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FACULTY OF ARTS

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Integration and participation of older persons in socio-economic development of Harare Metropolitan Province

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DISSERTATION SUBMITTED TO MIDLANDS STATE UNIVERSITY IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE IN MASTERS IN DEVELOPMENT STUDIES

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MIDLANDS STATE UNIVERSITY

Department of Development Studies

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development of Harare Metropolitan Province**

BY

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**DISSERTATION PROPOSAL SUBMITTED TO MIDLANDS STATE UNIVERSITY IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE MASTERS DEGREE
IN DEVELOPMENT STUDIES.**

Supervisor : Dr Jephias Matunhu

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DEDICATION

To: My Living God, for favouring me with the gifts of life, health and the intellect to study and successfully complete a higher degree.

Glory and Praises to Him (Ebenezer).

To: My beloved wife and life time partner Enileter Ndaizivei Kunaka (Nee Gwati Vashumba Nyamuzihwa) for being an all- weather advisor, counselor, confidante. A devout and prayerful warrior, an intercessor between God and her family. Thank you for your patience, understanding, creating a conducive study environment and affording me the requisite peace of mind to concentrate on my studies. Special appreciation is extended to all our children for all the support in cash and kind. Our daughter Pauline Taurai Nechironga (Nee Kunaka) for providing me with secretarial services and study material at a time when she was also pursuing her own University studies; to all our grand children for the comics each time “My spirit was willing but the flesh was weak” your well-timed exhortations for me “to work hard and to play hard” always re-energized me both mentally and physically, thank you boys and girls!

To: Dr Misheck J M and Mrs Doreen Sibanda for being my role model, and for inculcating in me the rare commodities and virtues of humility, honesty, hard work, consistency, dependability, trustworthiness, truthfulness, self-discipline, academic excellence and propriety. I am very confident that I speak for many of your former students who were privileged and honoured to be your under-graduate students in the 1970s and 1980s at the then University of Rhodesia, now the University of Zimbabwe. Be rest assured, your legacy and foot prints will live for posterity.

May the Almighty God bless you all abundantly.

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May the Almighty God bless you all abundantly!

ABSTRACT

The research examined the integration and participation of the elderly in the socio-economic development of Harare Metropolitan Province (HMP). It targeted religious denominations, industry and commerce, non-governmental organizations, tertiary institutions, state enterprises and parastatals and a local authority. The research identified serious stigmatization of Old Persons (OPs), leading to their ostracism by HMP institutions in particular, and ordinary citizens in general. The less sophisticated (OPs) opted to go into Old People's Homes following malicious accusations, threats and persecution by and from society.

The Mixed Research Method was used; questionnaires and interviews were the major data collection instruments. Respondents were afforded the opportunity to contribute additional information over and above the information solicited for by both the questionnaire and the interview guide.

The major study findings were that HMP institutions did not have activities that integrated and facilitated the participation of OPs in the socio-economic development of the province. Concrete recommendations and further areas of future research are proffered in detail.

ACRONYMS

1. ACBF - African Capacity Building Foundation
2. AU - African Union
3. CEO - Chief Executive Officer
4. CGFSEPS - Corporate Governance Framework for State Enterprises and Parastatals
5. CORZ - Constitution of the Republic of Zimbabwe
6. GDP - Gross Domestic Product
7. GMA - Guardianship of Minors Act [Chapter 5:08]
8. GOPH - Gross Older Persons Happiness
9. GOZ - Government of Zimbabwe
10. HF - Human Factor
11. HMP - Harare Metropolitan Province
12. HOSG - Heads of State and Government
13. IULA - International Union of Local Authorities
14. MD - Managing Director
15. MSU - Midlands State University
16. NGOs - Non-Governmental Organizations
17. OPA - Older People's Act
18. OPH - Old People's Homes
19. OPs - Older Persons
20. PDL - Poverty Datum Line
21. SC - Senior Citizens
22. SEP - State Enterprises and Parastatals
23. SET - Self-Expression Theory
24. SPRC - Social Policy Research Centre

- 25. SPT - Self- Presentation Theory
- 26. SST - Social-emotional Selectivity Theory
- 27. STEM - Science Technology Engineering Mathematics
- 28. UCA - Urban Councils Act Chapter 29:15
- 29. UN - United Nations
- 30. USA - United States of America
- 31. WHO - World Health Organisation

Table of Contents

CHAPTER I.....	1
PROBLEM AND ITS SETTING	1
1.0 Introduction.....	1
1.1 Background of the study	1
1.1.1 Theoretical Framework Socio-emotional Selectivity Theory (SST).....	9
1.2 Statement of the problem	10
1.3 The Main Research Aim	11
1.4 Research Objectives.....	11
1.5 Research Questions	12
1.6 Significance of the Study	12
1.6.1 The Government	12
1.6.2 Non-Governmental Organizations	13
1.6.3 Industry and Commerce	13
1.6.4 The Academic Body	13
1.6.5 The Researcher.....	13
1.7 Delimitation of the Study.....	14
1.8 Assumptions.....	14
1.9 Research Limitations	15
1.10 Definition of key terms	16
1.11 Structure of the Study	17
1.12 Summary of the Chapter	18
CHAPTER II.....	19
LITERATURE REVIEW	19
2.0 Introduction.....	19
2.1 The society for the elderly	19
2.2 Myths and superstitions associated with the elderly in society.....	25
2.2.1The Socio-emotional Selectivity Theory (SST) Carstensen (1991).....	26
2.3 The integration of the elderly in the society.....	28
2.4 Consequences of Exposure to Ageist Stereotypes	30

2.5 Coping with a Negative Age Identity	32
2.6 Study Gaps	36
2.7 Summary	38
RESEARCH METHOD.....	39
3.0 Introduction.....	39
3.1 Research Methodology	39
3.2 Research Design.....	39
3.3 Mixed Research Method	40
3.3.1 Secondary Sources	41
3.3.2 Primary Sources	42
3.3.2.1 Population	42
3.4 Sample and sampling procedure:	42
3.4.1 Non-probability sampling design.....	44
3.5 Research Instruments	44
3.5.1 Questionnaires.....	44
3.5.2 Interviews.....	46
3.6 Validity and Reliability	48
3.7 Data Presentation and Analysis.....	48
3.8 Ethical Considerations	48
3.9 Summary	50
CHAPTER IV	51
DATA ANALYSIS, PRESENTATION AND DISCUSSION	51
4.0 Introduction.....	51
Section A Demographic Data	52
4.1 Response rate	52
4.2 Gender of Respondents (Heads of Institutions)	53
4.3 Age range of Respondents (Heads of Institutions)	53
4.4 Educational Level of Respondents (Heads of Institutions).....	54
4.5 Category of Institutions selected for the study.....	55
4.6 Areas of Specialisation of Heads of institutions who participated in the study	56

