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Topic	The efficacy of eco-oriented corporate culture and sustainability in Non-Governmental Institutions' programs and projects in rural communities. The case of Chipinge district, Manicaland, Zimbabwe.
Supervisor	Mr Mude

Declaration of originality

I, Shepherd Gudyani (R091265V) proclaim that:

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This is a dissertation which I have supervised and has been submitted by Shepherd Gudyani with my approval

.....

Mr T Mude

Contents

Declaration of originality	
Declaration by supervisor	ii
Abstract	vi
Acknowledgements	vii
CHAPTER ONE: INTRODUCTION	11
1.0 Introduction	11
1.1 Background of the Study	11
1.2 Problem Statement	13
1.3 Research Focus	14
1.4 Research Objective	14
1.5 Research Questions	14
1.6 Justification of the Study	14
1.7 Delimitations of the research	15
1.8 Limitations of the Study	16
1.9 Literature Review	17
1.10 Research Methodology	21
1.10.1 Research design	21
1.10.2 Population	21
1.10.3 Sampling	22
1.10.4 Sampling technique	22
1.10.5 Sample size	23
1.10.6 Data collection	23
1.10.7 Primary data sources	23
1.10.8 Secondary data sources	24
1.10.9 Data collection instruments	24
1.10.10 Questionnaire	24
1.10.11 Advantages of questionnaires	24
1.10.13 Interviews	25
1.10.14 Advantages of interviews	25
1.10.15 Focus group discussions (FDGs)	26
1.10.16 Advantages of FDGs	26
1.10.17 Disadvantages of FDGs	26
1.11 Conclusion	26
CHAPTER TWO: THEORETICAL FRAMEWORK OF THE RESEARCH	27
2.0 Introduction	27

2.1 Institutional Theory	27
2.2 The Theory of Change	31
2.3 The context for change	33
2.4 Organizational (or programme) contribution to change	34
2.5 Applying the theory of change	34
2.6 Conclusion	35
CHAPTER THREE: THE STATE OF THE ENVIRONMENT FOR MANICALAND PROVINCE	36
3.0 Introduction	36
3.1 Manicaland Province	36
3.2 Deforestation in Manicaland	38
3.3 Deforestation versus rains in Manicaland	39
3.4 Climate change and food insecurity	40
3.5 Environmental based interventions	40
3.6 Cultivation on steep slopes	41
Plate 1: Mountainous and Hilly Cultivation: Maunganidze, Chipinge	42
3.7 Environmental Situation Summary	43
3.8 Topography	44
3.9 Climate	44
3.10 Conclusion	45
CHAPTER 4: THE EFFICACY OF WORLD VISION ENSURE’S ECO-ORIENTATION OPERATIONS IN CHIPINGE DISTRICT	46
4.0 Introduction	46
4.1 World Vision Zimbabwe History and Programmes	46
4.2 World Vision Zimbabwe current context	47
4.3 ENSURE program overview	47
4.4 Focus of ENSURE	48
4.5 World Vision’s Eco-orientation	49
4.5.1 A Focus on Environmental Protection	49
4.5.2 Climate-Smart Agriculture (CSA)	50
4.5.3 Strategic Projects Running	50
4.5.4 Stakeholder input for Sustainability	51
4.6 Green Mix Projects (GMPs)	52
4.7 Chipinge ENSURE environmental protection activities	52
4.8 Impact of the protection activities	53
4.9 The efficacy of eco-orientation in NGOs’ rural community operations	53

4.9.1 Eco-orientation concepts	53
4.9.2 Eco-orientation by Stone & Wakefield (2000).....	54
4.9.3 Eco-orientation Intelligence Generation	54
4.9.4 Organisational practise of researching environmental issues.....	54
4.9.5 Organisational practise of feedback seeking from environmental regulatory bodies	55
4.9.6 Organisational practise of taking feedback from beneficiaries regularly	55
4.9.7 Organisational ability to quickly detect changes on environmental issues.....	56
4.9.8 Organisational ability to detect fundamental shifts in environmental laws affecting its operations	56
4.9.9 Organisational practice to conduct regular review of likely impact of change in environmental regulations and on relationships with program beneficiaries	56
4.9.10 Eco-orientation Intelligence Dissemination	57
4.9.11 Eco-orientation Responsiveness and Implementation	57
4.10 Sustainable products.....	58
4.11 Conclusion	59
CHAPTER 5: SUMMARY OF FINDINGS AND CONCLUSION.....	60
5.0 Introduction.....	60
5.1 Household demographics for both interviews and questionnaires.....	60
5.2 Response rate to interviews.....	64
5.3 Efficacy of eco-orientation and sustainability: interviews	65
5.4 Quotes from Respondents	66
5.5 Response rate to Questionnaires.....	68
5.6 The efficacy of eco-oriented practises spearheaded by World Vision International	71
5.7 Sustainability of the programs and projects being implemented by World Vision International.....	73
5.8 NGO practises and government regulations?	75
5.9 Observations.....	75
5.10 Summary and recommendations.....	78
5.10.1 Summary.....	78
5.10.2 Recommendations	79
5.11 Conclusions.....	84
Bibliography	85
Appendix 1: Key Informant Interview Guide	89

Abstract

Concerns about environmental protection and sustainability have recently become more significant in global governance and development. This has seen many attempts through conventions and forums trying to look into solutions that conserve and protect the environment as the source of global development. Even in the international affairs, the control over the environment and land has also become a stampede and one of the vital determinants of power matrix among global states. With calls for careful planning towards the achievement of global development (through the Millennium Development Goals (MDGs), the focus on environment has become key, thus prompting many questions as to how the environment is being used and sustained; how initiatives of development are seeking to restore the dignity of this present and future resource. Also with the proliferation of Non-Government actors in development initiatives which directly operate on the environment, such quest has also become more important. This research seeks to analyse the efficacy of eco-oriented corporate practices of Non-Governmental Organizations (NGOs) in programs and projects they implement in rural communities of Zimbabwe. While analysing eco-orientation, this research also analyses the importance of sustainability in those programs and projects. Focus of this research is on a 3 tier Enhancing Nutrition, Stepping up Resilience and Enterprise (ENSURE) program being implemented by World Vision International Zimbabwe (WVIZ) in Chipinge rural community of Manicaland Province (Zimbabwe). This research strives to asset whether eco-oriented corporate culture in NGOs' operations is either a potent determinant of their position in institutionalised political economy and their adherence to the popular global demand for development and environmental sustainability within international affairs or that their mission is a pseudo dressing of the above context. This paper is also determined to establish whether NGOs could leverage on an eco-oriented corporate culture as a key organizational array to match the precepts of institutionalised perspective of international development, their zeal to deliver development and influence the broader policies of nation-states in addressing environmental problems currently being faced Zimbabwe and whole world at large.

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List of Plates

Plate 1: Mountainous and Hilly cultivation in Manicaland

Plate 2: Gullies and Dongas in Chipinge Rural Areas

Plate 3: Tuzuka Nutrition Garden

Plate 4: Birirano Nutrition Garden in Maunganidze

Plate 5: Changazi Weir Dam in Maunganidze

Plate 6: Direction Sign for Changazi Weir Dam

Plate 7: Chidzadza Irrigation in Maunganidze

Plate 8: Site Sign for Chidzadza Irrigation Scheme

List of Figures

Figure 1: Manicaland Province Map

Figure 2: Participant HH Sizes

Figure 3: Distribution in age of HH Head Participants

Figure 4: VS&L and Disaster Preparedness Trainings

Figure 5: Sensitization on Key and Immediate Community needs

List of Tables

Table 1: Target Population Categories

Table 2: Distribution and Response Rate from Questionnaires and Interviews

Table 3: Wards, number of HHs and number Sample size

Table 4: Wards and Projects under World Vision ENSURE

Table 5: Responses on Key Organizational position to Environmental Concerns

Table 6: List of Socio-Economic empowerment strategies

List of Appendixes

Appendix 1: Interview Guide-Government Ministries

Appendix 2: Interview Guide-World Vision ENSURE

Appendix 3: Interview Guide-Direct and Indirect Beneficiaries

Appendix 4: Permission Letter from DA's Office

Appendix 5: Permission Letter from World Vision ENSURE

Appendix 6: Consent Letter

Appendix 7: Questionnaire Guide

List of Abbreviations and Acronyms

Agritex	Agricultural Extension Services
ACF	Action contre La Faim
CDPs	Community Development Projects
CEO	Chief Executive Officer
CPU	Civil Protection Unit
CSA	Climate Smart Agriculture
CSO	Central Statistical Office
DA	District Administrator
DDF	District Development Fund
DFID	Department for International Development
DRM	Disaster Risk Management
EMA	Environmental Management Agency
ENSURE	Enhancing Nutrition, Stepping up Resilience and Enterprise
FAO	Food and Agriculture Organization
FDGs	Focus Group Discussions
FMNR	Framer Managed Natural Regeneration
GACSA	Global Alliance for Climate Smart Agriculture

GDP	Gross Domestic Product
GNP	Gross National Product
HH	Household
HIV/AIDS Syndrome	Human Immuno-Deficiency Virus/ Acquired Immuno-Deficiency
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IDPs	Internally Displaced Persons
IGPs	Income Generating Projects
IRC	International Rescue Committee
MDGs	Millennium Development Goals
MSIA	Master of Science in International Affairs Degree
MSU	Midlands State University
NGOs	Non-Governmental Organizations
NRM	Natural Resources Management
PPPs	Private-Public Partnerships
RDAs	Rural Development Associations
RDC	Rural District Council
SAFIRE	Southern Alliance for Indigenous Resources
SOs	Support Offices
TB	Tuberculosis
UN	United Nations
UNCED	United Nations Conference on the Environment and Development
UNDP	United Nations Development Programme
USA	United States of America
USAID	United States Aid
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WVI (Z)	World Vision International (Zimbabwe)
ZIM-ASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This research study examines the effectiveness of focusing on environmental protection and sustainability within development projects and programs of Non-Governmental Organizations (NGOs). The study area is Chipinge rural district with a case study of World Vision International's (Zimbabwe) ENSURE Program in Chipinge. The ensuing chapter provides the research background, problem statement, objectives, questions, limitations; literature review and research methodology.

1.1 Background of the Study

The end of Second World War in 1945 gave rise to two distinct characteristics of development between the developed and developing countries in the whole world. The first characteristic is the centrality of the issue of development both in international affairs and as the *raison d'être* of nation-states in the third world. Development has been a controversial issue in various aspects of international relations. While some claim that the very meaning of the category has changed radically from a narrowly defined economic vision to a more wholesome, broad definition which encompasses proactive social and political change (Goldthorpe, 1996), others have radically interrogated the historical relationship between development and the social behaviour of change (locally and at global level) (Chatterjee, 1993).

In the last few decades, the most important hallmark in the discursive evolution of development has been the emergence of the discourse of sustainable development. The development in such discourse is an indication of the centrality of environmental conflict in international politics (Peterson, 1997). The predominance of sustainable development discourse has foregrounded strains between ecology-first and market-first approaches to contemporary environmental crises. In particular, the eco-friendly credentials of sustainable development discourse have become more and more suspect. Several scholars have argued that in its attempt to promote the market over the environment, sustainable development discourse reveals itself as part of the nexus between global capitalism and the approaches to development (Escobar, 1995; Imber, 1996; Stephens, 1992).

In view of the above context, state governments and international development institutions globally have encountered numerous challenges emanating from environmental problems. The issues around climate change have arisen as some of the leading environmental concerns before

and forms the reason why the United Nations General Assembly (UNGA) espoused a 1998 resolution on climate change (Desai, 2013). Recently, Walsh and Margolis (2003) stated that “the world cries out for repair”. According to Pacala and Socolow (2004), global problems in form of climate change, resource insufficiency; pollution and land devastation are worsening with alarming speed, beyond worst scenarios. This signifies that the world’s remedial efforts are progressively more despairing, especially in the environmental issues and this has become a major concern in the global political economy facets. As climate change has been more vivid recently, so has been livelihoods options for food security and there are growing fears that the environment can continue to deteriorate as signified by the recent El-Nino drought that has also affected the greater part of Southern Africa. States, development partners, civil society and Non-Governmental Institutions continue to call for strategies to meet these needs of food security while at the same time trying to combat climate change and its effects, hence the need also to precisely consider environmental protection and sustainability.

The second feature that has characterized political relationships between the developed and developing world is the proliferation of non-governmental alternative structures to deal with the issue of development and underdevelopment. Relationships between states and markets have shifted on a worldwide scale, especially since the advent of economic deregulation and the conversion of formerly closed economies into liberalized markets and institutional development initiatives (Cheney, 1999; McMichael, 1996). Within various zones of the world, institutional influences became so dominant, with the context of development changing into a multi-player system (where NGOs began to be active and vital in spearheading development). Such a platform has also seen the emergency and dominance of multilateral and non-state actors in the development arena, the influence that has characterize many aspects of today’s sustainable development discourse (the course and context), for example their roles in financing and rolling out development programs in developing countries, their technical expertise and strategic advocacy role in environmental concerns; issues like HIV/AIDS, climate change, global health, disasters, shocks and hazards.

This nature of the relationship between the developed and developing world has to a greater extend spelt the dominance of Non-Governmental Organizations in the developing world like Africa and specifically in countries like Zimbabwe. The roles that global Non-Government Organizations (NGOs) play in the international developmental apparatus has become more prominent especially with climate change having been one of the major global challenge recently as well as livelihoods options for food security. However, there are growing fears that

the environment can continue to deteriorate as signified by the recent effects of El-Nino drought that affected the greater part of Southern Africa, with Zimbabwe being one of the most affected countries, thus prompting this research study's investigation into the effectiveness of eco-oriented culture within operations of Non-Governmental Organizations as well as sustainability of those programs and projects in rural communities.

Succeeding early research of various investigative studies, partial research might be obtained regarding the humanitarian development aid and food security programs' eco-orientation practices in Zimbabwe and particularly in the Southern African region. The current evidence on the analysis of the humanitarian aid in Zimbabwe shows that more can be done to improve eco-oriented corporate projections within various development, relief and food security programs. Whilst there is evidence of previous research regarding issues of eco-orientation, their practices, programs or campaigns globally, within various diligences; limited research about its value in development program strategies, practices, or campaigns by the donor aid organisations in Zimbabwe has been done. Therefore, a gap has been identified for this research to be carried out.

1.2 Problem Statement

So much has been said about NGOs being champions of eco-oriented corporate practises in programs and projects they implement in rural communities. However, scholars have begun to raise eyebrows as they question the efficacy of their practices. Some scholars point that, "there is massive land degradation in areas where weir dams, nutrition gardens, demo plots and agricultural initiatives are being implemented by NGOs in rural communities. The environment continues to be degraded; with activities such as land clearances, local resource gathering, land preparation for weirs and gardens are leading to deforestation, soil erosion and depletion of traditional species (indigenous knowledge systems) and siltation of sources of water such as rivers and the constructed weirs. On the contrary, some scholars plug out the benefits of their environment orientation citing their willingness to work with government agencies that aim at protecting the environment who have technical skills in environmental preservation. It is therefore the purpose of this research to enter into this debate by examining whether NGO initiatives or interventions are eco-oriented or not in nature. The research seeks to explore the extent to which NGO practises are eco-oriented; assessing whether their operations are a potent determinant of an institutionalised political economy with the popular global demand for development and environmental sustainability within international affairs or that their mission is a pseudo dressing of the above context.

1.3 Research Focus

This research study focuses on examining the efficacy of eco-orientation practises being exercised by World Vision International in its programs and projects being implemented in rural areas of Manicaland Province in Zimbabwe. The focus of the research has been mainly on Food for Assets, Productive Assets Creation, nutrition gardens and agricultural initiative programs which have a lot to do with environmental degradation. World Vision is implementing, as part of the ENSURE program package, community assets in the form of nutrition gardens, weir dams and other agricultural initiatives like demo plots for short season crops such as sorghum, millet and maize. These are part of community resilience and climate change response to calamities of the recent El-Nino and the previous prolonged droughts that have been affecting Zimbabwe.

1.4 Research Objective

- To examine the efficacy of eco-oriented practises being spearheaded by World Vision International in Chipinge rural district.
- To analyse sustainability of the programs and projects being implemented by World Vision International in Chipinge
- To explore the extent to which NGO practises are eco-oriented or the extent to which they do not address environmental concerns

1.5 Research Questions

- Are World Vision's Program practises eco-oriented? How effective are their practises in sustaining rural communities?
- Are the projects and programs maintainable when World Vision International departs from Chipinge in 2018? What systems are in place for the interventions to be sustainable?
- Do World Vision interventions have a focus on environmental protection and how?
- Is eco-orientation an influencing array of national government's development policy and what is the nation doing to make sure that this new norm has been adopted by all its development partners?

1.6 Justification of the study

This study examined the significance of Non-Governmental institutions' focus on protecting the environment in rural areas of Zimbabwe. Although there is a fair amount of literature on

eco-environment programs globally, and within different industries, this research contributes towards eco-orientation practises in Zimbabwe, specifically within the development programs of non-government institutions. In addition it could help organisations improve their practices in environmental care and sustenance which has become very key and instrumental in global governance. Moreover, given that sustainable development is increasingly central to development discourse in general and NGOs have of recent become increasingly important in its deployment (Welling- Hall, 1994), critical examination of how NGOs strategize the idea of sustainable development has also become pertinent. This study attempted to address this need by examining environmental protection effectiveness through using Stone and Wakefield (2000) as well as Stone and Wakefield's eco-orientation paradigms. Furthermore it contributes to the fortification of the environment for the current and future generations. Of importance also is that the contribution that this thesis makes is not about coming up with new eco-oriented practises for the donor aid institutions, but relatively a study that contributes to the important information of the practices being done across the international community and their value which can also be of significant importance to Zimbabwe, other countries in Africa and the globe in safeguarding the environment while at the same time implementing development programs.

1.7 Delimitations of the research

Delimiting factors to this study included the choice of objectives, the research questions, interest, area of study, theoretical framework the researcher adopted and the population the researcher opted for. This research has been confined to the operations of Non-Governmental Organizations in community development, resilience, food aid and emergency programs looking at eco-oriented corporate practises in these programs and projects, with specific reference to the ENSURE Program being implemented in Chipinge District, Manicaland province of Zimbabwe. Information was therefore drawn in Chipinge and thus anything outside the mentioned area will not be considered. Data collection was done in Chipinge district within program areas of World Vision Zimbabwe and the stakeholders to the program. It also looked at the sustainability side of the programs in relation to eco-orientation.

There are many operations of non-government institutions in Zimbabwe; this research focused on specific aid programs related to operations of the ENSURE Program in Chipinge and within the confines of the selected approach to this research study. The framework of this research has been limited to the researcher's desired facets of theory that best helped the researcher to come

up with a succinct research study. Of importance is that the study was based on an ethnographic experience of the researcher during the implementation of a United States of American funded ENSURE Program in Chipinge Manicaland, Zimbabwe – from July 2016 to March 2017, when the researcher decided to embark on this research. Hence the research stretched from August 2016 (when the researcher began to do pilot assessments) to August 2017 (when the results have been presented). Ethical clearance of the study was also obtained from World Vision to undertake the study. Furthermore, clearance to undertake community activities was sought from the local authorities.

