

## The Factors Influencing Effective Policy Implementation in Remote Rural Areas: A Case of Gokwe District

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### Abstract

*Development policies, if effectively implemented can bring a lot of improvement in the livelihoods of the targeted population as well as economic growth at national levels. Many developing countries have formulated and implemented policies with questionable results where people continue to ail in poverty despite the existence of seemingly sound development policies. This paper argues that the different levels of success of development policies are influenced by some existing factors, which the paper intends to explore and discuss. The information presented here was gathered using a questionnaire and some focus group discussions during the period May 2020 and May 2021. The study found that factors ranging from corruption, inefficiency on the part of Government officials, lack of technology, funding, and negative perceptions from the policy recipients, among other factors, contributed immensely towards the success or failure of development policies in remote rural areas. The paper recommends that the policy cycle be followed with strict Government monitoring, evaluation and inclusion of other stakeholders like the policy recipients, local businesspeople and NGOs amongst others. This can lead to increased transparency and increased participation of all sectors of the population irrespective of gender, age, race, or beliefs so more people, especially rural women can enjoy the benefits of development policies in their respective areas.*

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**Key Words:** Development Policy, Multi-stakeholder approach, Corruption, Inclusive Policies, Policy Implementation

## **1.0 Introduction**

Development policy refers to deliberate efforts by the Government to plan and map ways to improve the status and livelihoods of communities. The objectives of policy formulation include providing a guide or a course of action, to reach certain goals and objectives in sync with national priorities. Policy formulation and implementation can be subject to change due to a variety of environmental factors (Soltan 2020, Uguanyi and Chukwuemeka 2013). Ezeani (2006) and Ikelegbe (2006) concur as they proffer that a policy is an integrated course of action that Government has set and the framework it has designed to direct actions and activities to solve a certain problem. Policy implementation has a wide range of activities ranging from issuing and enforcing directives, disbursing funds, making loans, assigning, and hiring personnel and so on. The definitions above all indicate that there must be goals and objectives to be achieved, which means any policy is not successful unless it achieves its goals and objectives. Most developing countries like Zimbabwe have formulated policies with objectives and goals as in any other country in the developed world but with minimal or no success. If these goals and objectives had been achieved since independence in 1980, in the case of Zimbabwe, then the country would have reached significant levels of economic development. Nonetheless, different factors have led to the failure of these development policies. This paper argues that if policy formulation and implementation were rationally done for rural and urban areas in Zimbabwe, then economic growth should have been realised each year. The little realisation of economic growth and the policy failures could be due to various factors which this paper intends to examine and discuss.

## **1.1 Background of the Study**

According to Sibanda and Makwata (2017) development policies in most post-colonial states were meant to redress imbalances perpetrated by the unjust colonial rule. These injustices were along racial and gender lines and they had double barreled negative effects on rural women. Now that colonialism has come and gone and the indigenous majority democratic Governments have ruled for decades, the paper finds it necessary to examine how these underlying factors and many more

have been addressed for the good of the general populace, particularly those in rural areas like Gokwe.

When Zimbabwe attained independence in 1980, the Government recognized the role of women during the liberation struggle and new laws were put in place to ensure that women reap the benefits of independence. Some changes were noted for the women and the whole population in general. As noted by Mungwini (2007), one thing that was clear from the outset was that the government was committed to changing the plight of women in Zimbabwe since independence in 1980. At independence, women were for the first time in the history of the country officially recognised as an oppressed group and as such were the target of a conscious government policy to change their situation. The government wanted to transform the status of women so that they could assume their rightful position in society and work alongside their male counterparts in the development of the nation. To achieve this goal a number of initiatives were undertaken that ranged from landmark legal reforms that were meant to safeguard the rights of women to inclusion of women in adult education and cooperatives for enlightenment and economic engagement.