4.7 Period of Experience of Heads of Institutions who participated in the study.....	57
4.8. Extent of support for Community engagement for the elderly in organisations.....	63
4.9 Utilizing of retired experienced professionals	66
4.10 To establish the extent to which the Harare Institutions may benefit from the services of skilled and experienced retirees.....	67
4.11 Activities for the elderly in socio economic development of Harare.....	69
4.12 Benefits to Harare Metropolitan Province	79
4.13 Benefits to the Youth in Harare	80
4.14 Benefits to the elderly	82
4.15 Major findings of the Study	90
4.16 Summary	91
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	92
5.0 Introduction.....	92
5.1 Summary	92
5.1.1 Study Findings	93
5.2 Conclusions.....	96
5.2.1 To establish if Harare had community integration projects for the retired but experienced professionals.	96
5.2.2 To find out the extent to which the Harare Institutions were utilizing the services of retired but experienced professionals and vocational experts.	97
5.2.3 To establish the extent to which the Harare Institutions would benefit from the services of skilled and experienced retirees.....	97
5.2.3.1 The governance system of organizations to reduce corporate frauds that have dominated ALL sectors from the public, private sectors to religious organizations through out the country.....	98
5.2.3.2 Fiduciary duties of the board of directors	99
5.2.3.3The monitoring and control function of the boards.	99
5.2.3.4 Counselling services on the structure of boards.....	99
5.3 Research Recommendations	100
5.4 Further Research	107
References.....	110

LIST OF APPENDICES

Appendix 1	Letter from the University	122
Appendix 2	Consent Form	123
Appendix 3	Survey Questionnaire.....	124
Appendix 4	Interview guide.....	132
Appendix 5	Private Voluntary Organisation.....	133

LIST OF TABLES

Table 4.1:	Response Rate.....	52
Table 4.2:	Age Range of Respondents (Heads of Institutions).....	53
Table 4.3:	Educational levels of Respondents (Heads of Institutions)	54
Table 4.4:	Category of Institutions Selected for study.....	55
Table 4.5:	Areas of specialization of Heads of Institutions who participated in the study.....	56

LIST OF FIGURES

Figure 2.1	Integration of the Elderly into community development project.....	29
Figure 4.2	Experience of Heads of Institutions who participated in the study	57
Figure 4.3	Extent of support of community engagement for the Elderly in organisations.....	63
Figure 4.4	Does Harare have activities for Older Persons.....	64
Figure 4.5	Utilising of retired experienced professionals	66
Figure 4.6	To establish the extent to which the Harare Institutions may benefit from the services of skilled and experienced retirees	67

CHAPTER I

PROBLEM AND ITS SETTING

1.0 Introduction

The contribution of the elderly people into the society forms the basis on which this study was anchored. Harare Metropolitan Province (HMP) is full of professionals, who have retired, and most of them have disappeared into thin air, yet the country should be benefiting from the vast experience that these people have gained throughout their working life. It was against this background that the current study was meant to establish the relevance of integrating the elderly in society, through their participation in developmental projects in HMP. This chapter therefore presents the background of the study, statement of the problem, research objectives, assumptions and delimitation of the study.

1.1 Background of the study

Section 82 of the constitution of the Republic of Zimbabwe, number 20/2013 is dedicated to the Rights of the elderly. The section confers constitutional rights for people over the age of seventy (70) years, and these are stated out as follows:

- a) to receive reasonable care and assistance from their families and the state,
- b) to receive assistance from the state, and
- c) to receive full support by way of social security and welfare; and the state must take reasonable legislative and other measures, within the limits of the resources available to it to achieve the progressive realization of this right.

The authors of the constitution are applauded for enshrining the above rights for the country's senior citizens. There is however deafening silence about the role and contribution of the Older Persons (OPs) in the nation's overall development master plan and agenda. Looking into the future, one hopes the relevant statutory instruments on the Rights of the Elderly will address

the issues of the role and contribution of the OPs in socio – economic development not only at national level but also at community level.

The above statement shows that, it is critical for society to observe the skills that OPs have, for the purpose of development. Harnessing the skills of the elderly who have retired, is therefore critical for developmental purposes, hence this current study wishes to establish whether the HMP institutions are utilizing the services and skills of the elderly.

A research carried out by Chritchel (2010) to establish whether elderly age is a blessing or a curse in the United States of America (USA) found the following about the perceptual view of the society of the elderly people:

- i. They are a social problem, a nuisance, a burden.
- ii. They will bankrupt pension funds, health and other welfare systems.
- iii. They are non-productive and a drain on resources.
- iv. They are past-it and out of touch with modern life.
- v. They are undesirable, ugly, with little or no value to society.
- vi. They are invisible, irrelevant, not important.
- vii. They are rarely portrayed as being wise and understanding.
- viii. Ageing is denied to keep away the reality of growing old and a person is a ‘failure’ if they have grey hair and wrinkles, especially if they do not have any tangible financial, valuable movable and non-movable assets to show for it.
- ix. They are tired, retired and expired and therefore must “Rest in Peace”.
- x. Victims of abuse in society especially women are at times raped and robbed of their goods and belongings.
- xi. Women more than men are often associated with witchcraft.
- xii. Blamed for inflicting bad omen on the younger generation especially in extended family relationships for instance when a newly married young couple becomes childless or they cannot get a job.

xiii. Furthermore, stereotypes such as forgetfulness and mental deficiency generate negative expectancies for older adults. Isaacs and Bearison (1986) holds that older adults are susceptible to housing discrimination. One study by DePaola et al (1992), for example found out that rooms previously advertised as available for rent were more likely to be described as unavailable when an OP enquired about availability than when a younger person made the inquiry. Children have been found to discriminate against older adults. According to DePaola et al (1992) children (between ages 4 to 8) were asked to work on a jigsaw puzzle with either an old (age 75 and above) or a young (age 35 and below) confederate. Results revealed that the children sat farther away from, made less eye contact with, spoke fewer words to, initiated less conversation with, and asked for less help from the older confederate compared to the younger confederate.

In Zimbabwe, senior citizens are ordinarily perceived by society to have at their disposal all the basic needs that one requires in old age. These include a good monthly pension payment, normally perceived to be well above the Poverty Datum Line (PDL); a good fully paid up and furnished residence in a middle income residential suburb. The O.P is further perceived to be someone with at least two recent model cars parked in his/her carport where he/she spends most of his/her time polishing the cars. He/she is also perceived to take not one but two or more holidays per year. His/her diet consists of a heavy English breakfast, a three course lunch and dinner punctuated by an assortment of snacks between the meals. This menu is recommended and approved by some qualified dietician. His/her children are graduates in the fields of medicine, law, engineering or sciences, studying or practising in the USA and Western Europe. His/her rural home is comparable to one of the middle in-come houses in Harare. Daily routine involves eating, drinking, wining and dining with former professional colleagues who enjoy the same sport like golf, snooker, darts, attending the gym etc. Their perceived lifestyle is best characterized by St Luke's Gospel Chapter 12 verses 17- 19 where the Biblical Rich Fool after a bountiful harvest said to himself:

What shall I do, for I do
not have space to store any harvest?

I shall tear down my barns
and build larger ones. There,
I shall store all my grain
and other goods and I shall
say to myself
now as for you, you have
so many good things stored
up for many years,
REST, EAT, DRINK BE MERRY

The above characterization is certainly a product of wild imagination of a typical professional OP in HMP. Desirable as much as it would be, it remains a pipe dream metaphorically described in Shona as similar to “Nherera kurota ichiyamwa zamhu ramai” – loosely translated meaning “craving for a pie in the sky”.