1.8 Limitations of the Study

Data collection from key informants was not that easy, considering that the province is very far from where the researcher stays. It is more than 380 kilometers from Harare where the researcher stays to Chipinge where data collection was done especially from communities and beneficiaries of the ENSURE Program. To overcome this problem the researcher sought temporary residence in Chipinge and had to limit number of respondents to cut costs. More respondents meant more resources needed. The researcher made use of telephone calls and emails to reduce costs on travelling. This also reduced costs of frequent travelling during data collection and enhanced full commitment to the process. There were a lot of field necessities that strained the field research, these included transport expenses (to and fro Manicaland Province), stationary costs for research instruments and all other research requirements for field data collection. The researcher however had a research budget which was be funded by well-wishers and friends.

With the feeling of uncertainties that haunt organizations and leadership, the researcher was likely to have got restricted information because of the political environment of Chipinge. However, this was managed by adhering to ethical considerations in conducting research and the researcher managed to get an accompanying letter from the faculty. Some people were cynic of divulging confidential information, and these were tempted to give prejudiced information, not replicating the true picture of what was on the ground, thus fearing victimization and being mistrusted. The researcher also explained why he was undertaking the research and benefits associated with such a study. He further encouraged respondents by assuring them that the research was only for academic commitments and no respondent would be asked for their individual particulars during and after the research. The respondents also were assured that the information would be highly confidential. While there is no data

gathering method is free of error since attitudes of individuals providing the information can influence the results; the researcher had a great deal of synchronizing research tools so as to get more accurate results.

1.9 Literature Review

Most researches on the environment have been focusing on dilapidation of land and the proximate pedigrees of that land deprivation while not examining the value of crafting a culture of focusing on environmental protection for development's cause. Researchers noted that direct and indirect proximate causes of land degradation like poor land use, changes in climatic conditions and unsustainable land use have been the focus of much research as well as underlying causes for example tenure systems, poor agronomic extension services and deficiency of access to markets. These remain life-threatening in studying environment issues and hence a step up looking into prospects of sustaining the environment is critically required. This research seeks to close that gap by looking at the efficacy of eco-orientation in NGO operations in rural communities of Zimbabwe.

In Zimbabwe, the role of NGOs has been more significant since the turn on of the 1990s. According to Helliker (2008), most significant achievements associated with social and economic development deliveries in the country since the 1990s were achieved through partnerships of the government of Zimbabwe and local and international NGOs that were operating community development programmes for example health, education and income generating projects. NGO organizations in Zimbabwe played a significant role of developing out primary health care and education in rural regions, food aid, and community development projects and programs. According to Helliker (2008), NGOs became involved in varying combinations of drought relief and development work, remarkably in the communal (Rural areas) and resettlement areas, however with restricted overt advocacy with the intent to influence state policy. However from the mid to late 1990s (emergence of the governance discourse) relations between the Government of Zimbabwe, it has been seen that NGOs and donors became weak and were characterized by mistrust by the government. It has also been seen that NGOs began to protest about the centralist thrust of state policy (or state centered development) and also about the distance to policy decisions by NGOs (Helliker 2008).

The political situation having been hindering operations of many NGOs until around 2008, current records reveal that a lot of Non-Governmental Organizations are operating in the country, and these include but not limited to World Vision International, Care International,

World Food Program, SNV Netherlands, Christian Care and more others. These institutions and their partners are engaging in various aid programs such as relief and development programs aimed at addressing the impacts of food shortages, extending initiatives in agriculture and resource mobilization, community development programs (productive assets, enterprise, nutrition and health), climate change and community resilience.

Climate change, resource scarcity and ecosystem degradation have captured the attention of the rural communities (in terms of livelihoods and food security) in Zimbabwe since 2000, with various climatic, political and economic pressures affecting the greater population of the rural people (CEMS 2015). In attempts to address some of those calamities like food shortages and rural vulnerability, the government of Zimbabwe in 2008 allowed many NGOs to operate in the country and mostly in rural areas. Such has been a window that saw the emergency of a host of new aid phenomenon, such as Seasonal Targeted Assistance, Product Asset Creation, and Food for Assets programs and others in rural communities. Others were Water, Sanitation and Hygiene (WASH) and Public Health Programs aimed at addressing health problems in the country. A recent study by Gwaka (2016) has revealed the increased levels of land degradation, deforestation, poor farming methods and continued downfalls in harvests from the ecosystem in the rural areas of Zimbabwe, especially in areas where NGOs operations have been dominant since the year 2000. Also the study revealed worrying levels of reduced initiatives for environmental protection and management in areas where a lot of Non-Governmental organizations have been operating since their re-inception in 2008 by the Inclusive government of Zimbabwe.

According to Masunungure (2008), since 2000 NGOs in Zimbabwe disintegrated into two categories, some taking the advocacy root while others taking community development focused programmes through relief aid, community assets, farming and natural resource management. The characteristics of NGO operations in Zimbabwe show that there were shifts which took place especially from around 2008. The World Food Programme introduced the concept of asset development (Productive Assets or Food for Assets programs) in 2009 as means of shunning the dependency syndrome which was said to be caused by direct food aid in rural communities. This was also substantiated by the introduction of Conditional Food Assistance which was meant to help communities gain useful resilience and adaptation initiatives as direct response to climate change, hunger and food shortages. In such initiatives, assets were introduced, new farming techniques were brought to rural communities and water conservation strategies were also introduced such as weir dams and water harvesting concepts in hilly and

slope areas. These were seen as highly relevant programs and projects as communities were said to have an active role in choosing and managing projects they want to implement. Also the increased climatic problems were demanding that the affected communities be well knowledgeable and prepared to meet continued calamities of climate change such as food shortages, water shortages and decreased production of the ecosystem.

World Food Programme (WFP) (2015) indicated that as means of getting rid of direct aid in form of food and non-food items, World Vision International and other NGOs in Zimbabwe adopted the WFP stance of promoting assets development. In 2013 World Vision and other partners managed to secure a grant from the United States of America to implement a three tier program in Manicaland and Masvingo Provinces of Zimbabwe from 2013 to 2018. The ENSURE Program (Enhancing Nutrition, Stepping up Resilience and Enterprise) has three main components which are Nutrition Surveillance, Resilience development through asset development and Disaster Reduction and Management (DRM) strategies, and Enterprise development through Village Savings and Lending initiatives. The researcher of this study has been part of the implementing team of some parts of this ENSURE program and as well in previous programs funded by WFP since 2013 which promoted assets development in rural communities. This research has been influenced by the researcher's interest to look into increased development aid in Africa, where Zimbabwe is a major beneficiary of the Western sponsored International development aid (from USAID, United Nations and its organs and other international Non-Governmental donors) operating in the Southern African Region. The development aid is said to be focused on spearheading regional, state level and community level development in programs which include agricultural development programs, food security programs, health, technology and development assets. In this respect there is a lot to do with environmental degradation, management and protection.

This study is based on an ethnographic experience of the researcher during the implementation of community development projects especially with World Vision and WFP, and as well as the result of the pilot/preliminary research that has been done in Manicaland Province as well as in other districts like Rushinga and Beitbridge where similar programs and projects were previously implemented. The involvement of NGOs in community projects is not at all divorced from many environmental issues. According to CEMS 2015, the world is getting more complex with NGOs influencing many aspects of day to day lives of people in developing countries, hence its institutions' necessity to take into streamlining the impacts that their actions produce on human life (CEMS, 2015). In addition to that, sustainability has become a

competitive issue for every organization in today's political economy, especially Non-Government Organizations (CEMS, 2015). This research needs to assert whether development and relief programs designed by these government partners are respecting the environment; making it a source of input that would create a competitive advantage for every livelihood and development thrust.

In international affairs, some see NGO work as a response and remedy to state crisis or as a response to the environmental crises caused by the rapid proliferation of markets (Chambers, 1987; Halliday, 2000; McMichael, 1996; Spiro, 1994). Given this, it is of paradigm importance to study this response and ask whether the behaviour of NGOs have any link to eco-orientation, whether they are the solution to the calamity of the state and the market, or whether they are symptomatic of a set of other problems altogether.

Concerning the growing influx of eco-orientation importance; Sindhi et al (2011) argued that the world's amplified awareness on environmental concerns has become very important. Governments and organisations in pursuing these challenges should integrate environmental efforts into their operations for sustainability. Lopez-Gamero et al, (2008) substantiated this shift when they noted that organisations which adopt good environmental practices have the possibility of leading more efficient processes, improvements in productivity, lower compliance costs and new market opportunities. Dittmar (2010) maintained that previous managers regarded environmental as issues of compliance challenge, promotion or a public relations apprehension. However, development practitioners now link environmental issues to global and national strategy and the bedrock of sustainable development due to increased regulation, investor activism and consumer changes across the world (Dittmar, 2010).

As the Zimbabwean government and a hub of international non-government institutions are embarking on various relief and development programs aimed at addressing the alarming food shortages and gaps in development in areas such as asserts development, agriculture and technology, it is important to consider the welfare of the environment. In such a complex mix, the researcher is interested in looking at what these international institutions are bringing to support the current goals and objectives of achieving a sustainable environment through eco-oriented corporate practices.

With environmental degradation, climate change and resource scarcity having captured the attention of the global community recently; environmental issues need to be at the centre of every development thrust. The world is getting more complex and institutions need to prioritise

on protecting the only source of life for the current and future generations, which is the environment. This research focuses on asserting the usefulness of focusing on the environment in sponsored programs in Zimbabwe by World Vision International; making it a source of global input that would create a competitive advantage for every livelihood and development initiative as well as the only source of life for the current and future generations, which is the environment.

1.10 Research Methodology

Research method has been defined by Avison (2005) as those means of analysis which move from the primary assumptions in an attempt to obtain research design and data collection. This research applied a mixed design with qualitative research paradigm as the main paradigm and as well applied the quantitative technique so that quantitative data can support qualitative research to manage the loopholes of applying a single method. These techniques helped to increase the accuracy of the researcher's judgments since he was collecting diverse classes of data using different techniques thus managing to enhance the belief that results are valid and not a paltry methodological product.

1.10.1 Research design

Tsvere (2008) and Selltic et al (1962) in Khotari (1990) noted that research design is the way of investigation that comprise strategy, plan and structure of research used to obtain answers from a research control variance. In this research, a case study has been used as the research technique. The ENSURE case study which has been used in this study mirrors what is taking place in most of the country's rural areas regarding environment degrading activities for example deforestation, agriculture, gold panning alongside rivers, stream bank tilling and tobacco curing using wood leading to the deterioration of livelihoods. The ENSURE program meets also those problems associated with the failure to protect the environment which is being experienced in the whole country and region of Africa. The research therefore employed this technique with the belief that the case study would reflect the situation in most of the rural areas of Zimbabwe and other developing countries.

1.10.2 Population

According to Diamantopoulos et al (2004), a research population is a well-defined collection of characters or objects which have similar characteristics (also Morgan 2015 and Frankel and Wallen 1996). All individuals or objects within a certain population usually have a common, binding characteristic or trait (Morgan 2015). The population of interest in this research

comprises of World Vision International and a few of its partners in development work in rural areas of Zimbabwe, its beneficiaries and stakeholders as illustrated below:

Table 1: Targeted population categories

Aid Organization/Local Authorities	Stakeholders/Community
World Vision Zimbabwe	Social Service and Welfare Department
Chipinge Rural District Council	Environmental Management Agency (EMA)
District Administrator's Office	District Development Fund
	Agricultural Extension Services (Agritex)
	Wildlife Management Department
	Traditional Leaders
	ENSURE Direct Beneficiaries
	ENSURE Indirect Beneficiaries
	Mechanization Department
	Forestry Commission

Source: Shepherd Gudyani 2016/17

1.10.3 Sampling

Sampling is according to Malhotra (1996), a subgroup of the subjects selected for participation in a research study. He argued that sampling might involve selecting sufficient number of elements from the targeted population which means that by analysing and understanding the characteristics and properties of those elements would give a general picture of the properties and characteristics of the total population, this is according to Diamantopoulos & Schlegelmilch, 2004; Malhotra, 1996; Morgan, 1980 and Crouch, et al, 2001.

1.10.4 Sampling technique

Sampling has been recognised as identifying a process of selecting elements of a research study, which can therefore lead to adopting a certain selecting technique, (OECD, 2014). The researcher used stratified sampling which is a probability sampling technique. Morgan (1980) noted that stratification is a way of separating members of the population, placing them into identical subgroups before sampling. This means that each subgroup must be equally exclusive and every element in the population must be assigned to only one subgroup of the study. The strata should also be collectively exhaustive: no population element can be excluded, (Morgan

1980). The researcher has selected this technique as it is least expensive and helps the researcher to just focus on specific strata and intended population of the study; that is those who were directly and indirectly involved in the World Vision's ENSURE Program. Also it is least time consuming.

1.10.5 Sample size

Sky (2014) and Kumar (1999) maintained that a sample size is the number of observations picked for calculating approximations of the population under study. Crouch (2001) suggested that a minimum size of a sample should be least of 10 to 20% of the targeted populace for feasible and accurate research results to be obtained especially in surveys. The sample size for this research has been ten (10%) percent of the ENSURE targeted households (direct and indirect) plus two members representing each of the organizations or departments involved. This was in anticipation that each targeted stratum contributed to the ten percent (10%) participation in research questions through questionnaires; focus group discussions and interviews. Recognising Crouch's assumptions of 10-20%, this research's sample size was feasible. Therefore 220 informants made up the sample size for this research, that is 10% of the ENSURE households (in productive assets and farming projects) + 2 members from each of the 10 organizations/departments engaged of which households during the time of research were approximately 2000 (which amount to approximately 10000 targeted beneficiaries).

1.10.6 Data collection

According to Leedy and Ormrod (2010) data collection involves a well-articulated way of assembling and measuring the collected data on the selected research variables. This is usually done in a systematic technique that enables one to give answers to stated research questions, evaluate outcomes and test hypotheses. Techniques can vary by each study area however, the emphasis on ensuring precise and honest gathering remains the same. Leedy (2010) and others noted that there are two types of data sources which are primary and secondary sources.

1.10.7 Primary sources of data

Primary data is collected by the investigator conducting the research and is also produced at the time of the research event or by a person who has a direct ethnographic experience of the event, (Leedy & Ormrod, 2010, Bryn and Bell (2000)). Examples of primary data sources are interviews, observations, action research, case studies, questionnaires, ethnographic research and surveys. However, in this study, the researcher used interviews, observations, questionnaires and focus group discussions.

1.10.8 Secondary sources of data

Secondary information sources are those already published works that is one step above of the original source, in most cases reciting, briefing, analyzing and evaluating in a derived form, or based on primary gathered data, (Leedy & Ormrod, 2010, Bryn and Bell (2000)). Also, secondary data sources are known for giving criticism or satire observations which will be construal of a primary basis. Common examples of secondary sources are biographs, textbooks, films, review articles, music, historical films and art about people and events from the past. To have the basis of every research, researchers look up various secondary sources and confirm their research and findings. The choice emanating from combined primary data and secondary sources lead to dependable results, thus triangulation, or dual methodology. However, this research employed published reports, published journals and published text books as well as internet sources.

1.10.9 Data collection instruments

1.10.10 Questionnaire

According to Zikmund (2000) a questionnaire can be defined as a prescribed set of questions or statements well-crafted to collect information from research participants so as to meet the goals of the research investigation. As a quantitative method, a questionnaire is used for data collection. In this research study, questionnaires had a mixture of open-ended questions to allow the research informants to objectively contribute their opinion freely without being constrained. The closed ended questions were used as they comprised all possible research situations hence guiding the informants on the scope and borders of the research in case some persons would go off track if all the questions are open-ended. Section A of the questionnaire consisted of open-ended questions were target to gather information about the World Vision, projects, their experience and the respondent's general information. Section B of the questionnaire comprised of a 5 point Likert type rating scale, guiding the respondents in some important specific questions.

1.10.11 Advantages of questionnaires

More research information was collected from a large number of people using questionnaires and in a short period of time. This was of relatively low cost and effective. Also, questionnaires were distributed out on behalf of the researcher in his absence with no effect to its validity and reliability. Results from questionnaires were easy to work on and to quantify, the researcher

did not waste time on analyzing the data. Upon being quantified, it was also easy for the data to be used to compare with results from other researches.

1.10.12 Disadvantages of questionnaires

Questionnaires were inadequate to some extent in that it was difficult to comprehend some forms of data like changes of feelings, behavior, approaches and the reasons why and how things took place together with frequency. Interpretation is subject to bias therefore limiting validity. There is no way to tell how truthful a respondent was. There was in the questions no way of showing how much a respondent thought about situations. The respondent might have been vague or not perceptive of the full context of the situation when they were given the questionnaires. Respondents may have different understanding of each question and therefore give back their views based on their own understanding of the question, that is; what is 'good' to one person might be 'poor' to another, consequently there is a level of partiality that is not taken into cognoscence. There was high possibility of researcher imposition, especially starting from developing the questionnaire, the researcher made his own decisions and assumptions as to what was and was not important in WVI Programs, therefore might miss something that is of importance

1.10.13 Interviews

An interview can be summarized as a dual conversation between two people. Kumar (1999) noted that an interview is initiated by the interviewer to obtain information from a research respondent. In-depth interviews are qualitative research technique in nature and they involve conducting rigorous discrete interviews with a small number of respondents to explore their perspectives on a particular idea, program or situation (Boyce and Neale, 2006, p.3). In this research all structured, unstructured and semi-structured interviews were used so as to have a combination of straightforward questions, and an informal way of gathering data.

1.10.14 Advantages of interviews

In-depth interviews provided much more detailed information than what was available through participatory observation or surveys. Respondents were asked to describe and explain on the initiatives employed World Vision International.

In-depth interviews provided a more relaxed atmosphere in which to collect information. The management felt at ease and more relaxed taking a conversation with the researcher as opposed to including them in focus group discussions with beneficiaries. Usually people of higher office

are unwilling to be mixed with their subordinates who are beneficiaries. Thereby, contributing to validity as the respondents answered truthfully. Unlike questionnaires, the respondents did not have labor in trying to interpret information. Also, information was collected at once whereas with questionnaires, the research had to come back to collect the questionnaires as well as interpreting them.

1.10.15 Focus group discussions (FDGs)

Focus Group Discussion constituting systematically selected participants were done as the starting point in the data collection process from government departments and World Vision staff. Through Focus Group Discussions, specific individuals of interest were identified with who interviews and in-depth discussions were done. The in-depth discussions were conducted either as formal or informal and as such, were done even during social meetings or gatherings. As part of the need for data collection process, the researcher also performed observations at project sites especially productive assets, gardens, demo plots and dams. To confirm these observations, informal discussions were done with those involved in the process. Data was gathered through the form of photography and field notes.