The point being made is that the commitment of the government to raise the status of women has never been in question right from the beginning. The policies and pieces of legislation range from the reconciliation policy, the Growth with Equity Policy, the Growth Point Policy, the Legal Age of Majority Act of 1982 (LAMA), the Sex discrimination Removal Act of 1985 to the National Gender Policy of 2013 – 2017. The Reconciliation Policy intended to build sustainable peace, sustainable development, equality, creation of equity, forgiveness of yesteryear war crimes, and peaceful co-existence between ethnic groups and races in the country. This policy gave birth to the signing of the Unity Accord in 1987 between the two main conflicting parties of the time (ZANU PF and PF ZAPU). Key policies of reference in this study are: The Growth Point Policy and the Growth with Equity Policy both of 1981, but the benefits of these policies were hardly recognized on rural Gokwe women, thus the thrust of this paper is to analyze the factors which deter the successful implementation of development policies as well as recommending possible strategies for effective policy implementation.

## **1.2 Statement of the Problem**

Most development policies continue to fail even though a lot of time, effort and resources are used to plan and implement these policies. The targeted beneficiaries remain poor particularly the historically marginalised groups like rural women. Communities, especially rural ones remain stagnant without any growth or improvement although many policies intended for the same communities have been implemented. This paper therefore intends to explore the factors which affect the success or failure of these development policies in remote rural areas like Gokwe district and make an attempt to proffer alternative measures for effective policy implementation for rural women like Gokwe North and Gokwe South.

## **2.0 Theoretical and Empirical Review**

The status of women in Zimbabwe is not different from other African women and the rest of the world. Gender inequalities continue to hinder the progress of women in most facets of life. Colonial policies which had racial segregation connotations had more negative effects on women, (more so for rural women) who neither had voting rights nor access to education and work opportunities compared to their male counterparts. A brief examination of the history of development policy in Zimbabwe reveals that development policy has been skewed against the rural areas. A close examination of instruments such as the Native Reserve Act in 1899, the Native Land Husbandry Act in 1930, the Land Tenure Act of 1969, the Hut Tax, the bottle neck Education System among others, meant improved economic, political, and social advancement for the white minority at the expense of the black majority in specific geographical locations. The impacts of just one of these policies may help shade light on how bad the situation was for the blacks and the women in general. The Land Apportionment Act for example, shaped the situation of landlessness in the country, a situation which was further aggravated by natural population increases leading to pressure on the land due to high population densities. Results of the Land Apportionment Act included inequitable land distribution, submission to over-exploitation of natural resources all leading to environmental degradation and a threat to sustainable livelihoods. Moyo (2000) has noted that the colonial government established state forests, in the same place the local people used to rely on for resources like firewood, thatching grass, building timber, wild fruits, mushroom, honey and so on. In fact, the forest was just a source of life sustenance for the black

majority and the exclusion meant overexploitation in the few areas left available to them, leading to serious land degradation. It can therefore be argued that colonial legislation could be responsible for the current state of rural areas in Zimbabwe due to skewed land tenure policies and the manner in which the cited pieces of legislation were implemented. These pieces of legislation marginalized rural areas in favor of urban areas and the rural areas remained excluded, marginalized and a domain for women because men resided in the urban areas, close enough to offer the much-needed cheap labour in the mines, factories, industries and the low density white residential areas, *kumayadhi*, as gardeners and maids. Three factors can be identified here: racial discrimination, rural exclusion, and gender discrimination, leading to the feminization of rural agriculture and the feminization of poverty. As expressed by Mapuva (2015), the colonial legislation can be attributed to the deterioration of rural areas in Zimbabwe, and not much gain or reversal of the situation has been attained to date, the status quo remained horizontal for the rural folk, particularly women in remote areas like Gokwe.