The plight of HMP OPs who whether on private or public sector pension scheme is indeed a sad story to tell because of the following incidents and events, some current, others historical. (The Zimbabwe Independent Business Digest April 15-21 2016). When the national economy went into a trough in the few years preceding the year 2009, inflation was at its historical peak in the country. Insurance and pension houses claimed investments tumbled resulting in negative Return On Investment (ROI). They attribute their present day challenges and failure to pay or honour pension disbursements to the effects of the pre-Government of National Unity (GNU) hyper-inflation. The development was, according to pension houses exacerbated by the transition to the multi-currency system in 2009. They argued that the Zimbabwe dollar era contributions would not sustain the US dollar disbursements because of the unfavorable exchange rate between the two currencies. From the hyper inflation days, employers were caught in a quandary whereby they failed to make timeous pension remittances to pension administrators/authorities alleging that business was operating at very nominal level. To worsen matters, although they continued to

deduct the employee's pension contribution they failed to remit both the employees and the employer's portion to the relevant pension fund.

In recent years, the above events were worsened by further company closures, high indebtedness, labour terminations, and low industry capacity utilization. Corruption involving looting of company financial and material resources, the liquidity 'crunch' and embezzlement are among some of the most serious vices bedeviling HMP organizations and pension funds as reported through various media houses. All these have a serious negative impact on the socio-economic welfare of the OP as alluded above.

In this study, the researcher aims to present an artistic view through which one can visualize the situation of ordinary Older Person. Research questions should be understood against this background of the unenviable OPs status. Admittedly they will be an insignificant number of OPs professionals who may be living and enjoying a comfortable and pampered out style of life, and these should be viewed as exceptions rather than the average OPs.

There is also evidence that older adults face discriminatory treatment during medical visits to nurses and physicians. Kehana and Kiyak (1984) found out that some service providers perceive impaired OPs negatively, leading to negative attitudes towards them by health care workers. The impact of these negative attitudes can be found in the treatment of nursing home residents and in physicians' diagnoses of older adults' medical problems. Lamberty and Bieliauskas (1993) established that depression often goes unnoticed in older adults or gets mis-diagnosed as dementia and older adults with acute and chronic pain are sometimes mistreated or overlooked for preventive measures such as routine screenings because of physicians' beliefs about the course of normal ageing. According to Derby (1991), negative beliefs among medical care workers are particularly worrisome in that expectations can become self-fulfilling prophecies.

The issues stated above established the domains in which OPs face discrimination in society, but the Holy Bible states the following about elderly age:

- i. Elderly age is a blessing from God (Deuteronomy Chapter 5 verse 33; Psalm Chapter 92 verses 13 – 15 ;Isaiah Chapter 46 verse 4)
- ii. Older age is the fulfillment of a life devoted to God – ‘He has made all things new, past sins forgiven, abundant and eternal life’ (2 Corinthians chapter 4 verses 16-18)
- iii. Wisdom is an attribute of the elderly who depend on God (Proverbs Chapter 9 verses 10 – 12; Proverbs Chapter 3 verses 13 & 15 – 16)
- iv. Older age is a general part of God’s purposes for life – (Genesis Chapter 25 verse 8 ; 1 Chronicles Chapter 29 verses 26 – 28 ; Job Chapter 42 verses 16 & 17)
- v. Older people have continuing moral responsibilities and a mentoring role – (Titus Chapter 2 verses 2 –4)

While speaking at Saint Peter’s Square at The Vatican City, Pope Francis hailed and honoured the value of the elderly in general, and grandparents contribution to society in particular. He singled out his predecessor Benedict xvi, (then 87) who resided in the papal retirement at the Vatican. He is quoted saying,

Benedict’s living in papal retirement at the Vatican is like having the wise grandfather at home (The Herald 29 September 2014).

The Pope lamented that the elderly are often “forgotten, hidden, neglected,” calling that treatment tantamount to a land of euthanasia. He described old age as a “time of grace”. The Pontiff went on to say

Grandparents who have received the blessing of seeing the children of their children are entrusted with a great task: transmitting the experience of life, the history of a family, a continuity of a people, sharing, with simplicity, wisdom, and faith itself – the most precious inheritance.

According to Pope Francis, a people that does not take care of its parents and treat them well is a people with no future. Furthermore, he decried societies that prize productivity thereby

marginalizing the elderly and the young. Unlike Chritchel (2010) the point being made here is that the Christian religion respects and honours the aged.

The entire concept of an Old People's Home (OPH) in Zimbabwe is alien. The concept evolved from two developments, namely disintegration of the nucleus family for locals, and the aged foreigners from neighboring countries who came into Zimbabwe (then Rhodesia) looking for jobs as young men prior to independence. The latter group had nowhere to return to either having lost contacts back home or financially handicapped to trek back to their countries of origin.

Sad things are happening in these institutions called OPHs. The older persons do part time jobs and engage in illicit deals to get money to supplement their livelihood in the institutionalized OPH. They are a neglected constituency living in abject poverty, with no one visiting them in the home. Indeed they long for income generating projects regrettably they lack the physical energy to undertake manual work.

In the homes there is generally no entertainment as neither musicians nor social entertainers are prepared to stage free shows for OPs who are perceived to be backward, illiterate, irrelevant and good for nothing except to wait for the day when they will go to meet their Creator. Most of the OPHs in Zimbabwe are dilapidated and have inadequate resources to meet the basic needs of the OPs under their care (The Herald 25/5/14). One may then ask, is this the quality of life that society wishes senior citizens to spend their last days on earth experiencing? Far from it, since the youth have a role to play in the betterment of the OPs lives as will be discussed in chapter 5 of this study (The Herald, 27 June 2014).

Furthermore, the Holy Quran as narrated by Abu Musa al-Ash'ari (2012) holds that Allah glorifies those showing honour to a grey-haired person and to one who can expound the Quran, but not to one who acts extravagantly regarding it, or turns away from it, and showing honour to a just ruler Sunan Abu Dawud (2015).

The constitution of the Republic of Zimbabwe states that, the elderly must be respected by society. This is also confirmed in the religious circles though it is often misunderstood by the

society in general. It is also worth noting that the Zimbabwean traditional society highly reveres elderly age regardless of gender. Proverbs and metaphors such as the following underline the respect and the role accorded to OPs in traditional Zimbabwean society:

- i. Muromo wevakuru hauwiri pasi (The predictions of the elderly will always be fulfilled)
- ii. Rega zvipore akabva mukutsva (Experience is the greatest teacher)
- iii. Takabvaneko kumhunga hakuna ipwa (No cause for excitement)
- iv. Mukuru-mukuru hanga haigari pfunde (Respect the protocol)
- v. Kushaya anosakurira vakuru vaenda kumunda (ill advised, lacking good manners)

According to Mawondo (2010), proverbs and metaphors about the elderly establish the manner in which the Zimbabwean culture accords respect to the OPs .Elderly age and/or grey hair is deeply associated with wisdom, fountain of indigenous knowledge, morality and the defense and protection of cultural heritage and traditions in the country Mawondo (2010:55).