1.10.16 Advantages of FDGs

Participatory observations were used to collect different kinds of information. For instance, the scholar managed to take pictures as evidence to substantiate participation in the research. Also, participatory observations were quick, compared to administering questionnaires in that there was no need to approach an office before distributing them. The costs too, were insignificant unlike distributing questionnaires

1.10.17 Disadvantages of FDGs

Respondents were reluctant to answer questions asked by the researcher about things they consider might threaten their jobs. The consequence is that, it may affect the validity of information. Respondents at times gave pleasant answers to please World Vision (WVI) staff and in the communities they feared being disconnected or cut off from WVI philanthropic projects. In some instances, respondents were unable to answer because they could not remember or never gave a thought of the contributions. In some case, respondents answered to look smart or well informed.

1.11 Conclusion

This chapter has provided an abstract and the background to the research study. The research problem statement ensued together with the research focus. Thereafter, research questions and

research objectives were discussed. This chapter also had a discussion on the demarcations of the research. The institutional theory and the Theory of Change were discussed as the proposed framework for the research. Justification of the study, delimitations and definitions for the key terms were also given. The literature review and research methodology were also discussed as well as the population, research sampling technique, sampling frame and the data collection technique. The research study remained focused on the efficacy of eco-oriented culture in programs and projects of Non-Governmental organizations in rural communities of Zimbabwe.

CHAPTER TWO: THEORETICAL FRAMEWORK OF THE RESEARCH

2.0 Introduction

This research is premised on the institutionalism school of thought as well as the Theory of Change for this research study. These two form the theoretical framework of the research and articulate how the research study relates to the precepts of international affairs, governance and development. Also, they provide an understanding of the research study on how it remains an important facet of the national and international system of governance.

2.1 Institutional Theory

According to Slaughter, the Institutional Theory as a paradigm of international relations has a significant number of similarities with the assumptions of realism about the international system which is radical, and that global nations are self-interested, lucid actors looking for survival while growing their substantial conditions, and that ambiguity diffuses relations between states. However, despite sharing those sentiments about the international political economy, Institutionalism relies on microeconomic theory and game theory to reach a radically different conclusion that co-operation between nations is possible. In this research the cooperation was viewed not only in the context of the relations among nations by also with the view of how multilateral and NGO institutions are of massive significance in the international affairs, with their role in sustainable development, economic development as well as the political development of the globe. In the context of NGOs and multilateral institutions, the precepts of the Institutional theory merge well with the view of The Theory of Change in development where this theory also signifies how important NGOs have become in the development discourse.

Institutional theory is a philosophy which stands for a profound and more robust facets of international development and social configurations. The paradigm considers the practices by which structures, including development systems, guidelines, standards, and procedures,

become recognized as authoritative guidelines for social conduct. Different apparatuses of institutional theory clarify how these fundamentals are created, distributed, adopted, and adapted in a given space or time; and how they translate into deterioration and disuse. However, this paper will highly recognize Scott's (2008) articulation of the institutional perspective that, institutions have become social structures with some high levels of resilience. They are made up of cultural-based, normative, as well as regulative foundations that, together with related activities and means, they provide constancy and meaning to social developments. Institutions are conducted by various forms of carriers, for example representational systems, relational schemes, customs, and artifacts.

Institutionalism maintains that co-operation between nations and or actors in international relations is possible, though that co-operation is seen as rational and self-centered strategy for states to pursue within certain conditions (Keohane 1984). In this regard, institutions are believed to have a set of rules, norms, practices and decision-making procedures that shape expectations and can overcome the uncertainty that undermines co-operation. According to Stone and Wakefield (2000), institutions collect information about State behavior and often make judgments of compliance or non-compliance with particular rules and in this case Stone et al view compliance to eco-orientation practices as the role of institutions which play a significant role in influencing the state and other actors to protect the environment. In this case states know that they will not be able to get away with wrong doing if they do not obey given rules. However, the way in which these institutions enforce compliance to such rules or policies remains subject to debate as realists always argue that the state has a sovereign right to dictate the internal and part of its external policy directions. Despite the fact that environment issues have gained a lot of public attention within the international affairs, the debate on the role of institutions remains unconcluded because of their parallel positions with the state in the international system.

It is important to note that, as argued by Keohane (2001), attention to war related issues and peace has become highly misdirected, but anxieties for welfare, transformation, the environment and others are today no less compelling sources of inspiration and exploit. The widening program of critical problems is the development of players whose conduct can have a noteworthy influence beyond national borders; undeniably, the collective effects of their actions can have reflective values for the international system. Thus, although states continue to be the most important international actors, they possess a declining ability to control their own destinies. The aggregate effect of actions by multitudes of non-state actors can have potent

effects that transcend political boundaries. This can be seen through various powerful non state institutions across the world. However, according Keohane (2001) even the cumulative effects of decisions by less powerful actors may also have profound international consequences.

According to Keohane (2001), the widening agenda of critical issues, most of which lack a purely national solution, has also led to creation of new actors that transcend political boundaries; for example, international organizations, transnational organizations, nongovernment organizations, multinational corporations, and the like. Thus, not only does an exclusive focus on the war/peace issue fail to capture the complexities of contemporary international life but it also blinds the analyst to the institutions, processes, and norms that self-interested states may use to mitigate some features of an anarchic system. In short, according to Institutional perspectives, analysts of a partially globalized world may incorporate elements of realism (anarchy, self-interest, rationality, etc.) as a necessary starting point, but these are not sufficient for an adequate understanding of the many aspects of development, especially with the current state of the global economy and governance.

Lastly, institutionalisms note that institutions can greatly increase efficiency as it is costly for States to negotiate with one another on an ad hoc basis. Institutions can reduce the transaction costs of co-ordination by providing a centralized forum in which states can meet. They also provide 'focal points' thus established rules and norms that allow a wide array of states to quickly settle on a certain course of action. Institutionalism thus provides an explanation for international co-operation based on the same theoretical assumptions that lead Realists to be skeptical of international law and institutions.

Underlying the Institutional critique of realist theories is the view that the latter are too wedded to the past and are thus incapable of dealing adequately with change. Even if global dynamics arise from multiple sources (including non-state actors), however the actions of states and their agents would appear to remain the major sources of change in the international system.

This theory is very important in this research as it explains that NGOs like World Vision International and others are part and parcel of the highly recognized model of the global institutional economy and their position in institutionalized economy should be realized. This theory helps the researcher in regarding World Vision and other Non-government organizations as the leaders in advocating for environmental protection and forms the leading voices in accepting this new norm in the global affairs. Their cooperative characteristics are equivalent to the efforts being required to curb environmental challenges. Even the sustainable and

millennium development goals are rooted in strong cooperation between the state and other partners like NGOs in addressing challenges of climate change and drastic food shortages that is affecting the whole world today. The rationale of international cooperation between the state and NGOs is to pursue international development and in this research the focus on environmental protection has emerged as not only a hot issue in Zimbabwe but across the whole world. Therefore the institutional theory in this case develops an acceptable basis to look into the role of World Vision International in protecting the environment as it operates in Manicaland province of Zimbabwe. Also, its role to influence the behavior of the government of Zimbabwe to work towards the achievement of environmental protection is understood through the precepts of the institutional theory.

Apart from positioning World Vision, the state and other NGOs in this research, the theory connects well with the leading constructs of eco-orientation (Stone and Wakefield 2000) that will be the basis of this research's literature review. In light of that, the paper will use eco-orientation constructs of Stones and Wakefield to also explain and examine issues of eco-orientation and the steps organizations need to take to achieve on environmental aspects of development. These will help in discussing and relating issues of eco-orientation to institutional roles of NGOs in environmental protection. Stone and Wakefield (2000: 22) termed eco-orientation as specifically accommodating an ecological focus. These authors define eco-orientation as the organisation's wide effort to generate ecological intelligence pertaining to current and future societal environmental needs, disseminate this intelligence throughout organisation departments, and generate acceptance and responsiveness to these needs through the adaptation of internally developed programs which create and foster organisational and public perception of ecological concern (Stone & Wakefield, 2000: 22). Labatt (1991) referred to eco-orientation as an organisation's ecological alignment with the environment.

Since eco-orientation according to Stone and Wakefield (2000) implies a reduction in the harm of the green environment, the natural resources, environmental degradation remains a present day problem that requires immediate solutions. This situation is driving organisations to undertake an environmental transformation process with the purpose of reducing the negative externalities that come from their economic activities especially those that harms the green world. Within this context, environmental protection is an emerging business philosophy by which organizations including the humanitarian community can use to address sustainability issues. Moreover, environmental management, protection and orientation are seen as valuable strategies to improve an organisation's competitiveness. Eco-orientation is therefore a decision

that needs to be made at strategic level in organisations. It is therefore the responsibility of top management to implement an eco-orientation strategy in the organisation.

2.2 The Theory of Change

James (2013) noted that Theory of Change is nothing new. It is not just a donor fad or yet another hoop to jump through. It is an ongoing process of reflection to explore change and how it happens in the context of any development initiative or set up. He argued that a Theory of Change can provide a very powerful learning lens which makes people and institutions ask themselves and others simple but important questions about what they are doing and why. By focusing attention on the lasting changes they aim to bring, and reflecting on what really contributes to those kinds of changes, it can help them step out of ‘project activity’ mode, question their assumptions, and focus on what really matters. It enables them to learn from others, build a common understanding of their work and develop clarity in their strategies and partnerships. It provides a clear framework for learning, monitoring and evaluation.

James (2011) indicated that a group of Comic Relief partners that met together in India found it really helpful in understanding the work that they do and what exactly they would want to achieve with a particular activity and seeing where they can hit the critical points and zoom in. They argued that they should call it instead ‘the reality of change’ as it helps explore what and how change really happens in practice, while building on learning from external research.

Comic Relief, drawing from their experiences and feedback from its partners and external agencies, defines Theory of Change as: “an on-going process of reflection to explore change and how it happens – and what that means for the part they all play in a particular context, sector and/or group of people: It locates a programme/ project within a wider analysis of how change comes about and:

- ✓ It acknowledges the complexity of change: the systems and actors that influence it
- ✓ It draws on external learning about development
- ✓ It articulates an understanding of change – but also challenges and opens it up
- ✓ It is often represented in diagrammatic form with an accompanying narrative summary”

(Comic Relief Theory of Change guidelines 2011)

In the context of this research, the theory of change relates well with the researcher's interest to look into increased development aid in Africa, where Zimbabwe is a major beneficiary of the Western sponsored International development aid (from USAID, United Nations and its organs and other international Non-Governmental donors) operating in the Southern African Region. Implementation of development programs in rural communities, if managed properly and adhere to the precepts of international development can lead to raising living standards in those communities, can also reduce the impacts of climate change and equip the communities with the capabilities to turn the negative effects into ideas and initiatives that can be ameliorated.

Since the development aid is said to be focused on spearheading regional, state level and community level development in programs which include but not limited to agricultural development programs, food security programs, health, technology and sustainable development asserts, the ENSURE Program in Chipinge district being implemented by World Vision can be a lens for studying. Its impact and effects on the environment, livelihoods and survival of the Chipinge rural community can greatly signify the change that can come with a focus on environmental protection in development initiatives.

Theory of Change does not bring in new thinking but it helps development partners to surface their underlying beliefs about development and challenge them in relation to their external learning and other people's views. Three main strands of thinking and work underpin the current interest in Theory of Change. Firstly, the work of the Brazilian educator and development thinker, Paulo Freire, in the 1970s advocated for people to analyze their own realities as part of empowerment. In this case, for this research the empowerment drive is one major component of the domestic policy of the government of Zimbabwe and its articulation of the responsibility of the communities in protecting the environment boards well with how communities facilitate their own development, how they come up with their own desired development and bring change to their communities. Such thinking still underpins the more exploratory approaches to Theory of Change.

Secondly, many also attribute Theory of Change to the work of the Aspen Roundtable in the U.S. and in particular to Weiss (1995) argued that evaluation was hard to do well because most projects had not thought through the connection between activities and outcomes. She challenged people to define a pathway that was 'plausible, doable and testable'. ActKnowledge, an independent research and capacity-building organization, built on these

foundations to develop a 'Theory of Change' process and website, which sets out exact steps to identify preconditions, pathways, and interventions for success.

The involvement of NGOs in community projects needs the same aspects to be thought about so that their projects may realize or articulate the actual change that is required by the communities they are serving. According to CEMS 2015, the world is getting more complex with NGOs influencing many aspects of the day to day lives of people in developing countries, hence organisations need to take into account the impacts that their actions are going to produce on human life (CEMS, 2015). In addition to that, sustainability has become a competitive issue for every community and organization in today's political economy, especially Non-Government Organizations (CEMS, 2015), hence the change theory is not also divorced from that spectrum which also denotes future insights of any community engagement in projects and programs. This research needs to assert whether World Vision's development programs are designed to effect and bring the desired change that the community of Chipinge Rural enjoys. Also that their programs and projects are articulating the precepts of the government policy on environment protection, which is also one of the major concern of the world system through the Millennium Development Goals (MDGs); thus making the environment a source of input that would create a competitive advantage for every livelihood and development thrust.

According to Van Es (2012), those differing views help to explain the wide spectrum of definitions and approaches that people now take to the Theory of Change and which fall into two broad categories: explanation, which means focusing on articulating how a project/ programme bring change; exploration which, means analyzing how change happens and the contribution that an organization (or programme) can make.

This Research Study will look at the following aspects to ascertain how World Vision's Theory of Change matches its programmes and projects implementation criteria, especially in relation to environmental protection. This will be done in the following criteria:

2.3 The context for change

How does change happen?

Who do the organization exist to support? Who are the specific groups with particular vulnerabilities for whom the organization might need to tailor its approach?

Who are the groups and what are the structures and processes that influence change for this target group (whether positively or negatively)?

2.4 Organizational (or programme) contribution to change

What are the long-term changes that need to happen in the lives of the organizational target group?

What is the overall vision for change?

What are the key problems those benefiting face and what are their causes?

What are the key long-term changes to which the organization can contribute?

Who and what needs to change in order to achieve those long-term changes?

What changes need to happen at other levels or dimensions in order to achieve the long-term changes (for example at community level or in policy or systems)?

Who are the strategic partners the organization works or will work with and the duty bearers they need to influence? How will they change?

What are the key elements that the organization can contribute that will be vital in bringing about the changes? (Core beliefs about how the organization influences change)

What relationships, approaches, pathways most contribute to change?

2.5 Applying the theory of change

How will the organization know and measure if it has brought about change?

At what points in our organizational cycle will we formally review our theory?

In international affairs it is important to understand the benefits of applying the theory of change in development work as some see NGO work as a response and remedy to state crisis or as a response to the environmental crises caused by the rapid proliferation of markets (Chambers, 1987; Halliday, 2000; McMichael, 1996; Spiro, 1994). Given this, it becomes important to study this response and ask whether the behaviour of NGOs have any link to eco-orientation change. Therefore, some of these have been perceived as the benefits of using the theory of change.

Vogel (2012) noted that it is important in helping people come to a common understanding of their work – and surface any differences – by developing the theory of change together as a

group or against interventions that are proposed for development in their communities. It is also important in strengthening the clarity, direction, effectiveness and focus of programmes by identifying what matters most and providing a framework for review, learning, re-design and evaluation as well as clarifying the changes that need to happen at different levels and the beliefs that need testing. He noted also that the theory of change improves partnership by identifying key strategic partners and by supporting open conversations about the work with all kinds of partners, including donors. It supports organizational development by helping organizations align systems and staff roles with their core focus and priorities – which can also improve relationships. The theory of change also help people communicate what they do so it can be more easily understood by others, such as donors, trustees and new staff, beneficiaries and providing a structure for reporting. It Empowers people to become more active and involved in programmes by helping them think through and discuss their beliefs about change and how it happens.

2.6 Conclusion

Clearly, not everyone will necessarily experience all these benefits. They may depend on the purpose of the process, the approach and the situation of the organization or partners. Theory of Change is not a panacea or a magic baton to overcome the inherent challenges of development especially with changes in environmental challenges. But a well-designed and appropriate process can help with one or more of these areas and sometimes it can transform a whole organization and its operations as in this case. The same with the institutional theory, it is a visual platform to allow organizations to understand and adopt some of the stances important in bringing up community development and address critical development facets like eco-orientation (a focus on environmental protection) which is recognized in international affairs.

CHAPTER THREE: THE STATE OF THE ENVIRONMENT FOR MANICALAND PROVINCE

3.0 Introduction

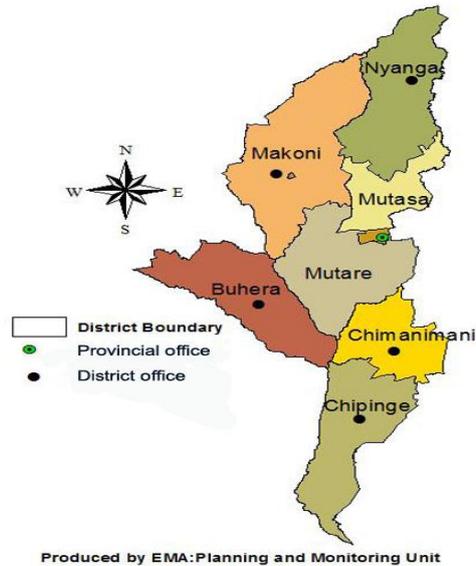
The natural environment has always been a major source of livelihood resources like the soil, water, trees, rivers and minerals that form the backbone of the Zimbabwe's rural livelihoods. Not only rural communities are benefiting from the environment as a source of livelihoods and income, but the whole world has acknowledged the immense importance of the environment to human beings and development, thus a recent focus on environmental protection even by the United Nations in its Agenda for development. The international development arena has also made strides to invest in protecting the environment as a source of development for all nations. Zimbabwe is one of the global nations that rely mostly on the environment for its socio-economic development, with the rural population the most beneficiaries of the environmental resources. It is in this regard that this study looks at the state of the environment in Manicaland province of Zimbabwe and most specific in Chipinge where this research study draws its data and results. It is important to know that Manicaland like all other regions of Zimbabwe is an agriculture based economy region despite having a lot of mineral resources and other economic attractive sites like wildlife and resort areas. However that distinction cannot also rub the importance of the environment as all of these heavily rely on the environment for their survival. Therefore understanding the environmental status of Manicaland province is important in this research paper, where the applicability of the need to conserve the environment will be based on what is happening in the province and specifically in Chipinge district.

3.1 Manicaland Province

The province is bordered by Mashonaland East Province to the north, the Republic of Mozambique to the east, Masvingo Province to the south and southwest and Midlands Province to the west. The provincial capital, Mutare (pop:184,205), lies approximately 265 kilometers (165 mi), by road, southeast of Harare, the capital of Zimbabwe and the largest city in that country. The province is made up of seven districts, which are Chimanimani, Chipinge, Mutare, Mutasa, Nyanga, Makoni and Buhera. Manicaland is the second most populated province in Zimbabwe. It has a population of about 1,755,000 which constitutes about 13.5% of the country's total population.