When Zimbabwe attained independence in 1980, the ZANU-PF-led Government had a mammoth task at hand to redress the imbalances brought to the populace by the white dominated colonial rule. This was done by changing the inherited policies which had so much racial segregation, to bring about democratic, egalitarian, and inclusive policies which would reverse inequalities and benefit the majority of the population. Some of the major policies included the Growth with Equity and the Growth Point policies both launched in 1981. The Economic Adjustment Programs dominated the 1990 to 1995 era, while the Land Policy and the Indigenization and Empowerment policies were formulated during the years 2000 to 2010. While these policies were formulated for the general populace in the country, they had their successes and failures, a situation which is true for most development policies or just policy in general. Taking the growth pole theory as an example, (Growth point policy in Zimbabwe), Zimbabwe was taking Françoise Perroux's idea that devolution and decentralization would curtail rural urban migration through the creation of a better economic space in the rural areas. With industries, factories, Government departments offering services like birth and death registration, passports and many more available in the remote districts of the country, it was presumed not many people would need to travel to the urban areas anymore since the same services will

be available in the local environment. The introduction of these new services was expected to generate employment opportunities for the youth, a sector of the population, which is very mobile, encouraging them to remain in the rural areas and make contributions through the much-needed labour pool, knowledge and skills. However, most of the growth points did not yield the intended benefits and the rural areas remain underdeveloped to date, with little or no improvements as compared to the colonial era, a situation further compounded by cultural practices like patriarchy, which negatively impact on women more than their male counterparts. Being the majority in the rural areas, women were supposed to benefit more should the development policies meant for equity have been successful. A close examination on the effects of development policy on this sector of population is a necessity in order to assess levels of inclusion and exclusion in the mainstream economy due to geographical location or gender lines. Literature is however silent on the effect of these policies on women.

### **2.1 Factors Influencing Development Policy Implementation Globally**

Policy implementation is influenced by a host of factors ranging from lack of commitment on the part of the policy implementers to negative attitudes and perceptions of the policy recipients. In the opinion of Brynard (2009), the factors influencing policy formulation and implementation include: Institutional environment, the way people value training, private/public partnerships, contextual factors, inter-organizational cooperation, and the behavior of the political and administrative role of the players involved. In concurrence is Salvesen et al (2008) who also adds that policy implementation is influenced by the capacity and the resources available to the public agencies. While intergovernmental cooperation is also critical in the effective implementation of policy, effective conflict resolution has positive benefits in effective implementation of development policy. These factors clearly show an indication that policy formulation and implementation should be a multi-stakeholder approach with transparency and objectivity. If people have different views of a certain development initiative, disagreements may occur leading to policy failure, abandonment, or abortion before, during or after implementation. Effective policy implementation involves coordination and cooperation so that no grey areas are left. Effective communication, good governance, transparency as well as monitoring and evaluation

are priorities for the sake of effective policy implementation, otherwise there will be very limited success stories to record.

According to Ahmed (2016) policy formulation appears to be a rationale activity for most governments, but the implementation stage becomes the graveyard for most policies. Failing to implement development policy effectively has become the nemesis of most national goals, objectives and overshadowing the good intentions of the national leaders. When leaders fail to translate objectives into reality, then policy failure results due to failure of implementation strategies. The factors discussed by the author (ibid) include policy content and context, corruption, and lack of appropriate technology among other factors. In Nigeria for example, most policies failed due to lack of continuity in the leaders. Whenever a new leader comes in, new policies and new key persons are ushered in to further the interests of the new leaders at the detriment of national development. Besides the policies will also be lacking specific goal definition and clear-cut duties and responsibilities. Under such circumstances, it is difficult for policies to succeed or meet the intended objectives.

### 3.0 Methodology

The study used mixed methods in collecting data to satisfy its objectives. A questionnaire was administered to 260 respondents who successfully managed to complete the research questions between May 2020 and May 2021. In addition, 8 focus groups were conducted to collect qualitative data which was very useful in validation of the data collected through the quantitative instrument. The data was then processed with the assistance of SPSS and thematic qualitative analysis.

### 4.0 Summary of Findings

Table 1 summarises and categorises the factors influencing development policy implementation into Government factors, policy recipient factors and general factors.