Crocker (2014) noted that societies also vary in how much they respect the OPs. In East Asian cultures steeped in Confucian tradition that places a high value on filial piety, obedience and respect, it is considered utterly despicable not to take care of one's elderly parents. The same goes for Mediterranean cultures, where multi-generational families live together in the same house.

In contrast to the USA, Crocker (2014) found out that OPs do not live with their children and it is a big hassle to take care of parents even if they are loved or wanted. While modernization has brought many benefits to the elderly, most notably improved health and longer life spans, it has also led to a breakdown of traditions. Culbertson et al (2013)found out that multi-generational families are becoming a thing of the past in many modern cities in China, Japan and India, where "today's young people" want privacy, want to go off and have a home of their own, Cuddy and Fiske (2002:199).

In America, Diamond (2010) said, a "cult of youth" and emphasis on the virtues of independence, individualism and self-reliance also make life hard on OPs as they inevitably lose some of these traits Culbertson et al(2013:58). Accordingly, in the USA, the belief is that if one is no longer working due to elderly age, he or she has lost value in society. Retirement also means losing social relationships, which, coupled with the USA's high mobility, leaves many OPs hundreds or even thousands of miles away from longtime friends and family Cuddy and Fiske(2002:66).

Contrasting views and differences among societies on treatment of the elderly, the interest of this study was to establish a new way of thinking, in which old and experienced people in the society need recognition and participation in all aspects of developmental issues in the country. The study was meant to establish the status of the retired OPs in HMP institution and to find out whether it was a curse or a blessing and to identify prospective community involvement projects for the professional elderly in HMP.

1.1.1 Theoretical Framework Socio-emotional Selectivity Theory (SST).

The study was based on the premise of the Socio-emotional Selectivity Theory (SST) by Carstensen (1991).According to Carstensen (1991), Socio-emotional Selectivity Theory (SST) construes older adults as active agents who construct their social world to fulfill their social and emotional needs. SST also posits that older adults are faced with a unique set of physical changes that influence their use of coping strategies to contend with stigma-related stress. Research examining older adults' coping behavior in the face of negative age stereotypes should also adopt an adaptive framework. Consistent with the social psychological research on social stigma, it is likely that this research is meant to reveal both costs and benefits of several coping mechanisms that must be negotiated for the elderly. Their contribution to the society through consultancy work would form one of the key coping strategies meant to shape the future of the elderly in society.

The (SST) examines personality and motivational factors that contribute to the particular coping strategy that individuals select in a given context. Given that older adults were once younger

adults, and have acquired their stigma later in life, they are likely to use their coping strategies later to remain relevant in their community. Other stigmatized groups, such as ethnic minority individuals, seem to adopt coping strategies relatively early on in order to minimise prejudice. Retired professionals have a significant amount of experience, and such people can be consulted by organizations for developmental purposes. The perceptual view of the public of elderly skilled personnel is that of individuals that are past and out of touch with modern life Zukerman (2009). Through the SST, the status of adults and retired professionals in HMP, was examined in detail.

Furthermore, the views from the Holy Bible, Deuteronomy Chapter 5 verse 33, Psalm Chapter 92 verses 13 – 15 and Isaiah Chapter 46 verse 4 that elderly age is a blessing to society were taken on board. The study also considered the Holy Quran and legal position as cited in the Old Persons Act (Chapter 17:11), section 10, subsection 4 (ii) provides for the protection of the elderly, and utilization of skills in the elderly for the development of the society. It is therefore critical for the elderly to be consulted for the good of society. This study was therefore justified to establish the status of retired people in Harare in terms of current view and perception of the Zimbabwean community.

1.2 Statement of the problem

Skilled personnel in Zimbabwe often “go to waste” after retiring, yet the Older Persons Act (OPA) (Chapter 17:11), section 10, subsection 4 (ii) provides for the need to establish a fund, meant to develop skills in OPs for the benefit of society. The majority of the elderly, move away from the social scene until they die, but the skills that they possess remain unutilized during the time when they are still alive. The category of members in this segment of retirees include academics, engineers, accountants, authors, hotel chefs, domestic workers(gardeners and maids), politicians, researchers and consultants, administrators, journalists, teachers and lecturers, doctors, diplomats, architects, chemists, religious leaders, security professionals and musicians. The bottom-line is that one must have made a name for himself or herself during the course of their lifetime. In other words an individual must have accomplished something worth the community’s or society’s attention.

The reputation cited above in the various spheres of endeavors could have been achieved through academic prowess or honorary recognition conferred by recognized local or external bodies. The likes of music legendary Dr. Oliver Mtukudzi, Talk Show hostess Dr. Rebecca Chisamba, retired Sociologist Professor Claude G Mararike, Dr Cephas Msipa, an accomplished political icon, Dr Davison Sadza, a seasoned physician, Prophetess Eunor Guti, a spiritual giant, Dr Fay Chung, former Zimbabwe Minister of Education, the outgoing MSU Vice Chancellor Professor N M Bhebe who is an academic icon and administrator with numerous accolades, Paul Chidyausiku an accomplished novelist – author cum Journalist, Stephen Chifunyise – educationist, creative arts and drama guru, Benjamin Mucheche – pioneer black public transporter, Professor Christopher Chetsanga, leading International Scientist, Father Emmanuel Ribeiro – renowned Minister of religion and novelist and many others should not go to waste after their retirement. The youth of today should continue to benefit from their rich resource of vast experience. The persons above should continue to be the reference point for the youth in HMP, and therefore the problem that motivated the study was to explore the extent to which HMP was integrating the services of retirees into mainstream Zimbabwe’s political, economic, social, technological, environmental and legal development master plans for the benefit of the young and the growing population in the Province, and by extension of the rest of the country.

1.3 The Main Research Aim

The study aimed to establish the contribution and integration of retired and experienced people in developmental programs in HMP. The research targeted tertiary institutions, religious organizations, municipal authority, industry and commerce, state enterprises and parastatal and Non-Governmental Organizations (NGOs) in HMP.

1.4 Research Objectives

The study had the following objectives:

- 1.4.1 Establishing if HMP had community integration projects for the retired but experienced professionals.

- 1.4.2 Finding out the extent to which the HMP institutions were utilizing the services of retired but experienced professionals and vocational experts.
- 1.4.3 Establishing the extent to which the HMP institutions would benefit from the services of skilled and experienced professional retirees.
- 1.4.4 Identifying activities in which the retired elderly would participate to encourage and promote community development in HMP.
- 1.4.5 Soliciting for additional information and suggestions from respondents regarding OPs status and potential contribution to socio-economic development. (See 1.5.6 below).

1.5 Research Questions

- 1.5.1 Does HMP have community integration projects for the retired but experienced professionals?
- 1.5.2 To what extent are the HMP institutions utilizing the services of retired but experienced professionals?
- 1.5.3 To what extent do the HMP institutions realize the importance of the elderly and experienced professionals?
- 1.5.4 To what extent could the HMP institutions benefit from the services of skilled retirees?
- 1.5.5 What are the activities in which the retired elderly may participate to encourage community development in HMP?
- 1.5.6 Respondents were requested to provide additional information on the subject of integration and participation of OPs in the socio-economic development of HMP.