Fig 1: Manicaland Province Map Produced by EMA (2014)

Manicaland Province



Chipinge and Chimanimani districts are communities living closer to Marange diamond fields where a lot extraction of the mineral is taking place; the two districts are separated from Marange by Odzi and Save Rivers respectively. The Marange area is drought stricken hence crop production is supported by irrigation schemes that also produces cash crops for members of the communities. In order to augment their sources of livelihood people also rear cattle, goats and sheep and small livestock such as chicken and rabbits.

The dominant economic activity in Manicaland is agriculture. This province is one of the regions where some favorable rains have been record in the previous years, however the region has not been spared from the droughts and climatic change shocks that has hit Zimbabwe and other Southern Africa regions. The main crops grown in the province are maize, sorghum, groundnuts (peanuts), cotton, tobacco, sugarcane, coffee, tea and other estate crops. There are a number of commercial farms in the province though subsistence farmers, by contrast, are virtually in rural community areas. These traditional farmers grow basic grains, fruits, and vegetables for noncash consumption. Both the large commercial landholders and the traditional farmers raise cattle. One of the major environmental conflicts currently ongoing in Manicaland society is the debate between the commercial and traditional farms and veldts over the preservation and management of the extensive forests that cover approximately 18% of the province. Commercial land owners want such areas to be preserved in their natural state. The majority of the rural population living at the subsistence level, however, wants to cut the forests for two reasons. First, for most of the people in the rural areas, wood is the only most readily

available energy source. Secondly, many want to transform the forest into farmland in an attempt to mitigate the steady population growth in the rural community.

Due to intensive rural crop and livestock production, Manicaland province is annually losing at least 45 000 hectares of forests through grazing, deforestation, decrying tobacco curing, agriculture land expansion, firewood selling and charcoal making as its key drivers, thus according to Mr. Tom from Natural Resources Management Board of Manicaland Province. Mr. Tom (2016) argued that the rate at which land degradation is taking place poses a lot of pressure and threats to community livelihoods and sustainability of farming and development projects. He lamented that there is need for immediate solutions to avert the creeping danger which is also being exacerbated by climate change and poor farming methods in the regions like Chimanimani, Chipinge, Mutasa and Buhera.

Mr. Tom purported that despite Forestry Commission and other partners have had embarked on a forest restoration programme to rehabilitate and restore degraded areas following wanton razing of trees which has left many parts of Manicaland without vegetation and with no forage for livestock to the extent that thousands of cattle, goats and donkeys died, more initiatives need to be put in place considering that development also in these regions especially rural communities is declining. At least three million trees were targeted by Forestry Commission by the end of the tree planting season December 2016 up to the end of the season in April 2017 to keep pace with the rate of deforestation.

3.2 Deforestation in Manicaland

In Manicaland, deforestation remains the largest threat to the region's forests. The Forestry Commission estimates that over 40 000ha of forests are lost each year due to deforestation, mainly due to agricultural activities and the use of wood fuel even in urban areas as a result of power cuts and in rural areas where tobacco farmers cut trees for curing purposes and land clearances for agricultural purposes. In Manicaland, the greater part of the population reside in rural communities where wood is their common and most available source of fuel in their homesteads. Apart from that, farming is critically the backbone of the rural economy, and the use of land has increasingly become very important in their day to day economic and livelihoods activities. Like the generality of the rest of the country, experts predict that Zimbabwe will be a desert in the next 25 years if the indiscriminate cutting of trees goes unabated, this also reflects that all the efforts being pursued in all community development

facets need to realize the importance of environmental protection even in Manicaland province of Zimbabwe which is one of the biggest province in the country.

According to Makwara and Gamira (2016), all of the districts in Manicaland have to cope with the ever increasing population of both people and livestock resulting in the all too well known impact on the natural environment. Farming which was previously done by large scale farmers has been taken up by smallholder farmers who are clearing more land for the crop and also to get firewood for home use, curing the tobacco and also brick curing. Land clearing contributes significantly to deforestation and loss of economic fertile lands, grazing areas and veldts. Loss of biodiversity is also another significant result of these practices as both plant and animal species are lost when land is cleared or due to overgrazing. According to FAO land clearing results in the reduction of biotic resources and lowering of productive capacity of forests through human activities. Deforestation has become one of the major environmental problems in Manicaland due to extensive clearing of farming land, use of firewood in tobacco curing and the use of wood as the major source of fuel in rural households. According to Masara (2012), as far back as 1997, the United Nations Development Programme (UNDP) reported that deforestation was a major problem facing Zimbabwe, where between “70,000 to 100,000 ha of forest cover was declining at a rate of 1.5% per year” and as a result, from 1990 to 2005, Zimbabwe endured a decline of about 21% in its forest cover, which amounts to approximately 312,900 hectares. Masara (2012) goes on to allude that the most unfortunate part is that indigenous trees take a long time to grow to maturity , between 75 and 150 years, unlike the exotic eucalyptus trees. Thus, when indigenous trees are cut at ground level, as is usually the case, they are lost forever. This shows that deforestation is indeed an ongoing problem which is posing a threat to the country’s economy as well as rural livelihoods and development in Manicaland province.

3.3 Deforestation versus rains in Manicaland

The destruction of trees exposes the province to the effects of climate change and this is why the local rainfall patterns have changed significantly, according to 2012-2016 rainfall patterns from the meteorological department records. Over the past seasons Manicaland experienced inconstantly diminishing rains which were often followed by long arid spell which had a toll effect on the planted crops. As a result farmers suffered irreparable losses as the grain crops succumbed to harsh arid conditions before reaching maturity. Despite having some of the good climatic regions in the country, resources for poor farmers in natural regions three, four and five of the province suffered the worst as lack of rain and scorching heat irreversibly damaged

food crops and forced some to leave their fields untilled. According to the Manicaland Forestry Commission, tree planting efforts are being hampered by high prevalence of incidences of veld fires, droughts and destruction of seedlings by domestic animals due to lack of protection for planted trees.

3.4 Climate change and food insecurity

Climate change and food insecurity are directly linked and agro-forestry is key to the climate change adaptation strategy. Manicaland is endowed with prime environmental conditions for fruit growing which can minimize food insecurity. Forestry Commission noted that the biggest challenge is the effects of climate change that is also causing high mortality rates for planted seedlings due to excessive heat and high incidences of veld fires which prevent regeneration. Over the years Forestry Commission has been promoting planting of eucalyptus wood lots in many parts of the Manicaland province despite facing challenges of vandalism, negative publicity about eucalyptus water uptake, perennial droughts, browsing by animals, pests and diseases.

3.5 Environmental based interventions

Manicaland Province has gone through some key phases that defined the conditions of the majority smallholder or rural communities and shaped the interventions by a wide range of NGOs including World Vision International, Plan International, IRC, ACF and others. The context of Manicaland province was shaped by the period 2000 to 2009 where a complex combination of macro-economic instability, collapse of state services, environmental factors related to global climate change and the associated problems of HIV/AIDS increased vulnerability and food insecurity of smallholder communities throughout the province. During the period 2009 to 2013 the Zimbabwean economy showed signs of recovery and there was an overall positive trend with real improvements in health care, food production systems and market linkages, and capacity of local government and government departments; however the environment continued to deteriorate due to various factors. There has been a marked trend towards a developmental context, reflected by donors putting more funds toward development projects and market development, thus adding the strains on the output that had to be realized from the natural environment.

However, there was a sense that the positive growth has stagnated since mid-2013 and that government capacity to deliver services was severely constrained. Consequently the recovery of rural environmental and markets input/output that affect productivity of the smallholder

communities has been slowed down by the stagnating national economy and other environmental factors. Climate change related effects continue to dominate smallholder systems of Manicaland that are dependent on rain-fed agriculture. Zimbabwe as a whole has an unreliable rainfall regime and is impacted by one to three severe droughts every ten years, which represent a risk to the livelihood systems of rural communities that depend on rain-fed agriculture. However in the drier agro ecological regions of Manicaland despite boasting one of the well rain fed region, receive less than 650mm of rainfall per year the situation that is far worse, especially the greater part of Chipinge district.

These areas experienced erratic and poorly distributed rains leading to consecutive severe droughts from 2009 to 2014/15 season where the majority had cereal harvests that last six months or less. Evaluation consultations with DA Chipinge (the chair of the civil protection unit (CPU) and some reflections in the Zimbabwe Vulnerability Assessment Committee's 2016 Report shows that the inter-agency governmental body responsible for assisting communities with disaster preparedness) confirmed that food security, poor input/output markets and natural disasters including floods and drought became permanent priority problems of the district particularly in the around the Save Valley. In Chipinge the semi-arid Save River valley part of the district is characterized by low rainfall 400- 600 mm per year and sandy soils of low fertility. The farming system in these areas is dominated by a 'mixed crop livestock' farming system and therefore required 'integrated package' of assistance that can help break the cycle of dependency, further exhaustion of the environment and dilapidation of vegetation and allow target households to become food self-sufficient and more resilient to natural hazards of the area; at the same time conserving the environment of the province.

3.6 Cultivation on steep slopes

Manicaland province has been well-known for its vast vegetation and mountainous plains in Zimbabwe. The increasingly growing population of the district is also increasing pressure on the environment through especially agricultural activities. People are heavily encroaching even steep mountainous slopes as farming areas which has heavily affected the natural environment of the province. This practice is gradually becoming a major cause of environmental concern in mountainous areas of Chimanimani and Chipinge. Mountain slopes, hills and vleis were once deemed land unsuitable for cultivation but recently these are being used for human settlement and cultivation. Despite the Land Reform Programme, it seems there is still pressure on the land which is leading to this practice. According to Makwara and Gamira (2016) land pressure in Chipinge, Chimanimani and Zaka districts has become so high that marginal or

unsuitable land has been and is still being brought into cultivation and since field extension is done at the expense of mountain slopes, vleis and grazing lands, it means there is overgrazing and exposition of land to agents of erosion and destruction. This practice is rampant in Masvingo and Manicaland provinces and also in other parts of Zimbabwe and it is a major cause of soil erosion and land degradation in the country.

Cultivation of steep slopes means the clearing of trees for cultivation which further removes plant cover and loosens the soil leaving the slopes vulnerable to erosion. Cultivation of steep slopes leads to deforestation and is consequently a major cause of soil erosion which causes loss of arable land and depletion of soil fertility. Soil erosion is a major problem that has profound effects on the environment particularly on soil fertility and the conservation of other important resources of the land like minerals and water sources in Zimbabwe. According to Kariaga (2000), there is little, if at all any effort made to compensate nutrient loss and unfavorable physical soil properties that result from the process of soil erosion. This has resulted in the decline in soil fertility as the fertile topsoil that is washed away during erosion is the most fertile soil.

Plate 1: Mountainous and Hilly Cultivation: Maunganidze, Chipinge



Source: Captured by Shepherd Gudyani, 2016/17 rain season

Whitlow (1988) says that the rate of soil formation in Zimbabwe is approximately 400kg per hectare per year and this cannot compensate for the 76 tons of soil that he says is lost through soil erosion per year. In Manicaland, gullies and dongas are common features in all of its province's agro-ecological regions as a result of soil erosion which exists in all its forms from splash, sheet, and rill to gully erosion. Farmers in Manicaland usually do not make any efforts to reclaim land affected by soil erosion but they leave the affected areas and go on to clear more land for farming. A Zimbabwean study of soil nutrient loss through erosion found that an erosion rate of 30t/ha /year, typical of many communal subsistence farmers, removed half the applied fertilizer. The replacement of these lost nutrients at national level would cost \$2.540 million each year (<http://www.sardc.net/imercsa>).

Plate 2: Gullies and dongas in Chipinge rural areas: Maunganidze



Source: Captured by Shepherd Gudyani, 2016/17 Rain Season

3.7 Environmental Situation Summary

The environmental changes which have been gradually rising during the 20th Century and escalated with the intensification of the economic meltdown experienced in the country during the period between 2006 and 2014 are proving to be serious threats to community livelihoods through undermining the crucial natural resource base. Activities like diamond panning, tobacco curing using firewood, stream bank cultivation and other poor farming methods have since led to the degradation of the environment such that it can hardly sustain livelihoods in

most of the province's rural areas. This is being worsened by lack of economic diversification within the rural areas where people rely on agriculture only and climate change which is causing droughts has affected them hard. This has had far reaching negative consequences on the living standards of rural population and on development at large. Rural residents are communal farmers who grow maize for subsistence, cotton and tobacco as cash crops which they grow under contract basis. They also practice gardening using water from rivers like Save and its numerous tributaries during the dry winter season. Diamond quarrying in many parts of Marange and fishing also takes place along the Save river during this season. The province's livelihoods is entirely environment-based with only a few people employed in small scale enterprises at its Business Centers hence lack of sustainability of the natural resource base due to population increase, harsh economic conditions and climate change are affecting its livelihood strategies negatively leading to deteriorating living standards and unsustainable livelihoods.

3.8 Topography

Manicaland's topography is overall mountainous. Despite having a record of some renowned timber forests like Chirinda forest and others, deforestation has left many steep areas bare and susceptible to agents of soil erosion. Soil erosion is a function of slope length, land cover, and steepness according to Voortman, Sonneveld and Keyzer (2000). Steep, long slopes are vulnerable to both water and wind soil erosion especially if they have poor land cover with no physical barriers to prevent erosion. The severity of water- and wind induced soil erosion is higher if land clearing is done on mountain slopes as is the case in Zimbabwe's Masvingo and Manicaland provinces where mountain slopes are being cleared for settlement and for cultivation. Manicaland is prone to storms, hurricanes have affected the Eastern Highlands though at a small scale and cyclones have affected Manicaland and Masvingo provinces with the usual consequences on the environment.

3.9 Climate

Manicaland Province has all the natural ecological regions; however the major parts of the province lie in natural regions 3, 4 and 5. In natural region 1 and 2, large and green forests are still evident despite the effects of deforestation. In the other regions, rains are hardly received in adequacy, thus leading to continuous hunger and starvation in the province. According to Nkonya et al (2011) climate directly affects terrestrial ecosystems and as well strong rainstorms lead to flooding and erosion, especially if such rainstorms occur during the dry season in areas with poor land cover. Safriel and Zafar (2005) cited by Nkonya et al (2011) postulate that low,

infrequent and erratic rainfall lead to a low soil-moisture content which leads to reduced plant productivity and high runoffs, resulting in erosion and salinization since salts in the soil surface are not leached into deeper soil layers. All these climatic events are occurring in Manicaland with the above mentioned results on the environment. According to Pender et al (2009), Manicaland is experiencing climate change principally through shifting rainfall patterns and extreme events like the frequent occurrence of droughts and floods. These shifting rainfall patterns include a shift in the rainy season and the occurrence of low and erratic rains that is increasing the incidence of drought in the province. The DFID Zimbabwe (2009) reports that other potential changes include increased temperatures especially in the dry season and decreased/varying river flow that is affecting the quantity of water available for household, agricultural and industrial use.

3.10 Conclusion

The climatic situation in the province shows that a lot needs to be done to avert the looming loss from the natural environment. The amount of environmental concerns in the province critically signifies that a focus on environmental protection should not only be a rural folk concern, the whole nation and region should be alarmed by these negative developments and embrace positive developments that feed into a sustained economy through environmental initiatives. Current development programs should not only focus on immediate community requirements like food insecurities, though they are massively important. Issues of climate change and environmental sustainability must inform the criteria and form of development Zimbabwe and the region requires. These facets must also point to an envisioned future that have full benefits of the environment. NGOs, government and other partners must come together to chart an informed path to development in a bid to accommodate aspects of eco-orientation. This call for the realization and adoption of facets of the Institutional perspective of development, where NGOs should assume their role in leading sustainable development. NGOs have long been recognized as powerful agents of sustainable development and their role should be seen in today's development discourse. Scenes in Manicaland need such realization that communities must have an urgent turn from neglecting the environment and focus on efforts to build it and make it sustainable. This research looks at the effectiveness of focusing environmental protection in NGOs' programs and projects.

CHAPTER 4: THE EFFICACY OF WORLD VISION ENSURE'S ECO-ORIENTATION OPERATIONS IN CHIPINGE DISTRICT

4.0 Introduction

This chapter explores World Vision ENSURE Program's Eco-orientation concept and practises as well as the efficacy of the focus on environment within the operations of Non-Governmental organizations. This also includes looking at issues of sustainability, the concept, applicability and its importance in operations of NGOs. This chapter enumerates and assesses different strategies World Vision has put in place from inception to date. Most of the information in this section has been gathered during the field work in Chipinge Rural District, with the use of a mixed methodology that included questionnaires, interviews, focus group discussions participatory observations as well as content analysis of secondary data sources. These were subjected to a mixed methodology to enable the researcher to attain information closer to reliability and validity.

4.1 World Vision Zimbabwe History and Programmes

World Vision began operating in Zimbabwe in 1973. From 1973 to post independence interventions were mainly to provide welfare and life-saving support to refugees and Internally Displaced Persons (IDPs) during the Liberation Struggle. Propelled by these preceding experiences the organization switched to long-term development programming. World Vision International (WVI) has transitioned to medium - large-scale community development programmes designed to address community needs with a specific focus on children, using participatory planning approaches and ensuring sustainability. The mid 80's saw WVZ adopting a long-term programming model frequently referred to as Community Development Projects (CDPs). These were clustered village development projects often characterized by some funding from Support Offices (SOs) that covered small community projects. Operations were largely centralized, with WV support staff based in Harare and Bulawayo. These CDPs generated valuable experiences that WV rode on for future programmes.

With the political and economic crisis of 1999-2009, interventions increased significantly to meet the growing humanitarian needs, peaking with the cholera outbreak and food security crisis of 2008-09, during which time WVZ had as many as 1,900 staff serving 3 million Zimbabweans with food rations, Water & Sanitation services, food security and livelihoods, natural resources management, health care provision, educational and micro-finance support, with a total program value exceeding US\$100m.

4.2 World Vision Zimbabwe current context

Today, World Vision is the largest humanitarian organization in Zimbabwe, operating relief and development projects across the country benefitting more than one million people. World Vision is also implementing EC Fisheries Project being undertaken in Masvingo, Matabeleland South, Mashonaland West and Matabeleland North. Other projects include the Matabeleland South Integrated Health and Livelihoods programme, Civil Society Water, Sanitation and Hygiene Fund (Gwanda, Bulawayo) and the Maternal, Newborn, Child Health and Gender Equity Scale up Project (Buhera, Bulawayo and Mangwe). WVZ operations are spread across 9 out of the 10 provinces of the country, with a majority of its 1.75 million clients in rural areas, with programming focused on the child well-being of boys and girls, food security and natural resources management.

4.3 ENSURE program overview

It is through the ENSURE program that this research can exhumate the efficacy of eco-oriented corporate practices by NGOs in projects they implement in rural communities with reference to WVI operations in Chipinge rural. The ENSURE Food Security Program is a World Vision-led, USAID-funded, initially a five-year intervention (then extended to 2020) designed to profoundly and sustainably impact 215,000 vulnerable and food-insecure Zimbabweans in Manicaland and Masvingo Provinces. The program is a shared commitment by four partners and one service provider World Vision, CARE International, SNV, SAFIRE and ICRISAT who work together to mainstream gender equity and natural resource management in the three key areas of maternal and child nutrition and health, agricultural production and marketing, and community resilience.