**Table 1: Factors influencing Development Policies**

<b>Government Factors</b>	<b>Policy Recipient Factors</b>	<b>General Factors</b>
Lack of Funding	Negative attitude	Geographical location

Lack of training	No commitment	Poor infrastructure
Incompetent Officials	Social exclusion	World economic trends
Aborted Programs	Tolerating Corruption	Effect of wars and pandemics
Failure to eliminate Corruption	The way education and training are valued	
Reactive policies	Politics	
Lack of monitoring and evaluation		

Source: Primary Data 2021

Table 1 shows that Government factors which include lack of funding, lack of training, incompetent officials, abortion of programs, the use of reactive rather than proactive policies and the failure to eliminate corruption all cost the nation in terms of gains in development. The little development achievements made will be biased towards the powerful and influential minorities while the majority and vulnerable communities like women and the youth remain excluded. In addition, policy recipient factors which include, negative attitude, lack of commitment, perceptions on education and training as well as the community’s continued tolerance of corruption. These factors are critical, and they should be resolved through awareness and sensitisation campaigns to enable development policies to have maximum gains for the people. Lastly the general factors which came from the participants include poor infrastructure, geographical location, world economic trends and the effects of wars and pandemics cannot be underestimated as they affect the way development policy is implemented successfully by delaying access to resources.

#### 4.1 Results from Qualitative Research

Table 2 below shows the results from the 8 focus group discussions used by the study to explore the factors which influence the success or failure of development



policies in Gokwe district. The responses in the table are critical to development. The success or failure of development policy on marginalised groups like rural women largely depends on the way those factors are taken care of and they include corruption, lack of awareness, exclusion of other sectors of the population, tribalism, and general poverty in the policy implementers which lead to theft, greediness and conversion of public resources to personal use (Table 2).

**Table 2: Responses from Focus Group Discussions**

<b>Group</b>	<b>Factors Influencing Development Policy Success</b>
<b>1</b>	Corruption, lack of awareness, lack of funds, abortion of programs, converting public resources to personal use
<b>2</b>	Thefts, public resource conversion to personal use
<b>3</b>	Corruption, individualism, selfishness, incomplete policies
<b>4</b>	Excluding others, poverty in the leaders, abandonment of programs
<b>5</b>	Poverty in the policy implementers so they convert resources to personal use
<b>6</b>	Lack of commitment from the policy recipients, laziness in the women
<b>7</b>	Lack of all resources, lack of unity, corruption in the leaders
<b>8</b>	Corruption, tribalism, lack of knowledge, corrupt leaders, excluding others from Government programs

Source: Primary Data

All groups interviewed indicated that they were all concerned by the way development policies and programs for rural women are implemented in their area. The summarized responses above (Table 2), are in line with the responses from the quantitative responses. The answers which were not clear during questionnaire administering came out clearly when they were explained by the respondents during the focus group discussions., which assisted the study to get in-depth answers, thus showing the importance of triangulation in research.

One of the participants, a young woman of 28 years had this to say:

*“There are generally poor implementation strategies across the board. Sometimes it’s the local leaders stealing the money meant for projects, or giving priority to their relatives alone, but sometimes it’s the Government officials channelling resources meant for the public to personal use, while sometimes the women themselves may not know exactly what is expected of them in that policy because they are never consulted and trained. This will lead to people thinking that women have negative attitude towards development while in fact they are left out of these programs. Sometimes you are just hated for being a hard worker by your neighbours, or for being outspoken claiming justice. That will make you excluded from development projects if the local leaders are the ones selecting the beneficiaries. Government should therefore bring more professional officials for objective and efficient implementation of development programs”*

The themes emerging from the extracts above are some of the officials implementing the Government programs are corrupt and all intended beneficiaries will not benefit fully from the development policies Government support initiatives are lacking and should be improved. In addition, the women are excluded so they tend to lay back and wait for things to happen because of the historical exclusion which can be ended through more inclusion of the recipients through wide consultations with them at the planning stage of the policy. Another villager, a 35-year female also had this to say:

*“More monitoring and evaluation are needed because a lot of Government resources have been stolen and benefitted only a few. If equity existed, then more people could have benefited and women could have improved in status and levels of development. Greediness is the cancer leading to high levels of corruption everywhere. Public resources have been converted to personal use and it is not fair. Women rarely benefits unless they are wives or girlfriends of the leaders”*

#### **4.2 Results from Quantitative Research**

The factors which influence development policy implementation are shown in Table 3 Using Component Factor Analysis (CFA); the study summarized the variables which had greater loading values ranging from .503 to .810. (Table 3). CFA was also used by Cirnar (2018) to measure the determinants of women empowerment in Turkey,

and provided more breathe as well as more generalizable results because of the larger samples involved. Two major components namely: corruption negatively affects the success of development policies (component 1) and absence of accountability and supporting initiatives (component 2); emerged in this study describing the factors affecting the implementation of development policies on Gokwe women, based on the strong association or relationship of the variables. Component 1 had 8 variables, namely: incompetence on the part of Government Officials (0.810), lack of involvement of policy recipients at planning level (0.777), lack of funds (.772), lack of appropriate technology (.764), negative attitude of women (.666), the age of the targeted women (.627), lack of education in the recipients (.585) and corruption (.576), ideas also emphasized by Sell and Minot (2018), Cirnar (2018) and Asaolu (2018) as major factors affecting women empowerment. All these variables were summarized to mean absence of supporting initiatives and accountability, as the major theme affecting the implementation of development policies. These ideas were also raised by Ahmed (2016) and Brynard (2009) as they argue that proper structures for training Government officials, elimination of corruption, provision of technological equipment and inclusion of the recipients in the planning stage of policies is very crucial, if development policy has to be successfully implemented for women. For component 2, only two strong variables emerged with loadings above 0.5 and these were: negative attitude of the women leads to policy failure and lack of education in the recipients lead to policy failure with loadings of 0.576 and 0.503 respectively. The emerging theme was therefore anchored on lack of education and awareness on the recipients of policy, which negatively affects the successful implementation of development policy (Salvesen et al 2008, Asaolu 2018).

**Table 3: Factors influencing Policy implementation for Women in Gokwe - Component Matrix<sup>a</sup>**

Factors influencing implementation of Development Policies on Women	Component	
	1	2
Incompetence on the part of Government Officials leads to failure of development policy	.810	

Lack of involvement of policy recipients at planning levels leads to policy failure	.777	
Lack of funds negatively affects the way development policy is implemented	.772	
Lack of appropriate technology leads to failure of development policy	.764	
Negative attitude of women leads to policy failure	.666	.503
The age of the targeted women has a lot to do with success or failure of policy	.627	
Lack of education in the recipients leads to policy failure	.585	.576
Corruption negatively influences development policy implementation	.576	-.497

Extraction Method: Principal Component Analysis. Source Primary Data

Table 3 above shows that incompetence of Government officials, lack of involvement of the women, lack of funds, the age of the targeted women and lack of education in the women have led to some policies failing in Gokwe district. Corruption for example, includes conversion of public resources into personal use, nepotism and accepting of bribes which leads to unequal access to resources and promotion of inequality. Lack of involvement of women in development policies during the planning and implementation stages leads to social exclusion of certain sectors of the population and it promotes further corruption as the excluded groups try to use other means like paying bribes to get recognition and inclusion. The results show that the age of the targeted women is an important factor and programs which are suitable and age specific should be introduced so that the policy recipients are motivated to participate in the development activities. Without enough education, the women themselves face challenges as they fail to understand and participate meaningfully in the development initiatives thus ensuring higher education attainment for the women becomes very necessary for Gokwe district. Lack of appropriate technology and funds for the programs lead to abortion of projects and becomes a waste of time for the women and everyone else in the district thus it is necessary to ensure availability of funds and technology for the projects before initiation.