1.6 Significance of the Study

1.6.1 The Government

The research was meant to help the authorities in government, especially the Department of Social Welfare, to find new ways of engaging retired professionals in developmental activities for the community and the country at large. The government needs to develop policy for the retired people to maintain their value, respect, dignity and contribution to the society, and

therefore research findings would help the government to establish institutions and legal frameworks meant for the elderly in the society.

1.6.2 Non-Governmental Organizations

The NGOs benefit from the study in that, the findings may be used to extend the value of the elderly in the community. Institutions such as the Old People`s Home will develop programmes for the elderly and increase their participation in the community, through an integration programme that facilitates the activities of retired professionals. These activities may include production of history books about events that the elderly witnessed in life. OPHs may shift their focus from offering protection to the elderly to utilization of the elderly for the benefit of both the elderly and the community at large.

1.6.3 Industry and Commerce

Industry and commerce is experiencing a negative shift in performance and the rate of corruption and unethical practices appear to be on the rise, therefore the study findings may be useful in tackling the prevailing corruption tendencies, and unethical business practices scourge that has invaded industry and commerce. A number of Parastatals and Private Companies have gone down, and some have even stopped operations, yet they used to be vibrant. The study findings may be an eye opener to industry and commerce in identifying competences amongst the OPs whose services may be engaged.

1.6.4 The Academic Body

The material in the study would be in the Library of the MSU and available for use by other students and staff interested in the welfare of OPs. This study will add value to the University`s body of knowledge and create intellectual property for the institution.

1.6.5 The Researcher

The study will enable the researcher to improve his knowledge of research through an extension of field work on how professionals who have retired were being utilized and kept occupied on one hand, while development was taking place for posterity. The study will also enable the researcher to fulfill the requirements to acquire a Masters Degree in Development Studies. The

researcher is the Founder and Chairman of a Public Voluntary Organisation (PVO). His organisation (Appendix 5), Public Voluntary Organisation targets retirees and pensioners therefore the study findings will be critical as the main source of management data.

1.7 Delimitation of the Study.

The study was premised on the participation of the elderly population in community development activities to enhance the well-being of people in HMP in general. The study was confined to sixty (60) institutions in HMP to reduce travelling costs and time constraints. The respondents were heads of the selected sixty institutions who represented NGOs, State Enterprises and Parastatals, religious denominations, tertiary institutions, a local authority, commerce and industry. These institutions were chosen to air their views on the relevance of employing retired professionals in their organisations and the community at large. The study focused mainly on the integration and participation of the elderly in the socio-economic development activities of the HMP. It is critical to add that the line diving, legal, technological and environmental participation is very thin, if ever it exists. The assertion being made here is that OPs can and should be involved in all development activities, not only in HMP but through out the country.

1.8 Assumptions

The study made the following assumptions:

- i. That the community of HMP was utilizing the services of old and retired professionals in community projects and in the corporate world in general.
- ii. That State Enterprises and Parastatals, tertiary institutions, industry and commerce, religious organizations, NGOs in HMP were benefiting from the services of retired academics and specialists.
- iii. That the economic environment currently prevailing would continue consistently throughout the research period.
- iv. That the respondents would be cooperative and the required data for the study would be obtained.

- v. That one main barrier that prevents OPs from accessing social pensions is the assumption that someone out there and NOT government is looking after them. In other words government relegates its responsibility over SC to the immediate or extended family.

1.9 Research Limitations

An array of challenges were encountered during the research. The major ones are discussed herein though not in any hierarchical order. It is important to mention from the outset that the respondents were Heads of their institutions designated either as Chief Executive Officers (CEOs) Managing Directors (MDs), Executive Directors or Non- Executive Directors. By nature of their work, i.e. busy and tight schedules, more often than not interviews and appointments were rescheduled. These changes were often announced at very short notice thus disrupting the researcher's diary "schedule". The researcher had to play activity and time balancing act to ensure accomplishment of the mission.

Another challenge encountered involved the late returns of responses to the researcher. Most interesting were the reasons given by some respondents for the delays. Some of the most repeated reasons and excuses given are quoted below:

- Sorry Mr Kunaka, I had forgotten about your questionnaire.
- I was under pressure preparing for a board or council meeting or visit by auditors,
- I was out of (either) town or country.
- I needed to make internal consultations before completing your questionnaire, and the process and protocols of doing that run into a couple of weeks. The Board has to be advised.
- My Personal Assistant (PA) misplaced the questionnaire, can you avail another set?
- The officer I delegated the task is /was away on corporate business, off sick or attending a funeral.
- Come and collect your questionnaire on (a given date and time) only to find document unattended to, or respondent unavailable, out of office, in a meeting, will be with you shortly etc.

- See officer so and so in office number so and so and if they cannot attend to you please come back to see me tomorrow by which day I would have definitely made an appointment for you to see either myself or my Deputy, hence ended up moving back and forth in the office corridors.
- Oh sorry, the messenger got lost at your house, at your office.
- My driver (or) messenger will drop it at your home, office or gym first thing tomorrow morning, confirm where would you like it dropped?

Notwithstanding some delays and excuses, the researcher is grateful for the 98% success response. The 2% represented only one organization that categorically refused to entertain the researcher for undisclosed reasons. Ethics demand that the researcher protects the identity of the individual and the institution concerned. The reader may refer to the Consent Form provision for justification of this question regarding the issue of non-disclosure.

1.10 Definition of key terms

Old People: Any person who has attained the age of 70 years and above (The United Nations 2008)

Pensioner: Any person who has retired from work, and is earning a pension (Schmidt DF, Boland SM. 2008)

Retired Person: Any person who has attained the age of 55 years and is no longer at work on a full time basis (The United Nations 2008)

Retired Professional: Any person in the category of skilled personnel who has retired from formal employment e.g. Lectures, Scientists, Engineers, Diplomat and Lawyer, etc.) (Researcher's Own Definition 2016)

Older Person: Means a citizen of Zimbabwe aged 65 years above, who is ordinarily resident therein. Older Persons Act (Chapter 17:11)

Ordinarily Resident: Means in relation to an older person, an older person who resides in Zimbabwe for not less than one hundred and eighty one (181) days in any calendar year. (Older Persons Act 17:11).

Dependent: being dependent is being reliant or supported by. The one who is dependent cannot survive without the assistance of the individual whom he/she relies on. (Hornby A S, 1982)

Integration: Development of an internally consistent way of life which fosters stability with members of such a society having a similar outlook and a shared set of values (Barnouw V, 1979)

Development: To lead long and healthy lives, to be knowledgeable, to have access to the resources needed for a decent standard of living and to be able to participate in the life of the community (United Nations Development Programme definition)

Participation: (i) Involves engagement by the public in the conduct of public affairs, which can be political, social, economic or cultural, through policy and decision- making processes by individuals or through their elected representatives (Human Rights Bulletin # 58 January 2011)
Participation is at the core of Human rights- based approach to development.

Participation: (ii) Take a part or share, partake, have or take a hand, get or become involved, engage in, join in, enter into, be or become associated with, contribute to. (Readers Digest Oxford Dictionary 1993)

Corruption: Involves the misuse of power by those who hold it, people who in their official position exploit the power with which they are entrusted by seeking private gain. This includes bribery (offering something of value for some action in return), fraud (using a trusted position to deceive for profit), embezzlement (the theft of government or company resources by those in authority) and nepotism (favouritism shown to friends and relatives of those in power. (Governance, Corruption and Conflict, US Institute of Peace, Washington D C).