The multimillion and multi-year USAID funded Enhancing Nutrition, Stepping Up Resilience and Enterprise (ENSURE) programme, being implemented by World Vision Zimbabwe, was officially launched on 19 February 2013 at a ceremony attended by government ministers, diplomats, representatives of various NGOs, USAID personnel and senior government officials, signifying its worth and significance in rural development, food security and nutrition. ENSURE is implemented in Manicaland and Masvingo provinces focusing on nutrition, agriculture, resilience, gender and environment. Speaking at the launch, the guest of honor, Dr Ignatius Chombo, said the ENSURE programme fitted well with the government thrust of fighting against poverty, promoting child, maternal health and sustainable development and that the ENSURE Programme was designed and aimed at addressing government priorities of causing rural development.

In acknowledging the importance of the programme he also said that there were many lessons to be learnt from the implementation of ENSURE, the lessons which will inform government's efforts in other areas where the projects are will need to be implemented in future. Of significant importance was that the government was going to support the implementation of the ENSURE Program and urged close collaboration between the implementers and the authorities. Dr Chombo said that the ENSURE Program should show verifiable impact on the people and the government would play its part to ensure the success that it should be.

Speaking at the same occasion, the USA ambassador to Zimbabwe, His Excellence Bruce Wharton, said that it was gratifying to see so many influential government officials attending the launch. He said that the launch marked a new effort to advance food and nutrition security and sustainable development. He said that the country needed to enjoin food assistance with economic growth because food assistance is only immediate and does not protect communities from future shocks. He also pointed out that the programme would result in improved business practices and establishes a firm foundation on which the people of Zimbabwe can stand.

4.4 Focus of ENSURE

ENSURE Program is primarily focusing on empowering and capacitating poor, rural households to become more food secured by way of the following three strategic objectives:

- Improving nutrition among women of reproductive age and children under the age of five.
- Increasing household income via improved agricultural production and marketing.
- Increasing resilience to food insecurity of communities via improved disaster risk reduction, environmental sustainability and natural resource management.

From 2013 to 2016 World Vision managed to implement a lot of projects under the banner of ENSURE Program, more water was harnessed to support livestock & gardening through weirs and dams. Self-reliance by community members was enhanced because of extended capacitation of villagers through Income Generating Projects (IGPs), new irrigation schemes were created, others rehabilitated, village savings schemes were also initiated and health facilities were provided in form of toilets and market stalls. Apart from these, small enterprises were established in form of poultry projects, demo plots for small grains, nutrition gardens, smart agricultural crops and plantation irrigation schemes. There was an increase of small livestock production by farmers. Market linkages were created for farmers therefore creating new avenues for them to sell their produce.

4.5 World Vision’s Eco-orientation

4.5.1 A Focus on Environmental Protection

The natural environment is the most important source in the provision of social and economic services of people. It provides healthy food, shelter, clothing, medicines, beauty, clean water, clean air and many other benefits for people to use and enjoy. The natural environment is also the world’s largest employer. More people all over the world make their living from environmental resources than by any other means. In its focus on the environment, World Vision ENSURE in Chipinge works with communities to restore environments that have been harmed, protect healthy environments, and systematically build good assets in the environments to make them progressively stronger and healthier.

Healthy environments become even more important as climate change becomes more severe. Climate change makes poverty worse, makes life harder and more dangerous for those who are poor, and adds to existing problems like food insecurity and risk of disaster. Fortunately, through World Vision there are many easy and inexpensive activities that can be done to improve the environment. World Vision in its programs provide a triple win by helping families become better able to provide for themselves today, securing resources for tomorrow and fighting climate change in the long run, despite many challenges being faced in the process.

In terms of a focus on the environment, World Vision is doing a lot of environment-friendly initiatives in its programmes. This is what good development is about – using every opportunity to make today and tomorrow better. World Vision in its many global offices now has the status of “Observer” organization with Global Alliance for Climate Smart Agriculture (GACSA¹). GACSA is an information sharing, advocacy and networking platform and aspires to be a voluntary and transparent association of members committed to fostering sustainable change in agricultural practices with a focus to make the environment sustainable.

Becoming an Observer of GACSA allows WV to be a better advocate of environmental protection in its and others’ operations and be acquainted with the work of GACSA and facilitate a constructive engagement with all parties ensuring that it prioritizes the resilience of

¹ The GACSA alliance is made up of a diverse set of members that includes governments, NGOs, intergovernmental organizations (including UN and the African Union Commission), research/extension/education organizations, farmer organizations, financing institutions and the private sector. Key donor organizations engaging with GACSA include the governments of Canada, France, Japan, Netherlands, Norway, Switzerland, the United Kingdom and the United States of America.

smallholder farmers, particularly women and vulnerable groups, focusing on methods to strengthen livelihoods, reduce inequities and increase the productivity and reliability of agricultural activities which in all capacity protect the natural environment.

4.5.2 Climate-Smart Agriculture (CSA)

As defined in FAO's CSA Sourcebook, it aligns with World Vision's evolving priorities in terms of productive, resilient and reliable smallholder agriculture. Many of its programs in Manicaland province are in the process of integrating CSA into their Strategic Plans. Key supporters of CSA, from the FAO to the World Bank and to global agricultural research organizations (CG centers) highlight the "triple win" that CSA poses for farmers; these include enhanced food security by sustainably increasing the reliability and productivity of agricultural livelihood activities (food security); increased smallholder resilience and adaptation to the likely effects of climate change (adaptation); and, where appropriate, and in the interest of smallholder farmers, reduced greenhouse gas emissions from agriculture and improved carbon sequestration (mitigation).

It is important to note that, as clearly defined by FAO in the Sourcebook; CSA includes most evidence-based agro-ecological approaches and should not be treated as a form of agriculture totally distinct from agro-ecology. Rather, the CSA practices that most closely meet the 3 criteria are both agro-ecologically sound and climate smart. Most of the agroforestry, natural resource management (NRM) and soil and water conservation (SWC) practices supported and implemented by World Vision, including Farmer Managed Natural Regeneration (FMNR) and Conservation Agriculture (CA), would be considered both agro-ecologically sound and climate smart. Finally, as a founding member of the Africa CSA Alliance, a partnership of organizations working with governments, national civil society and other partners to implement CSA in Africa, WV continues to work towards the transformation of agriculture in Zimbabwe and other African countries.

4.5.3 Strategic Projects Running

The ENSURE program is building dams and irrigation systems to bring water to parched fields and could protect at least some families from frequent droughts and climate change. In Birirano, Chipinge district, ENSURE has built a new dam and irrigation system. With this and ten (10) similar projects already running in Chimanimani, Chipinge and Buhera districts, the programme is irrigating more than 100 hectares (about 250 acres) of farmland with best practices that value the protection of the natural environment. The irrigation projects are

community driven and for years to come many people will be benefiting from the projects. Building dams and irrigation systems are strategic projects which are helping villagers tap into that potential of environmental sensitivity and utilization of land for food security and building resilience to climate shocks. The ENSURE programme trained people on how to build and fix dams and irrigation schemes, and provides materials and technical support to all the communities benefiting from the projects. Most important is that people have been trained on environmental regular checks and alignment to ensure that the natural resource continues to be protected in all initiatives.

4.5.4 Stakeholder input for Sustainability

World Vision is working with various stakeholders in all its programs to ensure that the projects are accepted by communities and all necessary steps are taken to forge sustainability in the projects. The stakeholders include local leadership, government departments responsible for natural resource management, environmental protection and rural development. Other planning and development practitioners are also helping in designing and implementing various projects. Birirano, in Chipinge Central, is one area whose people have lived with nagging poverty and hunger for most of their lives. The drought experienced during the past farming season further condemned villagers to the worst hunger in living memory, World Vision through the ENSURE Program initiated the construction of a small dam in the area. The dam was erected over the Chidzadza River which flows through the dry part of Chipinge from wetter Chimanimani further north. The dam ushers in irrigation, with at least 120 initial small-scale farmers already completing land preparation as they wait for the completion of the on-going piping. The Chidzadza irrigation scheme is one of the many corporative developments rolled out under the ENSURE program in Chipinge district of Manicaland province in Zimbabwe. The initiative is being spearheaded by several partners, including humanitarian and aid development non-governmental organizations such as World Vision, Christian Care and the Netherlands Development Organization, which are part of ENSURE and many other stakeholders play a part in the implementation of those projects.

Government also comes in to assist in technical areas such as agricultural extension and mechanization for irrigation equipment, while the private sector is supporting small-holder farmers with inputs and finance. ENSURE is a multi-dimensional approach twining an immediate response to the obtaining famine with long term resilience programmes rolled out to help communities withstand future calamities long after the programme is gone, therefore the importance of sustainability. Under the same programme, some irrigation schemes are

being expanded while new ones are coming up. Chidzadza irrigation scheme, to be fed by the newly constructed dam, is one of the new irrigation schemes that have been established. USAID, along with World Vision, its implementing partner, is targeting to boost small-holder farming in dry Manicaland, adding at least 24 000 new small-scale farmers to the list by end of 2017.

4.6 Green Mix Projects (GMPs)

World Vision also had Mhakwe and Mutema irrigation schemes expanded to accommodate new farmers, who, in a new partnership forged with Cairns Foods, are growing Michigan pea beans as a green mix program aimed at boosting food production, local partnership and environmental protection. Before that enterprise, Cairns used to wholly import the beans from Ethiopia. In their first year (2015) after the partnership, they harvested 3, 3 metric tons of Michigan pea beans and the expectation is that the figure grows as the farmers learn more and improve their farming methods. The intention of green mix projects is an investment which will sustain the communities long after ENSURE is gone and the realization of the importance of green projects to the environment. Hence becomes (ENSURE) a way of helping them adapt to the change that is certainly coming. The projects demand that all people get involved. The situation requires the implementing partners to rethink the way of doing business. World Vision realized that it needed to tailor its responses so that they take care of the obtaining environment. It is that environment which dictates what the organization and communities should do. Along with the green mix program, 11 dams are targeted to be completed by 2022 under the food for assets programme, which is specifically designed to address water challenges in Buhera, Chimanimani and Chipinge. Interestingly, these communities have starved perennially yet they trail Zimbabwe's biggest inland river, Save.

4.7 Chipinge ENSURE environmental protection activities

WVZ is embarking on FMNR, afforestation and agro forestry was promoted in 30 groups in 14 Wards. There is also promotion of Agroforestry, promotion of soil and water conservation initiatives, promotion and sale of energy saving cook stoves, introduction of micro solar systems at household level and community disaster and landscape conservation plans established and updated. Education on Environmental conservation and Disaster Risk reduction in schools is also being promoted. More so, diversification of crops promoted with a focus on short season and drought resistant varieties is being done as well as erosion control along gullies and water pans.

4.8 Impact of the protection activities

Maintenance and increase of the vegetation cover and biodiversity has been necessitated, for example the carbon dioxide fixation. Sustainable use of local energy sources and energy potentials has led to inter alliances, for example less greenhouse gases. Strengthening of civil society through disaster preparedness plans and resource conservation measures has also been brought by the activities. The activities equipped locals on environmental protection and sustainability

4.9 The efficacy of eco-orientation in NGOs'' rural community operations

4.9.1 Eco-orientation concepts

Stone and Wakefield (2000: 22) defined eco-orientation as an organisation's alignment with an ecological focus. These authors defined eco-orientation as the organisation's wide effort to generate ecological intelligence pertaining to current and future societal environmental needs, disseminate this intelligence throughout organisation departments, and generate acceptance and responsiveness to these needs through the adaptation of internally and externally developed programs which create and foster organisational and public perception of ecological concern (Stone & Wakefield, 2000: 22).

Labatt (1991) referred to eco-orientation as an organisation's ecological position with the environment. Furthermore, Miles and Munilla (1993: 48) mentioned that organisations could use eco-orientation as part of their business or operational philosophies hence boost the effectiveness of their programs and projects in communities they operate. According to Bizzard and Klope (2007) eco-orientation, environmentally friendly, eco-friendly, nature-friendly, and green friendly are terms developed from marketing strategies referring to goods and services, laws, guidelines and policies that inflict reduced, minimal, or no harm upon ecosystems or the environment. Organizations have adopted and use these ambiguous terms to promote programs, goods and services and projects sometimes with additional, more specific certifications, such as eco-labels and as well coming up with strategic plans to implement environment inclined programs and policies.

Since eco-orientation according to Stone and Wakefield (2000) implies a reduction in the harm of the green environment, the natural resources, and environmental degradation it remains a present day problem that requires immediate solutions. The current environmental challenges that inflict food shortages, reductions in food production, ecosystem performance and environmental sustainability have seen increasing efforts to promote environmental friendly

strategies to every development and food production option, even on the international system. This situation is driving organisations to undertake an environmental transformation process with the purpose of reducing the negative externalities that come from their social, development and economic activities especially those that harms the green world. Eco-orientation is a valuable strategy to improve an organisation's competitiveness and making it sensitive to the demands of the environment within and without its operations. It is a decision that is made at a strategic level in organisations which therefore is the responsibility of top management to implement and must be shared within a spectrum of partners and stakeholders.

4.9.2 Eco-orientation by Stone & Wakefield (2000)

Stone and Wakefield (2000)'s construct of eco-orientation has 3 dimensions: (I) ecological intelligence generation, (ii) ecological intelligence dissemination and (iii) ecological responsiveness and implementation. The generation, dissemination and responsiveness components of an organisational eco-orientation has been seen as a direct transfer from a general market orientation to an eco-oriented operational perspective within organizations' operations and this tripartite orientation has been a methodological standpoint to explain and measure other corporate orientations like innovation, competitive advantage and status quo in environmental issues (Stone & Wakefield, 2000). The effectiveness of these three dimensions of eco-orientation as per Stone and Wakefield (2000) is discussed in detail below.

4.9.3 Eco-orientation Intelligence Generation

In eco-orientation intelligence generation, Stone and Wakefield (2000) noted that the intelligence emanate or comprises of the knowledge that is gained every time by the organization in relation to environmental planning and strategy within its operations. Considering planning for the environment has been seen as equal important as any other operation that tends to benefit communities and the organization at large, Stone et al (2000). The importance of this focus on environment has been visualized in six important dimensions which measure how the organization plans, prepares, envision and remain motivated to protect and sustain the environment within and out of its operations.

4.9.4 Organisational practise of researching environmental issues

Stone and Wakefield (2000) noted that organisational management must frequently conduct research on environmental issues so that it remains updated on what is happening locally and internationally in terms of environmental issues. The research is part of updating the current environmental information in possession of the organisation and thus intelligence gathering.

The research also aligns organizational programs and projects to current environmental concerns, thus making them appeal to current trends in environmental management. In this case environmental focus is not only about implementing programs and projects aimed at safeguarding the environment, but it involves conducting research on climate issues, weather conditions, agricultural processes and new initiatives that give value to the environment. Kohlberg et al (2000) concurred on this about the environmental research by saying that managers must use adaptive strategies to keep on gathering information about what is trending on environmental issues so as to remain knowledgeable and able to compete with other organizations in preserving and orienting environmental sensitivity. This also helps to influence national policy on environment issues.

4.9.5 Organisational practise of feedback seeking from environmental regulatory bodies

Stone and Wakefield (2000) also noted that the regulatory authorities should give input and feedback on the organisational performance on environmental issues. In Zimbabwe, the environment regulatory bodies like Environmental Protection Agency (EMA) and the Forestry Commission play a significant role in this cause. This is done so that the organisation can review its performance against the perceived standards of the regulatory bodies and improve where it is not performing well. Organisations get the input and feedback through feedback meetings, polls, and other convergences with the environmental regulatory authorities. This is the generation of eco-orientation intelligence information which keeps the organisation firm and strategic about environmental issues. World Vision International in Chipinge can get feedback from the Environmental Management Agency (EMA), from tourism Ministry of the Government of Zimbabwe, Ministry of Local Government and other players in the management of the environment and natural resources.

4.9.6 Organisational practise of taking feedback from beneficiaries regularly

Under this sub dimension the authors indicated that organizations must meet with their beneficiaries at defined intervals to find out any environmental concerns they might have (Stone & Wakefield, 2000). Meeting with program or project beneficiaries enables organisations to get involved in, and to listen to beneficiaries giving their concerns about the environment the organisation is operating on. Glazer (1991) argued that organisations which effectively generate and respond to environmental information (relative to beneficiaries or environment) are likely to be more effective and efficient performers. As such, the efforts to reach the customers and beneficiaries enables organisations to have knowledge on what is

needed by their program beneficiaries in terms of environmental issues, what they are lacking as well as what they are doing best.

4.9.7 Organisational ability to quickly detect changes on environmental issues

Stone and Wakefield (2000) indicated that organisations must be able to quickly detect changes and shifts regarding environmental issues and laws that affect the operational environment. This is done in order to quickly respond to new trends and shifts on issues of environmental management. In this regard, organisations would maximize on that knowledge, to plan contingency solutions and as well enact new plans that help them to operate efficiently in implementing environmental issues. Quick detection and response means that the organization is able to make quick decisions regarding the environment, decisions that always put the organization's priority centred on aligning its programs and projects to environmental friendly strategies.

4.9.8 Organisational ability to detect fundamental shifts in environmental laws affecting its operations

Stone and Wakefield (2000) indicated that a progressive review of any changes in environmental laws that may affect their relationships with beneficiaries, customers or regulatory bodies is very important. This would be important for organisations whereby it will be important to uphold their image in the public and at other fora, locally and internationally. Any non-compliance to environmental laws and regulations may result in a negative image to an organisation and beneficiaries and customers are likely to reject their programs, projects and products. Adhering to new laws also shows commitment to upholding state policy and laws in environmental issues, a stance which oils operational relations between the organization and the state.

4.9.9 Organisational practice to conduct regular review of likely impact of change in environmental regulations and on relationships with program beneficiaries

Under this final sub dimension of eco-orientation intelligence generation from Stone and Wakefield (2000), they explained the importance of reviewing changes to environmental regulations. It should be important that organisations maintain a positive relationship with their beneficiaries and customers, as they are ultimately the ones keeping the organisation afloat. Organisations should comply with changes in environmental regulations in order to keep not only the green environment user happy, but the general public as whole and other stakeholders. The generated intelligence knowledge must not be conserved; it needs to be shared with the

relevant departments and other players to ensure the purpose of gathering it has been fulfilled. This leads to eco-orientation intelligence dissemination in the framework.

4.9.10 Eco-orientation Intelligence Dissemination

Stone and Wakefield (2000) have seen the necessity of sharing information about environmental issues as a profound platform to stay on top of both beneficiary and stakeholder expectations. They argued that the generated information should be disbursed to ensure that every player, be it organisational employees, beneficiaries or other organisations have the relevant knowledge and are in a position to protect the environment. The dissemination is also done through organisational practise of interdepartmental meetings to discuss environmental trends. This is where organisations must take time to conduct interdepartmental meetings to convey and discuss environmental issues that affect their operations in the field and at office.