## 5.0 Discussion of Findings

There are a lot of factors which influence development policy implementation in Gokwe district as indicated by results from both research instruments. The factors were grouped into Government related factors, policy recipient factors and general factors. The Government has a key role to play in terms of policy implementation because they have the power to plan and control resources. This is when the policy cycle comes. Engaging competent officials will enable the policy cycle to be followed strictly without skipping any stages for the benefit of the people. In Zimbabwe most policies are formulated and implemented but they are never monitored and evaluated. An example can be cited of policies like ZIMASSET, a good policy whose achievements and challenges were never evaluated, and feedback never given to the public for future improvement. Following effectively all the stages of the policy cycle is very critical in effective policy implementation to enable measurement tools to be used to assess which groups of the population was included or excluded from mainstream development policies.

Corruption came out to be on the top of the list of factors influencing development policies. Most of the respondents (63.3%) in the quantitative research strongly agreed that the success or failure of development policy depends on the levels of corruption in the area under consideration, while another 31% agreed to the same variable. High levels of corruption negatively affect the success of development policy because resources may be channeled towards personal use or the objective selection of beneficiaries

may be overshadowed by social ills like nepotism, favoritism, bribery and so on. With lack of accountability systems in place for all development programs, it will be difficult to reap the best rewards from development policies in remote rural areas like Gokwe.

Most respondents indicated that women rarely benefit as individuals because they will not have the resources to use for improvement of their own businesses, an idea agreed to by more than 90% of the residents during the focus group discussions conducted in Gokwe district. Elimination of corruption through tightening of the policy cycle procedures is highly recommended by the study so that there are no porous stages where resources can leak and /or be converted to personal uses at the expense of the majority of the people in rural areas. Continued corruption leads to

the people losing trust in their government as they wonder whether the Government is not aware or they just do not care or worse still, the people would assume the government is part of the corruption (Dantamna 2016, Hussein 2018, Zhou and Zvoushe 2012).

Another factor which was found to affect the way development policy is implemented successfully is lack of funds. The respondents were asked to give their opinions on whether lack of funds is a critical factor in the success or failure of development policies in rural areas and all the 8 focus group discussions agreed that without funds there is no project which will succeed. Most projects were reported to have been aborted due to the lack of funds. The participants also indicated that they were not sure if the funds are lacking from the source or they are converted to personal use along the way by the implementers of the development programs. This idea calls for stricter measures to monitor and evaluate development programs at all levels. In addition, 62.6% of the respondents in the quantitative research strongly agreed while 32.3% agreed, to give a cumulative percentage of 94% agreeing on different levels that the variable has a lot to do with effective implementation of development policies. The Government is the major stakeholder in any development policy being implemented in the rural areas, providing financial, human and material resources directly and indirectly. Shortage of these resources means the project cycle cannot be completed, leading to abortion of such critical development projects. These negative factors affect women more than their male counterparts as was alluded to by FAO (2017) who lamented that, women are not fully equipped to perform well in any economic, political or social sector as compared to their male counterparts.

It is therefore critical for the Government to plan projects within their capacity to raise funds or on the other hand to involve other stakeholders like Non-Governmental Organisations, private enterprises and many more non-state actors available at national and international levels. In addition, the role of appropriate technology was also noted by the study as being very critical in determining the levels of success of any development policy. Without the correct technology, the policy implementation cannot meet the time limits within the project plans and this means the project can be aborted or is overtaken by other events, which may lead to irrelevance of the policy if it takes too long to complete. It is also strongly recommended by the study that the

Government engage other stakeholders to mobilise resources with enough accountability, monitoring and evaluation to avoid the ugly hand of corruption into preventing women and other vulnerable sectors of the population like the elderly and children to benefit from development policy. It is the same situation when incompetent Government officials are given the mandate to implement these development programs in rural areas. Some factors which will be blamed on the Government might be emanating from the incompetence of the Government officials, a variable which had 51.9% of the respondents strongly agreed to and an additional 42.25% agreed. Education and training of the officials to implement Government programs should always be a priority before the officials are deployed on the ground to avoid misrepresentation of the Government, thus the recruitment and selection process of the implementers of the policy should be thorough, based on meritocracy rather than bribery, seniority, or political affiliation.