1.11 Structure of the Study

The study had the following structure:

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Method

Chapter 4: Data Analysis, Presentation and Discussion

Chapter 5: Summary, Conclusions and Recommendations

1.12 Summary of the Chapter

This chapter established the background of the research study with particular emphasis on the research problem. The chapter highlighted the objectives and research questions guiding the process. The main theme of the research is the integration and participation of the OPs in socio-economic development of HMP. The chapter established the theory that guided the entire study. The next chapter reviews literature related to the subject matter.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

The focus of this chapter is to review the literature on the integration and participation of OP in society. The first part of the chapter reviews literature on the elderly, age and associated stereotypes. The second part focused on the integration of the elderly and various coping mechanisms for the elderly, while the final part dealt with empirical evidence and themes for the future.

2.1 The society for the elderly

According to a paper from the Department of Economic and Social Affairs, Population Division (2006), of the United Nations, OPs are becoming an ever-greater proportion of the total population. The proportion of the very old (80 years and above) is growing rapidly. According to Brewer (1988), those reaching retirement age are healthier and fitter than ever before owing to development of health systems. Increasing life expectancy and better health facilities among the elderly are a notable success and represent potential in terms of working power, qualification and experience that societies need to use productively. Experience with “active ageing” shows that the OPs who are integrated into society have a higher quality of life and live longer and healthier lives than those that are alienated (Bieman et al 2001:44). Chronological age, similar to sex and race, is a dimension on which individuals categorize others as old. Cues to age are perceived from physical appearance, such as colour of hair, facial morphology, as well as from verbal and non-verbal aspects of individuals' communications (Bieman et al 2001). Upon presentation of these cues, age is readily perceived, perhaps even unconsciously, often shaping interactions between younger and older individuals. Younger individuals often use stereotypes associated with advanced age to make inferences regarding older adults' intentions, goals, wishes, and capacities and guide their behavior accordingly.

African states are signatories to several global statutes that seek to eliminate physical and psychological abuse of the elderly population. The protocol of the African Charter on Human and People's Rights of OPs has yet to be adopted by the African Heads of State & Government (HOS&G). The mentioned protocol provides a guiding framework for realizing the rights of older women and men.

The protocol focuses on the provision of basic services like health, nutrition, clean water and sanitation to elderly people, a critical component for realizing sustainable development in Africa, as provided for by the African Charter on Human and Peoples Rights. On the rights of OPs, it is incumbent on African governments including Zimbabwe to formulate robust policies and enact appropriate legislation to cushion OPs from all forms of discrimination. Emphasis should be put on the need for political goodwill to strengthening the protection of OPs across sub-Saharan Africa. The inference one draws from this particular protocol is that African HOS have an obligation to ensure elderly people are accorded the respect that they deserve, as well as guaranteeing them protection as African senior citizens.

During the 2016 African Union (AU) Heads of State & Government (HOS&G) Summit in Addis Ababa, African governments were implored to adopt global instruments that advance the welfare of elderly persons on the continent. The campaigners present at the summit strongly urged African leaders and policy makers to recognize the welfare of elderly persons who more often than not are subjected to discrimination, neglect, abject poverty, ill-health, stigmatization, physical and psychological abuse. Toby Porter, CEO of Help Age International said in an open letter to the African leaders that their commitment was crucial to strengthen the protection of OPs through what he called "a raft of policy and legislative frameworks". In the letter, the CEO pleaded with the African HOS&G to demonstrate their commitment to ensure that older people are treated with dignity and respect.

The OPs Act (Chapter 17:11) No. 1/2012 (if it is to make sense to the reader should be juxtaposed) and read together with the provisions of Section 82 of the new constitution of the Republic of Zimbabwe No. 20/2013. These two are complementary and corroborative in scope. They both principally seek to provide for the well being of OPs, to provide for the appointment

of a Director for the OPs affairs, the establishment of an OPs Board; to create an OPs fund; and to provide for matters connected therewith, or incidental to” (Older Persons Act (Chapter 17:11 page 3).

The Act is the legal framework intended to guide the general economic, social and welfare protection of the OPs. To achieve this broad aim and its objectives, the Act provides for the appointment of a Board whose mandate and functions inter-alia include policy formulation and development achievement of equality and equity of opportunities.

The Act further enables OPs to lead independent lives, prevention of discrimination based on age, provision of income generating projects, provision of basic social services such as food, shelter, water, clothing and sanitation facilities as and when possible. It is necessary to establish OPs Committees and social care centers where OPs can meet and mingle in a relaxed manner.

The Act confers public assistance to OPs. Eligibility for social welfare assistance prioritizes those OPs who are victims of any of the following unfortunate circumstances: physically or mentally handicapped, continuous ill health, dependant on a destitute or incapable of looking after himself or herself or has need of social welfare assistance.

Subsection (10) of the OPA creates the OPs fund under the trusteeship of the relevant minister. The purpose of the fund is to provide social welfare relief to OPs, promotion of programs which benefit OPs, health, education, skills development in OPs homes and projects aimed at promoting the well-being, welfare care and protecting of OPs. Without going into further details, the above discussion centered on the major provisions of the salient statutory principles of the OPs Act. Needless to say, the crux of the matter lies in the resolution to implement and not to endlessly debate the Act.

The NEW UNIVERSAL LIBRARY (1976) focuses on issue involving OPs safety and welfare. The challenges always facing the OPs are both internal and external. OPs living in their own homes present a difficult problem in the field of home safety. Ill- health and a diminished income often hinder the renewal, and maintenance, of worn fittings and outdated equipment. Thus those living near OPs, or having elderly relatives of their own, should monitor them and help in repair

and maintenance of broken floors, leaking roofs, broken window panes, slippery floors, too smooth bathing room floors among other items.

If OPs are living with younger relatives, it is easier to provide the correct facilities and to keep their welfare under supervision. Falls and resultant fractures are the most common type of accident accounting for 80% of mishaps that happen to those over 65 years of age. Burns and scalds form another category of hazards, as elderly people tend to live in homes in which much of the electrical and gas equipment needs attention or should be scrapped altogether. The elderly should be persuaded, whenever possible, to dispose of dangerous equipment, to have proper protection such as swimming pool fencing and fire place screens and to wear night attire of non-flammable material. The situation is most delicate during winter season when it is cold.

Accidental poisoning by gas can be a real danger where elderly people lack a sufficiently acute sense of smell to distinguish a leak. Poisoning by taking drugs can be a hazard where OPs use sleeping pills at night. They should be encouraged to keep only one dose beside the bed so that there is no chance of absent mindedly taking a double dose. A bedside lamp will enable them to see what they are doing. They should be encouraged to switch on lights if they go to a medicine cabinet so that there is less danger of them swallowing the wrong medicine (if they are on medication).