Also organisations discuss consumer environmental concerns with other functionaries. Stone and Wakefield (2000) noted that organisations must spend time with other functionaries to discuss issues of environmental management that matters to those who benefit from their programs and projects. This lead to organisations alerting other departments about important environmental issues. Doing so will result in all departments performing collective efforts in ensuring that they comply with any environmental climate changes.

4.9.11 Eco-orientation Responsiveness and Implementation

The effectiveness of a focus on environmental protection is seen in the responsiveness of organization to implement the gathered and shared environmental information. Stone and Wakefield (2000) touched on the aspect of how organisations design and implement changes in environmental laws and policies. This dimension was examined by Stone and Wakefield (2000) in two subdivisions which are eco-orientation design and eco-orientation implementation. In designing, sometimes organisations tend to ignore, for one reason or the other changes in the environmental climate. Here, the authors articulated that, as a responsive way, some organisations sometimes plan not to easily jump into taking every new change (environmental climate) that has come into effect (Stone & Wakefield, 2000). This is done in order to critically examine the more appropriate way of implementing the change or the new initiative, law or order. Organisations however need to ensure that environmental climate changes are being adhered to as far as possible in order to avoid any negative publicity.

In eco-orientation implementation, organisations may respond to major competitors launching intensive environmentally-orientated campaigns. Stone and Wakefield (2000) noted that

organisations respond immediately to competitors through intensive environmentally-oriented campaigns aimed at their beneficiaries. This is a strategic way in order to lure additional and or new customers away from their competitors. It is therefore important for organisations to be up to date with their environmental plans, thereby should the competitor launch any environmental plans; the organisation in turn can also launch their plans. Also they can timely implement new sets of Institutional sponsored environmental programs or coordinate all of the environmental activities from different departments as well as modify operational processes on request of stakeholders

4.10 Sustainable products

Are those products that provide environmental, social and economic benefits while protecting the public, their health and the environment over their whole life cycle, from the extraction of raw materials until the final disposal of the products?

According to Belz, Frank-Martin et al (2009), the definition of sustainable product has six characteristics:

- Customer and stakeholder satisfaction: any products or services that do not meet customer needs will not survive in the market in a long term.
- Dual focus: compared with purely environmental products, sustainable products focus both on ecological and social significance.
- Life-cycle orientation: sustainable product is constantly environmental-friendly during its entire life. That is, from the moment the raw materials are extracted to the moment the final product is disposed of, there must be no permanent damage to the environment.
- Significant improvements: sustainable products have to contribute to dealing with socio-ecological problems on a global level, or provide measurable improvements in socio-ecological product performance.
- Continuous improvement: since the state of knowledge, technologies and societal expectation keep on developing, so sustainable products should also be continuously improved regarding social and environmental variation.
- Competing offers: sustainable products may still lag behind competing offers; therefore, the competing offers may serve as a benchmark regarding social and ecological performance.

4.11 Conclusion

From all the operations of NGOs in food security measures, trends changed and the focus also shifted to empowering rural communities to be able to own sustainable assets and produce their own food. It seemed essential today for World Vision that their humanitarian activities in Zimbabwe are centered on sustainable development more than relief aid only. World Vision's interventions may aim not only at bringing assistance to the people but also at improving the working environment in the country; this include the promotion of a shared understanding of the challenges faced by the communities and of the priorities of the assistance especially the assistance that boost food security and protect the environment at the same time. This supports well with the need to ensure sustainability of the environment, programs and projects that are being implemented by the government and its partner institutions. Khan 2000 noted that sustainability of initiatives is a major challenge in many developing countries. Large number of projects implemented at huge costs often tends to experience difficulties with sustainability. All major donors and the bilateral aid agencies have been expressing concerns on this matter. According to several recently conducted studies, while the trend with implementation of projects and programs is showing significant improvement, the trend with post implementation sustainability is rather disappointing - increasingly, less projects are being sustained. This means that while huge expenditures are being incurred in many countries in implementing projects, poor sustainability is depriving them from the returns expected of these investments. This also means that in cases of loans by developing countries, debts from development expenditure are increasing, gains from these expenditure have either not been forthcoming fully or been accrued at a lower rate.

CHAPTER 5: SUMMARY OF FINDINGS AND CONCLUSION

5.0 Introduction

Chipinge Rural District, the case study for this research study is situated in Zimbabwe's Eastern province of Manicaland. The district comprises 32 administrative wards all run by the Rural District Council (RDC). According to the Central Statistical Office (CSO) (2012) the district had 90 000 people in 32 administrative wards after the 2012 national census. Chipinge Rural District was chosen for the study because of a number of reasons. There was no known study on NGOs' Eco-orientation practices in the area. The area was also accessible to the student and had a number of development projects under World Vision ENSURE Program running from 2013 to 2020. Most people scuff for a living from both commercial and subsistence farming. The climate is both rainy and semi-arid. Any failure of rains or disturbance of crops or cattle spells disaster to the people. The District, with 93.3% of its population living in communal areas and 6.7% at growth points (CSO, 2013), provided a good location for the researcher who wanted to study households that were not largely influenced by urban life, especially with the research focusing on rural communities.

This research study has been looking at the efficacy of eco-oriented corporate practices being exercised by World Vision in its operations in Chipinge Rural District. The data for this research has been collected from 13 strata, (the strata to be shown in the ensuing parts of this chapter). Interviews, Questionnaires, focus group discussions and observations have been used to gather data. For the sake of the research, household demographics and general statistics for the targeted population have been established.

5.1 Household demographics for both interviews and questionnaires

During the research in Chipinge, the interviewed households, those who administered questionnaires and participated in discussions had different ranges of family sizes with the highest recording 7 family members and lowest recording 3, and the average family size came to 4.64 members. The average household size from the sampled households, which is 4.64, was a deviance from the district's average of 5 people according to the 2012 national census, however when rounded off, it as well came to 5. Fig 2 below shows that an average household size of 5 members has had the highest percentage of 55%, whilst a household size of 4 members had 20% and the lowest percentage of 2% was of HH size of 7.

Figure 1: Participant household sizes.

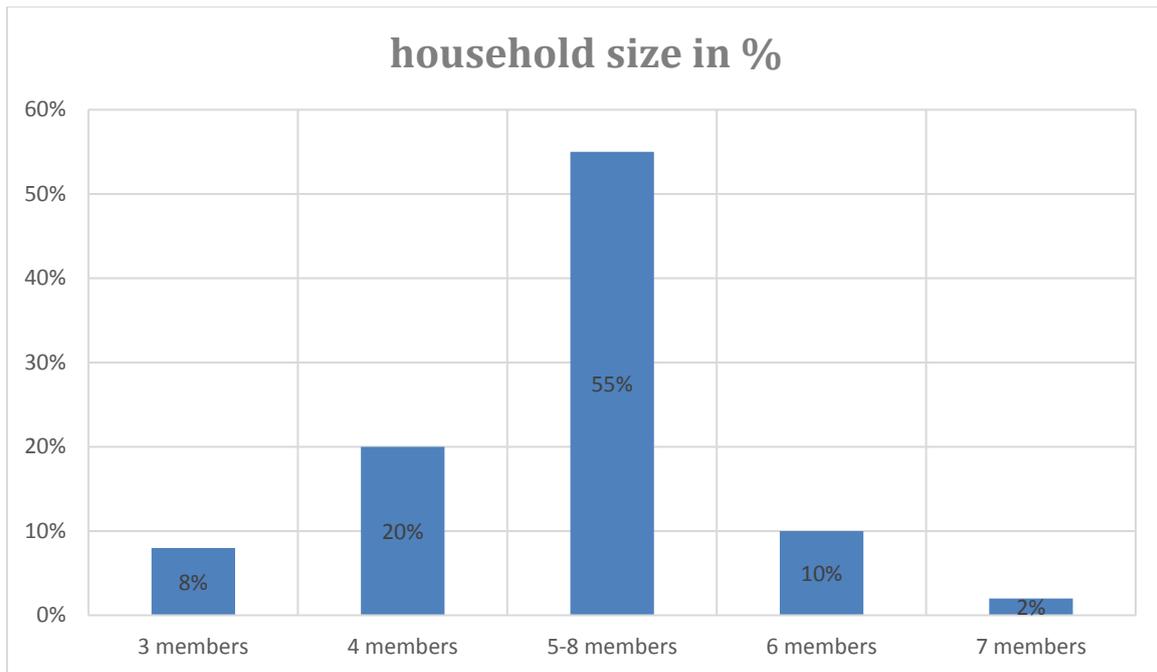
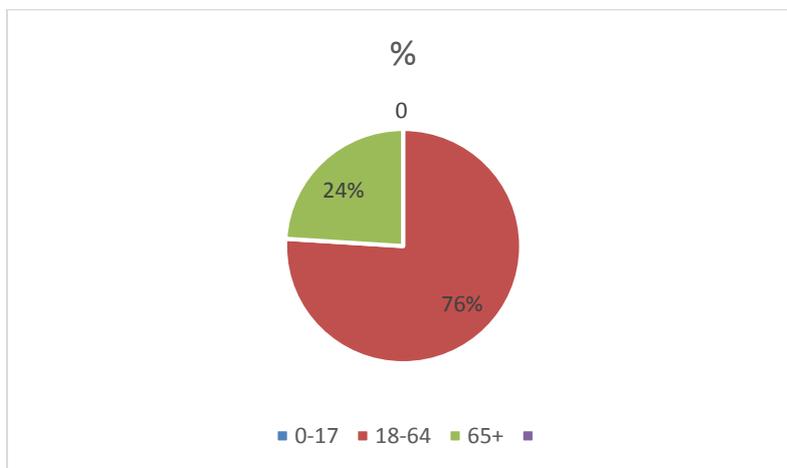


Figure 3: Distribution in age of household head participants



The majority (76%) of the participated heads were in the 18-64 years age group while 24% were above 65 years as shown in figure 1 above. The figure 3 shows that 76% of the households are within the economically active age group of 18-64 years whilst 24% are above the retirement age and there were no children who participated in the research. This was because the researcher believed that children though are critical observers of environmental issues were not full time participants in ENSURE Programs and projects. However, of the total

number of respondents (201 households surveyed), 44. % was noted to be female headed and 56% were headed by men.

Table 2: Distribution and response rate from questionnaires and interviews:

Category	Sampling technique	Population Size	Target # of Respondents	Frequency of responses	Response rate %	Data Instrument tool used
D.A's Office	Stratified	13	5	1	20	Interviews/ Questionnaire
Social Services	Stratified	15	5	3	60	Questionnaire/ Interview
EMA	Stratified	20	5	3	30	Interview/ Questionnaire
DDF	Stratified	8	5	1	20	Interview
Chipinge RDC	Stratified	60	6	4	66.7	Interview
Traditional leaders	Stratified	427	10	7	70	Questionnaire
Program beneficiaries	Stratified	1000+	200	180	90	Questionnaire
Non – beneficiary	Stratified	1000+	30	14	46.7	Questionnaire
Wildlife management	Stratified	14	4	1	25	Interview
World Vision	Stratified	53	5	2	40	interviews

Agritex	Stratified	20	5	2	40	Interview
Forestry commission	Stratified	14	6	3	50	Interview
Mechanisation Department	Stratified	20	3	1	33	Interview
TOTAL			289	222	45.5%	Combined Interviews and Questionnaires

Source Data Collection: 2017

The research was done to examine the efficacy of eco-oriented practises by NGOs with a focus on programs and projects being spearheaded by World Vision International in Chipinge rural community. Different departments were interviewed and questionnaires distributed to gather information. An average response rate of 42.9% was achieved on interviews conducted (where also the participants had some questionnaires administered to them) and 81.6% achieved on all questionnaires distributed. The researcher used a stratified sampling technique. When combined, the response rate was 45.5% overall, though this has been biased towards fewer targets on interviews. The stratified sampling technique was chosen because of the nature of the projects and differences of informants who were to participate in the research. As a random method, it needed underlying systems, procedures or a set number of informants. Simply put, the researcher decided what needs to be known and sets out to find people who can and are willing to provide the information by dividing members into homogenous groups as noted by Bernard 2002, Lewis & Sheppard 2006. Criteria are set on what would make a good informant, and what would make a bad informant. Based on these, a list of credentials was composed.

Of the 289 targeted people 222 people responded from 13 categories in both interviews and questionnaires. These included, traditional leaders, Chipinge RDC personnel, Ministry of Local Government Rural and Urban Development, government extension workers, WVI employees, project beneficiaries and none beneficiaries from five wards in Chipinge. Questions were simplified and the researcher would write down notes as the respondents were interviewed.

The 42.9% response rate on interviews can be attributed to the unwillingness of employees in departments and organizations to participate as well as the fear to tarnish the image of World Vision's work in Chipinge as the organization is seen to be implementing a lot of projects. Also the polarized political situation in the district contributed to stakeholders hesitating to fully participate especially in the interviews. According to one resident and an employee at Social Service department, people are scared to participate in interviews in the absence of the local authorities' due to fear of misrepresenting the government's position on the level of development in the district.

Respondent 1, "It is difficult to respond on issues that concerns development operations because that has to be in line with the government's position, even if it's about World Vision, the organization's operations are guided by the government as well, so at the end of the day you might misrepresent everything".

Also, communications of the researcher had to be directed to and be approved by the District Administrator and the RDC offices as the gate keepers. Despite approval by gate keepers, the researcher was even made to formally apply to the WVI, scan and attach the research proposal for the study and an accompanying letter from the university. Nonetheless the researcher managed to compliment the questionnaires and interviews with participatory observations to counter the limitation.

5.2 Response rate to interviews

The response rates to interviews were calculated by the frequency of responses from the targeted number of respondents. For instance, out of the 49 targeted respondents from the chosen strata (as indicated in the table 2 above); only 21 respondents responded, making a response rate of 42.9%. In-depth interviews were a qualitative research technique that involved conducting exhaustive specific interviews with a small number of respondents to explore their perspectives on eco-orientation practices of WVI, its programs, projects and the situation on the ground. With particular focus to WVI interventions, the researcher asked participants about their experiences and expectations relating to eco-friendly projects (Interview guides 1&2), their thoughts concerning sustainability, nutrition and stepping up resilience and enterprise processes, outcomes, and about any socio-economic changes they perceive to see in Chipinge rural through the World Vision's interventions.

5.3 Efficacy of eco-orientation and sustainability: interviews

61% of the interviewed respondents agreed that a focus on environmental protection can transform their communities in terms of food and enterprise promotion as well as conserving their natural resources, livestock veldts and wildlife especially in areas close to the game park for example areas like Mutema and Tanganda. 39% lamented the need for World Vision to begin specific environmental protection projects which are directly meant to sensitize and recover the lost natural environment. Also they argued that World Vision projects are very short and mainly focused on short term benefits on immediate food requirements. Some respondents noted that Weir dams had no conservation works to guard against siltation and erosion, however the WVI representation noted that with the new NRM projects, the focus was to make a follow up on all completed projects and ensure that conservation works are done to ensure sustainability and durability of the projects. Also on focusing on food and health projects in the first phase, WVI argued that their theory of change needed them to make sure that they work with people who are not hungry as well a health population.

In terms of sustainability of the projects, the 67% agreed that World Vision in collaboration with Women Affairs and Mechanization departments trained communities on group projects dynamics and Village Group Savings (VS&L) to combine with gardens and irrigation Schemes. Also they agreed that they were in the process of trainings and creation of sustainability frames and manuals to help them continue managing the assets when World Vision departs from the district. 19% were not concerned about the future of the projects, they were only worried about imminent benefits from World Vision especially through food and health material handouts which they believe are addressing their current problems. 14% argued that the government was relaxed in enforcing environmental protection policies, believing that the nature of food security problems prompted to this relaxation, that the government sees the assistance of World Vision not to be disrupted at the moment because it cannot be able to implement such projects without WVI. In reference to assets being created, more than 80% agreed that they participated in choosing the assets, however they did not know how best can the assets be integrated with environment friendly practices to ensure that both the assets and the environment continues to support their lives and that of the future generation. However, WVI and other government departments argued that the process of integrating eco-oriented practices in the production of the assets was an integrated process between the organization, government and other players, and there were a lot of activities needed in place to make that a reality.

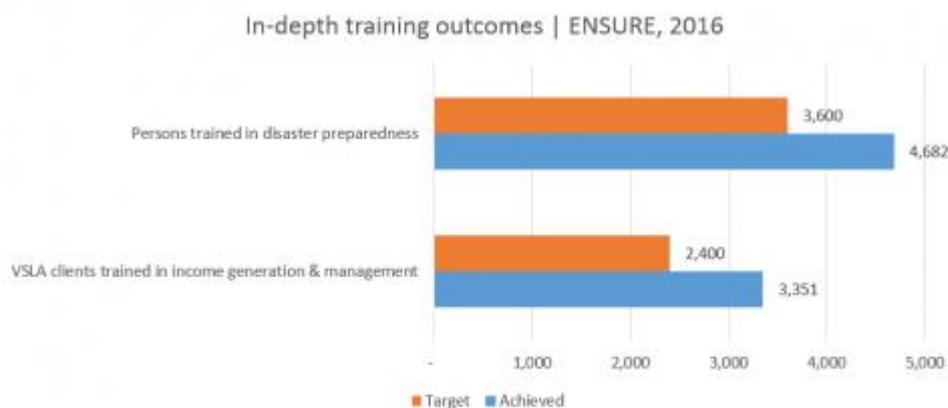
5.4 Quotes from Respondents

Respondent 2, “Yes, giving a priority to environmental protection in every project we do as a district is very important as this is our only permanent resource in rural areas, not only because we do farming here, but all other resources we have come from the environment, our livestock, our game, our water, our crops and others”

Respondent 3, “World Vision projects are very important however most of them are very short and address short term problematic areas such as food shortages. Whilst that is noble, a focus on environment as we are discussing can be seen to be more important than these short term benefits, therefore if WVI can adopt more long term and also more specific environment projects, these can go a long way in preserving the little that is in possession of the rural folk”

To substantiate the fact that sustainability trainings were held, the following representation as given by WVI during interviews can clearly support that through ENSURE programming in 2016, thousands of lead farmers and Village Savings and Loan clients received in-depth training in relevant topics of sustainability.

