreign businesses without benefitting the indigenous Zimbabweans. Tongogara CSOT was established under the laws of Zimbabwe to ensure that the majority of people in Tongogara area benefited from their natural resources. This research reiterated that empowering communities in mining regions enabled them to participate in their own development.

The study concluded that the establishment of CSOTs has the potential of helping in the alleviation of poverty and in increasing socio- economic development through infrastructural development

particularly in rural areas. That is, the Tongogara CSOT has been found to be bearing some fruits for local communities especially when one looks at the developmental projects that have been implemented in Shurugwi such as the construction of schools, construction of Shurugwi Vocational training centre, the rehabilitation of roads as well as the rehabilitation of dams. Furthermore, the Tongogara CSOT have been able to rehabilitate a number of health facilities such as Zvamabhande hospital and also more than 200 boreholes were drilled and rehabilitated in different wards of the District something that even promoted income generating projects especially in the horticultural sector.

Current trends show that the concept of CSOTs enhances community development where it is successfully implemented. The article found that the Tongogara CSOT is taken as a tool for sustainable livelihoods that even lead to a paradigm shift in poverty alleviation. The study found that, the CSOT concept in Zimbabwe is considered a pro-poor and people oriented policy that addresses the concern of the people at grassroots level in their communities. Thus, CSOTs present an opportunity for communities to focus on local socio - economic development and also allow local participation in the development process if correctly implemented. Such a shift is particularly important especially for the mining industry that has been known to scar lungs and landscapes of communities more than any other industry. Through the Tongogara CSOT, operations of mining companies in and around Shurugwi are now being scrutinised and government actions on these mining companies being questioned. This however is a reflection that local communities in which mining takes place in Shurugwi are now having a basis to question governance issues of the extractive sector in the District.

In as much as the study concluded that there is collective empowerment of the community through infrastructure projects, concerns have also been raised by local communities that there is minimum participation and involvement in formulating and implementing developmental projects in their respective communities something that is considered to be a stumbling block for sustainable development. Issues to do with disequilibrium in the development approach, corruption and external influence were some of the major challenges CSOTs faced.

However, in order for rural communities to experience meaningful empowerment, the CSOT of Tongogara must concentrate more on entrepreneurial projects which focus more on the creation of employment opportunities for the rural unemployed youth since currently Zimbabwe is characterised by high levels of unemployment especially among the youth. There is also need for the Trust management to involve local communities in the formulation, implementation of community projects as well as to keep them abreast with the operations of the CSOT. This however can be done through giving more roles to the local council and its councillors.

Currently Zimbabwe is a politically divided country between the ruling ZANU PF government and the opposition movements hence there should be an attempt to convince community members that the CSOTs are non -partisan and that all people of different political opinions are welcome to take part and benefit from them especially if community projects by CSOTs are to be sustainable. The article also argues that the CSOT needs to decentralise its activities so as to have a wider coverage of the District especially coverage of the most remote areas so that development of infrastructure is promoted in such areas. This can also be achieved through allocating a budget for developmental

projects to be undertaken in each and every ward so as to promote development at equal bases across all the wards in the District.

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