Old People's Welfare involves provision for helping OPs in health, housing and leisure activities. Attention is drawn to the number of OPs who live alone in unsuitable houses or flats, and to the many apparently healthy looking OPs who are in fact suffering from a variety of minor, and sometimes major ailments. OPs are liable to suffer severely in cold weather; they may have vitamin deficiency, iron deficiency, diabetes, cataract and foot and limp disorders and may even lose their reason through loneliness and malnutrition. These conditions demand that special attention be paid regarding the whereabouts of OPs at all times.

Housing authorities should consider the following options when constructing and/or allocating residential facilities if they have genuine concerns and interest for Ops.

- ❖ Accommodation at very low rent designed specifically to meet the needs of OPs.

- ❖ Warden or someone assigned to visit them daily? regularly? frequently? to see if all is well. No assumptions must ever be made regarding the welfare of OPs. Someone must always physically check them.
- ❖ Various voluntary bodies set up to provide assistance such as basic needs (food, help around the home and just mere company)
- ❖ Day hospitals to meet their needs
- ❖ OP clubs to provide meeting points and leisure centres, thus helping them to relieve the monotony that may occur in later life.

From the foregoing, it appears that there is definite need for the younger generations to take special interest and practical steps regarding the welfare of the OPs. This is especially important in view of the potential health and safety hazards that they are prone to encountering. As noted above, these mishaps may be catastrophic, hence the need to keep eyes and ears wide open lest the OP is exposed to any form of hazard.

While the above author focused on health and safety issues as well as precautions to be observed when dealing with the welfare of the OPs, Kulesa (1987) wrote that the major objectives of the integration of the OP is about:

Improving the quality of life of the elderly members of our society,
 meaning for them there should be economic independence, mutual
 benefit, social justice and self reliance.

Kulesa further argued that social justice is not a favour being done to the OPs. If anything, they must be allowed to propose, find, and determine on their own what they perceive to be the solutions to their personal and/or collective problems. In other words, nobody has a right to prescribe unilaterally what he/she deems to be the panacea or solution to the OPs problems. As for self-reliance, OPs do not need sympathy, but should be left alone to rely on their own efforts provided a conducive or enabling environment is created for them. Nothing should be forced down their throat so to speak.

They can manage their own affairs, and should they need assistance they will ask for it. Society's integration of the OPs must, according to Kulesa (1987) be predicated on the basis of their own experiences, needs, and aspirations. By self-reliance, Kulesa(1987) is not advocating isolation or stigmatization of the OPs but the independence to stand on their "own feet" and self help. Just like anybody else, OPs, says Kulesa (1987) must be allowed some degree of self-determination and destiny. They want to be the main actors in those issues that directly and indirectly affect them without being whipped into line. In short, society must not think for them.

Graham S (2001) points out that developing countries face an ageing crisis which in turn impinges on OPs rights and poverty alleviation. Graham further argues that there is need to include OPs in mainstream development agendas, and to allow them breathing space to assert their equal rights to development. Poverty, social exclusion and discriminatory attitudes towards old age continue to violate the human rights of OPs. The Universal Declaration of Human Rights and subsequent UN instruments spell out the OPs rights very clearly.

Regrettably, OPs remain amongst the poorest and most vulnerable groups in most societies, and yet on the other hand they are the fastest growing section of the world's population, notes Graham (2001). Furthermore, writes Graham, poverty alleviation strategies when being framed are weighted more towards issues of child nutrition, child and young adults' education, infant and maternal mortality rates and reproductive health. Insecure livelihoods worldwide pose major obstacles to OPs "right to development" The situation is more depressing according to Graham in the so called Third World countries where the writer says only about 30% of OPs have access to a pension. Graham recommends that major donors must include OPs in poverty reduction strategies, and that more importantly policies are required that promote both their contributions and recognize their old age-related needs.

The Criminal Procedure and Evidence Act (Chapter 9:07) Section 337:641-642 deals with the subject of **Sentence of death** in general. Of special note and interest is Section 338 which deals with **"Persons upon whom death sentence may not be passed"** The section prescribes as follows:

The High Court shall not pass sentence of death upon an offender who-

- a) is a pregnant woman, or
- b) is over the age of seventy years, or
- c) at the time of the offence was under the age of eighteen years.

One can deduce from the above subsection (b) that the Government of Zimbabwe accords respect to the OPs regardless of gender. This respect is also subscribed in the country's constitution, Part 3- **Elaboration of certain rights** (section 82:48) which deals with Rights of the elderly for people over the age of seventy years. Though one may be a villain, the GOZ in tandem with traditional practice that does not justify termination of life especially the OPs in the seventy year olds bracket and above. Nevertheless questions are being asked by the Court of Public Opinion regarding the rationale of ever dragging them for prosecution before the courts when it has already been pre-determined and restricted through provisions of (b) above which precludes death sentence of 70 year olds. The Public Opinion Court believes this is giving an open cheque to 70 year olds and above to commit murder willy-nilly knowing full well that in terms of the law the gallows is not an option penalty for them to be imposed. Undoubtedly, the only worst penalty they can anticipate from the courts would be a lengthy period of incarceration or custodial punishment. However, the 70-year olds in custody may, with a bit of luck and smiles from the heavens, not serve their full jail time, should the Head of State and Government of Zimbabwe grant them a parole at his/her pleasure and more often than not, they are pardoned.

2.2 Myths and superstitions associated with the elderly in society

Across the globe countries have various traditions and stigmas attached to OPs. In Zimbabwe, some of these are used to explain the following phenomenon; crop failure, poor milk production by cows, school drop outs, polygamy, loss of wealth, death within a family or in the community, still births, barrenness, droughts, lightening or thunder bolts. In the traditional society causality and effects are inter twined hence nothing "just happens" without a cause or causes. Illness,

traffic accidents, poisonous substances, cancers, high or low blood pressure, diabetes etc do not kill, for instance, some phenomenon must explain the cause of death.

It is however known that poverty, disease, age, misunderstanding or ignorance of the causes of HIV/Aids and gender inequality are amongst the key underlying causes of abuse of OPs. Definitions of OPs abuse vary across countries, as well as sectors. This makes it hard to measure the extent of OPs abuse. The World Health Organization (WHO) defines abuse as an act of commission or of omission (neglect) that may be intentional or unintentional. The abuse may be of a physical nature, (involving emotional or verbal aggression) financial or material, inflicting unnecessary suffering, injury or pain on elder persons.

In order to curb and eradicate the above cited abuses it is suggested that stake holders work together. Key stakeholders include OPs Board, Help Age Zimbabwe, the Zimbabwe Ageing Network, the Traditional Medical Practitioners Council, religious bodies and legal services organizations. In the majority cases, traditional healers are visited or consulted by members of the public who have experienced some misfortune for example illness, or death in the family, to identify who in the community has been “bewitching” them. The traditional healer usually points to an older vulnerable woman or man in the village. Old age is universally associated with among other things loss of vision and hearing, strands of gray hair, loss of teeth, wrinkles and inability to maintain a straight posture.

The study identified the following theories associated with the elderly in the society, and their integration into community projects.