Figure 4: VS&L and disaster preparedness trainings



Source: WVI 2016 Reports

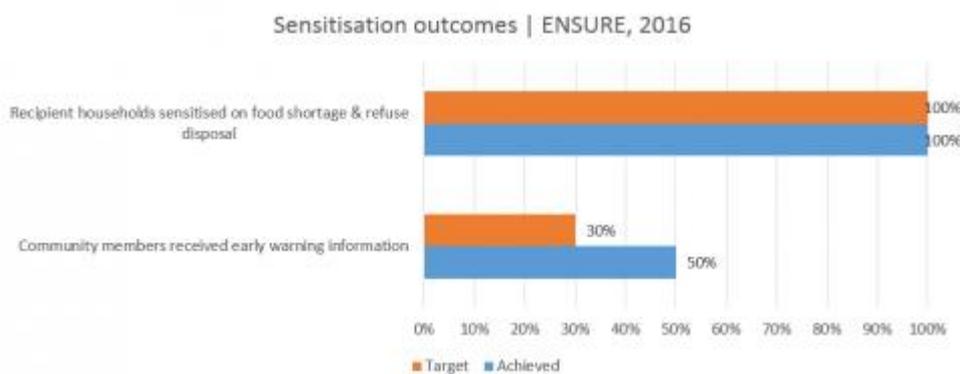
In-depth interviews were useful in getting detailed information about participant thoughts and behaviors or to explore new issues unknown by the researcher in depth, for example that the traditional leaders had the role to parcel out land to their growing population in rural areas. This also has been seen as one of the significant causes of the loss of the natural environment as population is massively growing in rural areas. Also during the interviews, government

departments and WVI noted that traditional leaders needed to be capacitated and trained on environmental protection, such that when assets are developed within their communities, they become champions of advocating for protecting the environment within all developments. Interviews were used to provide context to other data (such as outcome data), offering a more complete picture of what happened in the program and why. For instance, the researcher may have measured an increase in the number of beneficiaries within the ENSURE projects as the greatest contribution of WVI interventions and as anticipated that they all come from the rural areas. However, through in-depth interviews, it was discovered that 19% of the interviewed beneficiaries were focusing on the benefits as opposed to long term sustainable needs as perceived by the researcher and this also feeds well into the position of World Vision when they argued that:

Respondent 4; “In all phases of the program we have not departed from alleviating the immediate constraints (though doing some other projects) which were being faced by the community, like food shortages and supporting lactating and pregnant women hence most beneficiaries may have quickly acknowledged the physical assistance they have so far got from ENSURE. Despite the fact that these are part of our Theory of Change, that we are sharing with the whole district and the government, an environmental focus is very critical and needs an integrated approach amongst various players.”

This is also supported by World Vision’s representation that through ENSURE programming in 2016, community members were sensitized on key topics, including food shortage, refuse disposal and early warnings on natural disasters.

Figure 5: Sensitization on key and immediate community needs



However, this has been seen by others as the weakness of the ENSURE Program especially when it comes to full focus on environmental projects for the communities. In-depth interviews

were used to compare with focus group information since potential participants may not be included or comfortable talking openly in a group. In-depth interviews were important in distinguishing individual (as opposed to group) opinions about WVI interventions. This was done also to refine questions.

In-depth interviews provided much more current detailed information than what has been available through participatory observation or surveys as well as what secondary data sources provided. Unlike secondary data sources such as published journals and books, the interviews improved validity and reliability. Also, the information collected is first hand. In-depth interviews provided a more relaxed atmosphere in which to collect information. The management felt at ease and more comfortable having a conversation with the researcher as opposed to including them in focus group discussions. Usually people of higher office are unwilling to be mixed with their subordinates who report to them or when they are mixed they want to influence results. The same with the beneficiaries; they cannot answer sincerely with their donor's presence or other government departments that monitor their activities. Responses will be to please the grantee or gatekeepers. For instance according to the EMA department ignorance on the WVI part on issues that aim to conserve the environment may result in the former being penalized if WVI acts ignorantly of some information they are expected to observe.

5.5 Response rate to Questionnaires

Large amounts of information were collected from many people in a short period of time and in a relatively cost-effective way. Out of 255 targeted informants, 222 responded and gave a response rate of 81.6% which was good enough to analyze the situation on the ground. Out of the 222, 201 were ENSURE beneficiaries (direct and indirect) and 21 were informants from government departments and World Vision. Questionnaires were distributed out on behalf of the researcher in his absence by three enumerators and other traditional leaders. Unlike the interview questions where the researcher is required to jot down information as respondent reply; questionnaires were distributed in his absence on his behalf also minimizing travelling cost. Areas like Maunganidze and Tuzuka were difficult to reach as the settlement patterns are dispersed so some traditional leaders helped distribute the questionnaires on his behalf.

The results of the questionnaires were quickly and easily quantified by the researcher. When data has been quantified, it can be used to compare with other research and may be used to measure change. Nonetheless since some questionnaires were distributed in the researcher's

absence, the researcher could not have the respondents to elaborate on contributions. There is a level of researcher imposition, meaning that when developing the questionnaire, the researcher made his own decisions and assumptions as to what is and might not be important, especially on including or leaving some facets of World Vision’s operations in Chipinge, therefore the research might miss something that is of importance. It must be noted that the research was carried out to examine the efficacy of eco-oriented practises spearheaded by World Vision International in Chipinge rural. To accomplish this objective research questions were drafted to ascertain the extent to which WVI programmes offer eco-oriented corporate practices (refer to questionnaire guide). The table below shows the ward distribution of household samples participated in questionnaires (both direct and indirect beneficiaries). Also, among them were traditional leaders.

Table 3 Wards, number of HHs and number of sampled HHs

Ward Name	Number of Targeted Beneficiaries	Number of HHs	Number of HH Sampled
Maunganidze	2400	480	48
Mutema	1800	360	36
Tanganda	1500	300	30
Tuzuka	2100	420	42
Chibuwe	2200	440	45
TOTAL	10 000	2000	201

Source: Field Research 2017

The survey targeted 10% of beneficiary households (direct and indirect) plus one (1) more beneficiary in any one of the targeted wards where World Vision is establishing development assets in the form of weir dams, nutritional gardens, irrigation schemes, demo plots for seed crops and dip tanks which are ward 1, 3, 4, 20 and 21. The respondent households were randomly selected for the survey. The data was collected using questionnaires by a team of 3 enumerators and also with the assistance of some traditional leaders. World Vision’s target is 10 000 beneficiaries in 5 wards who are to benefit from the assets being developed by the

organization under the ENSURE Program. The assets include weir dams, nutrition gardens, dip tanks, irrigation schemes and demo plots.

Table 4 Wards and the Projects under World Vision ENSURE

Ward Number and Name	Weir Dams	Irrigation Schemes	Nutrition Gardens	Other Assets (Plots/ Dip tanks)
1 - Maunganidze	2	2	2	0
3 - Mutema	0	1	1	1 demo plot
4 - Tanganda	0	0	0	2 demo plots
20 - Chibuwe	1	1	1	1 demo plot
21 - Tuzuka	1	1	1	0
TOTAL	3	5	5	4

Source: field Research 2017

The table above shows that 17 Assets are in 5 wards of Chipinge and the assets are targeted at benefiting an average number of 2000 families which amount to an average of 10 000 beneficiaries with an average of 5 beneficiaries per household ratio. The assets which are nutrition gardens, irrigation schemes, demo plots and weir dams are all environment based and they have a lot to do with the environment.

Table 5: Responses on key organizational position pertaining to environment concerns

Eco-orientation Aspect	Subsection	Response Rate in Percentage (%)				
Eco-orientation Intelligence Generation	Research on local environmental concerns	17	30	30	15	8
	Input/Feedback	0	0	20	50	30
	Detecting Changes	0	4	47	45	4
	Policy Reviews	0	0	67	33	0

Eco-orientation Intelligence Dissemination	Meetings to discuss environmental trends	0	5	43	51	1
	Alerting other entities/departments	0	28	40	17	15
	Dissemination	0	10	25	53	12
Response Design and Implementation	Ignoring Changes in Environment and Climate Change	6	35	20	30	9
	Responding to changes	40	15	15	20	10
	Reviewing position on Environmental issues	4	10	56	23	7
	Meets other partners to implement	21	20	30	21	8
	Coordination	6	17	32	40	15
Rates Blocks		1	2	3	4	5

Key: 1=Strongly Disagree, 2=Disagree, 3=neither Agree or Disagree, 4=Agree, 5 Strongly Agree
Source: Questionnaire Responses (2017)

5.6 The efficacy of eco-oriented practises spearheaded by World Vision International

As the research sought to measure the effectiveness and impact of a focus on environmental protection in World Vision's projects in rural Chipinge, the researcher called to debate if NGOs can produce desired goals as an organization as well as if the products are environment and beneficiary oriented. As an organization it is important to measure key performance indicators to track on progress and if beneficiaries are satisfied with the initiatives, especially in relation to environmental concerns. As an organization it is therefore important to assess if the initiatives are environment friendly, if the initiatives are enhancing nutrition, stepping up resilience as well as if the products are of enterprise value.

From the above presentation, large number of respondents chose not to comment on key issues to do with World Vision's involvement in eco-orientation issues. This may have been triggered by the fear. Respondents are beneficiaries of ENSURE, hence they may have feared that if they comment they may loose on what they are already benefiting. It is however quiet interesting that World Vision has appositive rating in areas such as input/feedback, meetings to discuss environmental trends, dissemination and coordination. These are the areas where it managed to get more than 50% positive responses. This presents an indication that somewhere somehow,

the organization is playing its role in facilitating sustainable development as prescribed by the institutional theory of international relations.² Also, as indicated in Stone et al (2000)'s Eco-orientation concept, it is the role of World Vision and other organizations to coordinate issues of the environment in their programs, to give feedback and conduct meetings in relation to environmental issues. When combined with other sentiments from interviews, it is clear that World Vision is reluctant to coordinate with smaller organizations when it comes to its operations, therefore this does not work properly for its dissemination of environmental information as is required in an institutionalized economy.

Corporate recognition of the interdependence between environmental considerations and the need for sustained economic growth in most cases should inform on the need for a model in which environmental considerations are included as a prerequisite for sustained operations. Through this research, it is prudent to recommend a model framed in line with Stone's³ Eco-orientation model in which WVI and other partners will encourage dissemination and responsiveness to environmental information and that it is contingent on both internal organizational requisites and the external environmental circumstances facing the development panacea. Specifically, this study examines the effects of external environmental turbulence and internal organizational factors on the organization's ability to create an eco-oriented corporate culture.

From the data gathered the scenario is twofold. Whilst WVI is behind the promotion of nutrition, resilience and promoting livelihoods "their" assumption is that development can be achieved by short-term initiatives, thus producing the greater part of negative responses on most subsections of aspects of eco-orientation which can in the long run threaten sustainability. Some respondents even questioned if they are any prospects offered under the programme processes for a reversal of rural wood depletion, siltation caused in dams and rivers as well as destruction of indigenous knowledge systems. One respondent from the Environmental Agency points that whilst WVI encourages the adherence of the national environmental policies and regulations the programme initiative cannot spare the environment from harm citing from international Conventions. She had this to say,

"Whilst Zimbabwe is part to the International Global Treaties and Convention signed at the United Nations Conference on The Environment and development (UNCED) signed in Brazil

² The role of NGOs in international development/check conceptual framework of this research study

³ Chapter 4/ Efficacy of Eco-orientation

1992 of immediate impact is the violation of the United Nations Framework Convention on Climate Change as the destructions of flora and fauna is threatened.”

Asked for a comment about the projects, the district administrator said that the initiatives were benevolent despite some shortcomings. In his words, he said that;

“Vast of the initiatives by World Vision were aimed at short term impact and were focused on feeding the community than preserving the environment.”

This augurs well with Holmes in Aiken and Hugh LaFollette (1996) that, governments ought to choose between feeding the hungry than conserving nature, people ought to come first. That pinpoints an ethical issue, putting the environmentalist on the defensive. This also shows the dominance of the realistic perception of governance and fails to credit the institutional value of NGOs operations in relation environment governance. Human beings are at the midpoint of concerns for sustainable development. The authors of the institutional perspective go on to say that those who are of the view that the environment must protected are wealthy enough to be concerned about saving nature. After analysis, sometimes it turns out that humans are not really winning, if they are sacrificing the nature that is their life support system. To achieve its goals, WVI need to put environmental protection as an integral part of the development process and cannot be considered isolation from it. Above all, food should be produced by growing it in some reasonably healthy natural system, and the clean water that the poor need is also good for fauna and flora.

5.7 Sustainability of the programs and projects being implemented by World Vision

International

Sustainability is perhaps most commonly imagined as eco-oriented, that is, primarily concerned with the bio-natural environment and its eco-systems. This approach can be traced to the rise of modern environmental consciousness and social movements, thus also pointing to the role of NGOs in promoting sustainable development. In Zimbabwe organizations or government departments like EMA, National Parks have taken this into call. They are doing this by drafting frameworks as a reaction to rapid urbanization, industrialization and other farming practices. This has even pushed the government of Zimbabwe into coming with legislation that forbids poaching, destructing indigenous knowledge systems. The scientific fields of ecology and conservation biology have also been active through Eco-oriented sustainability often positions itself as distinct from other forms. For instance, it has

been used to critique purely instrumentalist or market oriented modes of development and conceptions of nature.

In this study the researcher concentrated on how sustainable are WVI interventions in terms of preserving the environment for future generations, as well as beneficiaries being able to continue with the interventions after the exit of WVI that is sustainability which is concerned with the lasting impact of ENSURE interventions in Chipinge rural community. According to departmental extension workers; apart from infrastructure development that has resulted from implementing the ENSURE project and programmes it enables poor rural people to increase their agricultural production, food security and incomes (field research 2017). The respondents went on to explain that, given limited access to cultivable land, future gains in agricultural productivity depend largely on the improvement of agricultural technologies and production services. WVI supported agricultural production and is responsive to climate change and dynamic markets as they work in collaboration with government agencies. In its Strategic Framework, WVI states its intention to promote the development and dissemination of improved agricultural technologies and to support the provision of demand-driven production services. It also claims that it will promote the establishment of competitive, transparent and private-sector-led markets for agricultural inputs and products, as well as improve market access among poor rural producers, primarily through the formation of farmer organizations. Finally, it seeks to create opportunities for rural, off-farm employment by supporting the establishment and expansion of off-farm, agro-related, small and microenterprises (WVI 2017).

In terms of sustainability, a collection of recently published pamphlets learning notes offers guidance on maintaining capacities and project impacts after disbursement (WVI 2017). The notes specifically address the sustainability of agricultural projects by recommending that they account and plan for the long-term impact of a variety of factors, including: rising input prices and stagnating farm-gate prices; continual overuse of water and land resources; adverse climate trends; a progressive shift towards non-agricultural livelihoods among vulnerable households. The 2016 Project Performance Report (WVI 2016) also raises issues regarding the sustainability of agricultural productivity in relation to ongoing climate change. In particular, the report notes that current climate trends will have direct implications on agriculture productivity interventions, primarily with regard to crop planning and diversification, but also for malnutrition resulting from shortfalls in food production in resource-poor communities of Chipinge. Based on available indicators, improvements in cropping systems and access to

credit have encouraged some income diversification in households and have led to a reduction in poverty among participating households. It also suggested that an increase in support from service providers, combined with improved access to knowledge and information, has improved the livelihood security of farmers.

5.8 NGO practises and government regulations?

There are no mechanisms in place to protect the green environment and natural resources which are the backbone for community livelihoods and food security. Also, no evidence is on the ground to show policy directions in protecting the environment between the government of Zimbabwe and NGOs which are operating in rural communities, which is if EMA and Forestry Commission are not in the picture, nothing else is there. The product development assets being created out of development aid are not lasting, communities are not taking the role of perpetuating survival of the assets. It seems that productive assets and the introduction of new farming and technological techniques in rural areas are worsening the environmental gaps, causing dilapidation of local indigenous species of woodlands, land clearances and degradation, aquatic life disturbances among many issues. The most worrying issue is that the efforts of NGOs in rural areas are not doing to protect the green environment, which is the source and platform for any development thrust that can help rural communities to secure enough food resources and leave room for the future generations to plan for their development.

5.9 Observations

The researcher had an opportunity to visit some of World Vision's projects in Chipinge. And Figures 1-7 show some of the assets and projects under WVI ENSURE Projects. Pictures were taken by the researcher.

Plate 3: Tuzuka Nutrition Garden



Source: Shepherd Gudyani (2017)

Plate 4: Birirano Nutrition Garden in Maunganidze



Source: Shepherd Gudyani (2017)

Plate 5: Changazi Weir Dam in Maunganidze



Source: Shepherd Gudyani (2017)

Plate 6: Direction Sign for Changazi Weir Dam



Source: Shepherd Gudyani (2017)

Plate 7: Chidzadza Irrigation in Maunganidze



Source: Shepherd Gudyani (2017)

Plate 8: Site Sign for Chidzadza Irrigation Scheme



Source: Shepherd Gudyani (2017)

5.10 Summary and recommendations

5.10.1 Summary

The study focused on the efficacy of eco-oriented corporate practices of NGOs, with a case of World Vision International interventions in Chipinge rural areas. Although the subject was

misty and unknown, since some scholars had begun to raise eyebrows on the contribution of NGOs in preserving the environment within their development interventions, the study was embarked to find out the true position of eco-orientation practices by NGOs. It was realized somewhat that NGOs have some eco-oriented corporate practices and their interventions contribute to rural development although the extent must not be exaggerated. The study objectives were achieved by examining the efficacy of eco-oriented practises spearheaded by World Vision International in rural communities with a focus on Chipinge districts. In the literature review concepts studied and scholarly evidence within the field of environment and sustainability was given through the use of relevant current and past literature. The researcher benefited from the institutional theory and theory of change which direct social behavior by following certain standards. The researcher justified the need for the study by identifying the strengths and weaknesses of previous researches and filled the gaps left by the works of previous researchers.

The researcher employed a mixed research methodology. Stratified sampling technique was used targeting the most relevant informant reliable for the study. Questionnaires, interviews and focus group discussions were used as data mining instrument tools making the research exploratory and descriptive. This was done to get a clear understanding of the study.

5.10.2 Recommendations

WVI should maximize on food security and nutrition (ZIM -ASSET cluster 3) and as well match these facets with environmental impact practices. Apart from providing seeds, technical skills and introducing variety of vegetables, the organization is well funded and it ought to introduce meaningful practices based on models of environmental protection and adding value to the products so that the beneficiaries can generate employment, export goods which leads to a rise in GNP and GDP. Benevolent as the projects sound, the interventions are small scale and impact can only alleviate poverty to a certain extent, while also forgetting the long term impact or benefits on the environment. If WVI can scale up on its interventions, beneficiaries can have improved livelihoods.

Bearing in mind that the concept of nutrition is relative and subjective; WVI needs to scale up capacity building interventions so that resilience become the core of the programmes. Most of the project activities are seasonal and cannot be carried out for a lifetime. If development is to be brought in rural Chipinge, a long term objective ought to be refinery plants (for example) which should be built in Chipinge in realisation of the impact of resilience and best practises

which are born from transformative capacity building and that also mean increased job creation thereby leading to poverty reduction.

The researcher found out that beneficiaries transport their vegetables by road to their urban markets. WVI need to help the beneficiaries bridge the gap between their enterprises and the market considering that most of the community beneficiaries lack marketing etiquette. Due to lack of confidence and lack of means to sell their products; beneficiaries end up consuming the produce. This has caused tumult in rural communities or authorities that claim that international owned organizations are exploiting local people by telling them that their projects are sustainable and resilient whilst they do not assist them to that end. Consequently, if that is to be achieved, the second and third clusters would be addressed that of, Social Services, Poverty Reduction (cluster 2) and Infrastructure and Utilities development (Cluster 3).