The study also sought to establish the importance of the characteristics of the policy recipients in the successful implementation of the policies. Four variables namely lack of education on the women, lack of involvement of the women at the planning stage, the age of the targeted women and the negative attitude of the women themselves were examined. The focus group discussions clearly indicated that women are not a homogeneous group and some may be lazy or have some negative attitude towards developmental work, but the majorities are hard workers. From the quantitative research, a total of 95.3% of the respondents agreed that lack of involvement of the women at the planning stage is a very important factor which affects the success of development policies in Gokwe district (50.2% strongly agreed and 45.1% agreed). This was a clear indication that the policy recipients felt that programs should not be imposed on them since they are the residents of the area who know their priorities and sectors which really need improvement, or which have potential to improve the sustainability of their livelihoods. This view was once posited by Mtetwa (2014) in (Tebele 2016) who said in South Africa, rural women are never consulted on what their priorities are in terms of development so that when policies are planned such views are incorporated. Instead, top-down procedures are used, and they do not help the policy recipients much. The study therefore suggests that women should always be included during the policy formulation stages so that they

input their views to enable them to own the programs when they are implemented for them.

During the focus group discussions, 80% of the respondents indicated that they are not happy by the exclusions, and they are treated like people who do not know anything while in actual fact they can also contribute to viable plans for sustainable development. In most cases the men tend to take part at the expense of the women, who strongly feel that they have the ideas, but they are not involved or given that chance to air the views thus the exclusion is costly to the success of most development policies in rural areas like Gokwe district. The age of the targeted women in the policy being implemented was also presented as one of the important factors. About 43.8% of the respondents strongly agreed to this factor while 48.8% agreed. Only 1.6% and 1.9% of the respondents strongly disagreed and disagree respectively, an indication that the majority of the respondents felt that the age of the policy recipients has something to do with the levels of success of any policy being implemented.

During the discussions, it came out that elderly women are more resistant to negatives and more stable in terms of mobility thus involving them in development project will increase the chances of success. On the other hand, some respondents felt that younger women have the energy, sharp minds and better access to technology and exposure to internet where they can source better information useful for development from other communities which may then benefit their own rural communities, thus the views were that all age groups should be involved when development projects are implemented to harness all strengths from all age groups in a spirit of unity in diversity. Lack of education was also discussed, and the respondents strongly felt that the women are better placed if they get access to higher and tertiary education, in concurrence with UNCTAD (2012), while some elder members of the qualitative inquiry indicated that women can perform the same with or without education. The majority validated the facts emanating from the quantitative inquiry in which 34% strongly agreed and an additional 53.5% agreed that lack of education in the women was a factor which negatively affected the success of development policy implementation in rural areas like Gokwe district. The respondents strongly indicated during the focus group discussions that adult literacy



classes were very important during the 1980s and should be re-introduced so that women can benefit. While enrollments in schools currently indicate some gender balance, school dropouts are still found due to lack of fees and early pregnancies, thus such groups will be assisted significantly by adult literacy evening classes

## **6.0 Conclusions and Recommendations**

This paper concludes that there are various factors which influence the success of development policies and they include: Government related factors like lack of funding, lack of training and failure to eliminate corruption, recipient factors like negative attitude, lack of commitment, lack of education, discriminating others, historical factors like colonial marginalisation, lack of infrastructure and physical factors like geographical location. The policy cycle is a straightforward tool which, if effectively followed can benefit communities and nations in terms of successful policy implementation. The paper therefore recommends that the Government continues to be the major stakeholder in policy implementation but at the same time involve other stakeholders like NGOs, business sector in rural areas, traditional leaders and many more to increase transparency and objectivity. In addition, continuous monitoring and evaluation, include the review and feedback to civil society on the status and achievements of certain policies is critical for motivation and improved involvement of the policy recipients.

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