There is need for extensive collaborative operation between big and small organizations. Being small does not mean lack of knowledge, however WVI in their operation seem to be well connected to already established organizations. Collaboration and networking enable organizations to extend, and thereby improve, their outreach abilities to serve as many target groups and individual beneficiaries as possible. Failure to collaborate with other organization leads to the failure to disseminate and even generate eco-orientation intelligence in small organizations. This also leads to the duplication and repetition of projects that have already failed or already had been implemented. It seems in all the partnerships in Chipinge, WVI is only willing to work with big organizations or government departments. For almost all small organizations, collaboration is a strategic alliance that ensures their financial survival, especially given the current socio-economic environment and dwindling operating budgets. Thus, involvement in donor-funded projects could be a major source of operational funds for these small community based organizations. Collaboration is therefore important for ensuring more efficient use of resources and more effective intervention programmes.

Some programmes are too narrow or too sector-focused to have much of an impact, for example the unconditional lean food assistance. In such programmes an integrated approach (for example a conditional approach), which does not dilute the sectorial excellence, is important. These help as platforms for learning or an enabling way of promoting environmental issues within NGO Programs. An integrated and well-coordinated program also enables various stakeholders' resources, skills, expertise and experience to be utilized, thereby ensuring the

more effective use of resources and a wider focused result. On the other hand, lack of coordination can confuse beneficiaries and result in the failure of interventions.

WVI ought to avail and increase economic opportunities for women, youths and the physical challenged in communities in conformity with the indigenization, Empowerment and Employment Creation and Gender initiatives thrust. In as much as WVI encourages man and women to participate, women seem to be more than their male counterparts for instance the community gardens more women are active. However, this has an effect on gender roles as the women are also expected to perform household chores. Noted also was the fact that men who participate in project tend to convert the money to personal use instead of taking it home. Therefore WVI and partnering organization need to educate the beneficiaries on saving money or introducing them to banking systems.

Also, Chipinge RDC in collaboration with different organizations working in rural Chipinge need to accelerate (PPPs) private –public partnership to fund economic revival and infrastructure development, other than rely on nutrition gardening and reservoir construction ceded by WVI. Apart from introducing nutrition the organizations/departments need to improve infrastructure as this is a drive to area marketing or accessibility of the areas. Areas like Maunganidze has poor road networks making other partners shun collaboration. However, this is only possible with accelerated implementation of the National Corporate Governance manuals to improve accountability and curbing of corruption.

Before implementing any project initiative organizations should carry a situational analysis for programmes to be sustainable. A situational analysis and feasibility study provides the obtaining of socio-economic situations in rural Chipinge. Before implementing any development intervention beneficiaries need to be interviewed and share their thought treating them as agents of their own change. If they are not involved they will lack ownership of the projects. While philanthropic projects provide an opportunity for corporations to establish an ethical and moral mantra within and outside the organization, the organization must not assume the responsibility without consulting people. The implementation of rural water supply and sanitation projects should focus on suitable design and approaches as well as user participation and ownership. As the researcher was carrying out the research the villagers showed lack of ownership of the reservoirs. Some villagers could be heard referring the Weir Dams as WVI dams not theirs (*madhamu eWVI akavakwa kuti vema irrigation vashandise*). It seems like the dams are for World Vision International constructed to benefit those in irrigation schemes.

While indispensable, food products, money or nutrition is not the only factor to consider in rural development. Money can be spent but to have the environment compromised for the future generations to deal with their future socio-economic issues is tantamount to failed development. Rural communities need to be empowered ideally to deal and respond to the complex rural development concerns including protecting the environment. Without a well-coordinated mix of skills, knowledge, project ownership and attitude, no amount of money will convey about sustainable development in rural Chipinge communities. Instead, the resources are more likely to bring about conflict between members of a community as well as an environmental conflict. Nonetheless as the Chipinge RDC CEO noted that, remittance used to support development would be more workable in cases where Rural Development Associations (RDAs) are operational. By definition rural development associations are consortiums of individuals from a specific rural area. The mandate of consortiums is to mobilize resources to support developmental projects in their respective rural areas while at the same time conserving the fewer resources at disposal.

Corporates and NGOs need to embrace corporate practices as rising from eco-orientation issues. The research calls for experimental research to understand how organizations might involve themselves into their relevant societal contexts and go beyond an institutional orientation. This can be done by a corporate role in society by responding to people's needs. This can minimize the perception by villagers or other stakeholders as self-centered. WVI need to acknowledge institutional limitations in regulating corporate behavior to its beneficiaries. Institutional theory impedes the development of communities in terms of governance. The harms resulting from an institutional approach as a practice to the environment are further worsened by trying to meet the needs of people ignoring the effects on the environment.

The government ought to broadly define and revise the factors that affect the environmental. Also the government should focus on developing the policy and legal framework, guidelines and standards, that allow the disadvantaged Zimbabweans to participate in the economic development of their communities and earn them self-respect and dignity. Policy should guarantee that pre-conditions necessary for successful economic empowerment do exist and persist and ensure the sustainability of the environment as well. This should allow sector specific non-state actors to engage and carry out feasibility studies or situational analysis prior to their programs and projects.

It is recommended that government develop a new and expanded policy agenda for environmental protection for environmental friendly practice and communication for rural development focusing national attention on food security and income generation of the rural poor. The government can therefore formulate a National Policy Agenda on eco-friendly activities and income generation of the rural poor. A national policy agenda would include actions: (1) to re-prioritize agricultural extension and information services as part of a national multi-sectorial integrated food security.

There is a need for empowerment policy to deliberately include instruments that allow for decentralization of empowerment activities to the rural community and allow significant involvement of beneficiaries in the design of rural development strategies and targets that allow for sustainable growth and higher success rates. Civic society and research institutions should play an important role in defining best practices that can be used to protect the environment.

Offering agricultural inputs need not only remain a WVI programme rather it should be selected, designed and implemented in response to community needs and not through corporate organizational needs. The concept of community development is a process which is conducted by community members in promoting their communities as a group. It is a process where local people cannot only get jobs, income and infrastructure development but also help their community to become fundamentally better able to manage social change Hasenfeld (2010). Such benefits of community development; outdoor activities and infrastructure development come through local people changing their attitudes, mobilizing existing skills, improving networks, thinking differently about problems and using community assets in new ways (Shaffer et al 2004). Community development, therefore, improves the situation of a community not just socially and economically but also as a strong functioning community itself. This can be possible through efforts from community members themselves and also from external efforts which are prepared to assist communities to develop from one point to the next.

The pace at which empowerment happens should be based on the performance of the economy i.e. context specific rather than based on donor considerations only. The current economic context seeks to attract foreign direct investment therefore, empowerment considerations should not be seen as obstacles, but stepping stones those investors should actually look for and adopt.

Table 6 a list of socio-economic empowerment strategies

Social empowerment	Economic empowerment
Establishing local savings fund to finance empowerment	Micro financing
Income generating activities	Public-private partnerships
Environmental practices	Insurance payments

At a conceptual level, savings present an opportunity to focus on socio-economic development and allow the indigenous people to draft their development needs. The non-existence of a group savings account and mechanisms for shocks remain unclear. Most worrying though is the absence of the community yet they are the intended beneficiaries at the discussion table. The implementation is largely technical and top down whereas development interventions ought to be the opposite. This makes the process susceptible to patronage, destruction of indigenous knowledge systems, flora and fauna at large.

5.11 Conclusions

The study re-affirms that NGO have the ability to produce environmental friendly practices if they can collaborate with more partners contributing to rural socio-economic development to some extent in rural Chipinge District. Even so the villagers confirmed that to a certain extent they are benefiting from WVI farming interventions. The aim of the research is to contribute to the local understanding of WVI initiatives and to explore ways in which the interventions become a useful tool to combat poverty and vulnerability in an environmentally sustainable way within rural communities. Legal provisions for rural communities, the experiences and outcomes of current practices have been assessed. Rather than providing answers, the research helped develop key questions on the empowerment agenda, and these include: How NGO initiatives better local ownership of programmes and economic development and processes? How can the empowerment policies be better communicated and used for the benefit of all stakeholders? What are the different ‘tools’ available for policy and what are implications for current practice. What should be the roles of government, local government, civil society and the private sector, institutions and development practitioners?

Finally, while there is value and clear benefits in NGO programs, it is important to note that, on its own it is not a panacea to socio-economic development. There are a number of factors

that determine the successful or striving of rural communities. Agricultural initiatives with particular focus to Chipinge rural interventions therefore, are not an end in itself, but, it is the beginning of development practices and processes that must lead to real development with a focus on continuously making the environment sustainable. If implemented successfully however, NGO initiatives can yield immense benefits to rural communities. Once this is a reality, it incrementally creates room for the increase of democratic spaces and improvements in the practice of good governance at village, district level, trends that can be replicated at national and international level.

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Appendix 1: Key Informant Interview Guide

Target group:

- a. Government Ministries

Topic: The efficacy of eco-oriented corporate culture in programs and projects of NGOs in rural areas, a case of WV ENSURE in Chipinge

Introduction

Thank you for taking your time and agreeing to participate in this key informant interview; I am Shepherd Gudyani, a Master of Science in International Affairs student at Midlands State University. My research focuses on understanding the importance of protecting the environment in the process of implementing development projects in Chipinge by NGOs like World Vision. Also, in addition to this, the research aims to understand whether, and if so, how a focus on environmental protection can improve ownership of development by locals and sustainability of development assets created, together with improvements in rural livelihoods and food security. Your department has been identified as a key stakeholder in issues of

environmental management and protection hence the request for you to participate in this key informant interview.

To ensure that I do not miss any details we discuss in this interview, I will be making notes as the interview progresses. Should I miss any notes, I may request that we revisit the question. All the responses will be kept confidential and will only be used for the purpose of this research and academic reports. Remember that you don't have to talk about anything you are not comfortable with. You have the right to withdrawal from this interview and by proceeding to participate in this interview; you consent to what we have discussed. Our interview is estimated to take approximately 30-45 minutes.

Questions:

1. What do you understand by eco-orientation and what is the role of your department in terms of environmental protection?
2. Who are the main stakeholders you deal with and how do you interact with them in environmental issues?
3. How are you involved in making sure that laws on the environment are adhered to?
4. What practises are being used by World Vision International in its operations to protect the environment in Chipinge?
5. How would do you want to link NGO work and environmental protection?
6. Based on your experience, what key issues relating to environmental protection can you talk about in relation to World Vision's work in Chipinge rural?
7. Are the projects and programs maintainable when World Vision International departs from Manicaland, Zimbabwe in 2020?
8. How do you feel about the state of the rural communities in Chipinge in relation to their environment and its importance to rural development?
9. What are your thoughts on integrating environmental issues and development projects?
10. In what ways do you think the community can be engaged to promote the adoption and use initiatives which are environmentally friendly?
11. What challenges are you as a district facing in protecting the environment?
12. Is eco-orientation an influencing array of national government's development policy and what is the nation doing to make sure that this new norm has been adopted by all its development partners?

Do you have any questions, comments or suggestions on this topic?

Thank you for your time. I will be analyzing the findings from the interviews and I will be glad to provide you a copy of our findings. If interested in these results, kindly provided your contact details:

Name & Surname: _____ Contact: _____

----- The end of our interview -----

Appendix 2: Key Informant Interview Protocol

Target group:

- b. World Vision International (ENSURE)

Topic: The efficacy of eco-oriented corporate culture in programs and projects of NGOs in rural areas, a case of WV ENSURE in Chipinge

Introduction

Thank you for taking your time and agreeing to participate in this key informant interview; I am Shepherd Gudyani, a Master of Science in International Affairs student at Midlands State University. My research focuses on understanding the importance of protecting the environment in the process of implementing development projects in Chipinge by NGOs like World Vision. Also, in addition to this, the research aims to understand whether, and if so, how a focus on environmental protection can improve ownership of development by locals and sustainability of development assets created, together with improvements in rural livelihoods and food security. Your department has been identified as a key stakeholder in issues of environmental management and protection hence the request for you to participate in this key informant interview.

To ensure that I do not miss any details we discuss in this interview, I will be making notes as the interview progresses. Should I miss any notes, I may request that we revisit the question. All the responses will be kept confidential and will only be used for the purpose of this research and academic reports. Remember that you don't have to talk about anything you are not comfortable with. You have the right to withdrawal from this interview and by proceeding to participate in this interview; you consent to what we have discussed. Our interview is estimated to take approximately 30-45 minutes.

Questions:

13. What do you understand by eco-orientation and what is the role of your organization in terms of environmental protection?
14. Who are the main stakeholders you deal with and how do you interact with them in environmental issues?
15. How are you involved in making sure that laws on the environment are adhered to?
16. What practises are being used by World Vision International in its operations to protect the environment in Chipinge?
17. How would do you want to relate your work to environmental protection and what is the link between eco-orientation and sustainability of programs and projects being implemented by WV in rural communities?
18. What key issues relating to environmental protection can you talk about in relation to World Vision's work in Chipinge rural?
19. Are the projects and programs maintainable when World Vision International departs from Manicaland, Zimbabwe?
20. How do you feel about the state of the rural communities in Chipinge in relation to the environment and its importance to rural development?
21. What are your thoughts on integrating environmental issues and development projects?
22. In what ways do you think the community can be engaged to promote the adoption and use initiatives which are environmentally friendly?
23. What challenges are you as an organization facing in protecting the environment?
24. Is eco-orientation an influencing array of national government's development policy and what is the nation doing to make sure that this new norm has been adopted by all its development partners?

Do you have any questions, comments or suggestions on this topic?

Thank you for your time. I will be analyzing the findings from the interviews and I will be glad to provide you a copy of our findings. If interested in these results, kindly provided your contact details:

Name & Surname: _____ Contact: _____

----- The end of our interview -----

**MINISTRY OF LOCAL GOVERNMENT, RURAL AND URBAN DEVELOPMENT
District Administrator's Office**



Zimbabwe

zim.gov.zw

**All Correspondence should
Addressed to District
Administrator**

**P O Box 110
Chipinge**

----- Zimbabwe -----

23 May 2017

**The School of Social Sciences
Midlands State University
Department of Politics and Public Management
Box 9045, Senga
Gweru**

Dear Sir/Madam

Re: Permission to Conduct Research in Chipinge Rural District

The above matter refers

This letter serves to confirm that Shepherd Gudyani, Student Number R091265V, has been granted permission by the Chipinge District Administrator's Office to conduct his academic field research in Chipinge rural community for academic purposes.

Thank you

A handwritten signature in blue ink, appearing to be 'P.P.' with a circular flourish.

**DISTRICT ADMINISTRATION
CHIPINGE DISTRICT
DATE 23/05/2017**



World Vision®

World Vision Zimbabwe
Chipinge Food Resources Department
House Number 182
First Avenue
Chipinge

30th May 2017

The School of Social Sciences
Midlands State University
Department of Politics and Public Management
Box 9045, Senga
Gweru

Dear Sir/Madam

Re: Permission to Conduct Field Research

The above matter refers:

This minute serves to confirm that Shepherd Gudyani, Student Number R091265V, has been granted permission by Chipinge World Vision ENSURE Office to conduct his academic field research in Chipinge ENSURE Program area.

Thank you

Yours



A Bvuma

COMMODITIES OFFICER

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arinonibvuma@gmail.com



Midlands State University

Established 2000



DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

Letter of consent:

I....., have had the opportunity to ask any questions related to this study, and received satisfactory answers to my questions, and any additional details I wanted.

I agree to take part in this research.

I understand that my participation in this study is voluntary. I am free not to participate and have the right to withdraw from the study at any time, without having to explain myself.

I am aware that this interview might result in research which may be published, but my name may be/ not be used (circle appropriate). I understand that if I don't want my name to be used that this will be ensured by the researcher. I may also refuse to answer any questions that I don't want to answer.

Date:

.....
.....

Participant

Name:

.....

Participant

Signature:

.....

Interviewer

name:

.....

Interviewer

Signature:

.....

For any questions concerning this research, feel free to call (Shepherd Gudyani, +263773693290) or supervisor, (Mr T Mude, +263779960299)

Appendix 7

Survey Questionnaire

Section A: Demographic Information

1. Please select your age group

- 18-25
- 26-35
- 36-45
- 46-55
- Over 55

2. What is your gender?

- Male
- Female

3. Name of your organization/Village.....(Optional)

4. Please indicate the number of years of experience in environment management/Agricultural activities/Community asset development/Mining?

- 0 - 3 years
- 4 - 6 years
- 7 - 10 years
- 10 years +

5. Your position in the organization/Village/Ward?.....

Section B: Questionnaire (The questionnaire sent to the respondents based on a 5 point Likert scale)

The questions below specifically refer to World Vision and organisation's eco-orientation practices as well as your experiences in issues of environmental protection in development programs and projects. Please indicate how much you agree/ disagree in each of the following statements

I. Eco-orientation Intelligence Generation

1. World Vision is doing a lot of in-house research on local environmental concerns when they implement their projects Chipinge?

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

2. World Vision seeks input/ feedback from those who influence environmental regulatory climate about environmental performance (example through meetings etc.)

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

3. World Vision meets beneficiaries and stakeholders at least once a year to find out if they have any environmental concerns

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

4. World Vision is quick to detect any changes regarding environmental issues

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

5. World Vision is quick to detect fundamental shifts in environmental laws affecting the community development projects

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

6. World Vision periodically reviews the likely effect that changes to environmental regulations would have on its relationships with beneficiaries and stakeholders

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

(ii) Eco-orientation Intelligence Dissemination

7. World Vision conduct interdepartmental meetings in order to discuss environmental trends

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

8. World Vision spend time discussing environmental concerns with other functional areas.

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

9. We is quick to alert other departments when it finds out something important about the environmental regulatory climate

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

10. World Vision disseminate to all departments on a regular basis regarding information related to ecological concerns.

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

11. World Vision makes its all beneficiaries and stakeholders aware when something important happens in the environmental regulatory climate that might affect development operations.

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

(iii) Response Design and Implementation

(a) Design

17. World Vision tends to ignore changes in the environmental climate for one reason or the other

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

18. World Vision take forever to respond to changes in environmental pressure

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

19. World Vision periodically reviews our environmental position to ensure that it's in line with environmental regulations

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

20. World Vision periodically meets other departments to plan a response to changes taking place in the environmental climate.

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

(b) Implementation

21. World Vision respond immediately if a major competitor launch an intensive environmentally-oriented campaign with its beneficiaries

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

22. World Vision seems to be deaf when it comes to environmental complaints

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

23. World Vision probably not be able to implement a new set of company sponsored environmental programs in a timely fashion

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

24. World Vision effectively coordinate all of the environmental activities of different government departments

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree

25. World Vision makes concerted efforts to modify processes when it finds that stakeholders want them to do so.

Strongly disagree	disagree	neither agree nor disagree	agree	strongly agree