2.2.1 The Socio-emotional Selectivity Theory (SST) Carstensen (1991)

Socio-emotional Selectivity Theory (SST) postulated by Carstensen (1991) construes senior citizens as active agents who construct their social worlds to fulfill their social and emotional needs. SST also posits that the perception of time as limited, not age, plays a central role in the selection and pursuit of social goals. When time is perceived to be expansive, people give more consideration to the acquisition of knowledge, whereas when time is perceived to be limited,

people give more consideration to seeking emotional comfort. Older adults perceive their time as limited, and consequently make choices that maximize positive emotions. Fredricks and Carstensen (1991), for example, found that older adults show a bias for interacting with familiar, close social partners, whereas younger individuals show a preference for interacting with novel social partners. Similarly, in a sample of 69- to 104-year-olds, Lang and Carstensen (1994) found that although the older adults had fewer peripheral social partners compared to the younger adults, there was no difference between the two groups in the number of close social partners.

Drawing on the theory of SST sketched above, one could hypothesize that when older adults are involved in social interactions with others, ageing stereotypes would be less relevant and the interactions are more likely to affirm the self. Efforts to reduce one's chances of being a target of prejudice, in other words, are consistent with older adults' placing greater emphasis on emotional comfort, a tenet of SST. This means societies need to consider more actively how to integrate OPs and to ensure their participation in a cohesive society of all ages.

The (SST) implies that OPs are integrated into society in many ways. They should be part of social networks of friends and family, and should be active in clubs and associations, work as volunteers and are economically active. Höhn (2008) holds that OPs may be vulnerable to exclusion. Potential obstacles to equal social participation of OPs include poverty, poor health and low educational levels.

Managing physical appearance and perceptions of competence and reliance are most consistent with primary compensatory strategies. Specifically, older individuals may attempt to manage or alter their physical appearance because it is relatively easy to categorise people as young or old upon first sight, which in turn, may prompt the activation, and perhaps application, of negative age stereotypes. Mitteness (2014) further notes older adults may also employ impression management strategies in order to avoid the potential costs associated with appearing incompetent and dependent. Older adults who suffer from urinary incontinence restrict their daily activities in order to remain near a bathroom. Similarly, older adults with hearing

impairments may pretend to have heard conversations by nodding, smiling, and acting pleasantly during social interactions (Hallberg and Carlsson 2010: 44)

Considering the Self Expression Theory (SET) citation, achieving social integration and participation has many aspects. It brings all social groups and individuals into the political, social, cultural and economic structures of a society so that they can participate in the decision-making process on issues that concern them. This requires a consensus that exclusion should be minimized and eliminated, and that all those who are disadvantaged should be assisted by society not as a favour, but as the OPs right.

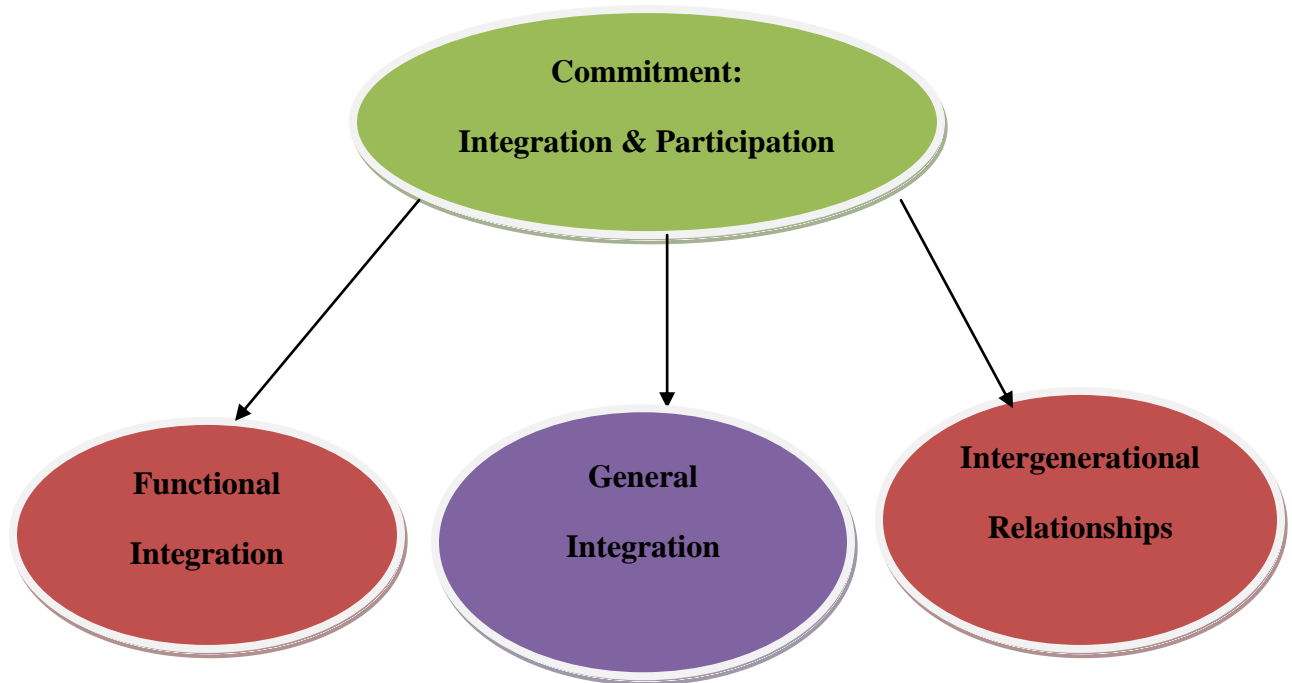
2.3 The integration of the elderly in the society

Integration and participation is therefore closely linked to the notion of social cohesion, a vital element of a healthy society. It denotes the capacity of a society to ensure the welfare of its members, minimizing disparities and avoiding polarization and conflict, and it requires fostering solidarity and reciprocity between generations.

Care responsibilities often have an intergenerational character, with OPs caring for grandchildren and younger adults providing care for OPs. There is much that older and younger persons can learn from each other. Such processes ultimately help realize the goal of achieving a Society for All Ages (Zelenev 2009).

To achieve this goal, concrete action can be taken in three broader areas: functional participation, general integration and intergenerational relationships. (Figure 1)

Figure 1: Integration of the Elderly into Community Development Projects



Source: SPRC (Social Policy Research Centre), Promoting social networks for older people in community aged care, Research to Practice Briefing 2, February 2009.

Figure 1 shows that commitment to integration of the elderly in the society needs to take into account three key aspects (Functional integration, General integration and Intergenerational relationships).

There is a danger that with age the level of social integration may decrease because of functional impairments (e.g. hearing impairments, lower levels of mobility) and loss of a partner or moving to an institution. As OPs become less mobile and they may be less able to visit family or friends for a variety of reasons. Social contacts may have been strongly related to a partnership and common interests may decrease when one partner dies. The loss of a partner may lead to depression and withdrawal from the community. Moving from one neighbourhood or community may have the consequence of being further away from established social networks (SPRC2009). Therefore; facilitating social participation is an important element of an overall strategy to achieve integration.

Policies should take into account that OPs may perceive different levels of contact as beneficial. They may have different needs for company or time for themselves. Therefore, strategies should be based on the individual OPs' needs and wishes. Support should be provided in ways that enhance OPs' self independence and freedoms.

OPs should be empowered to pursue their interests and hobbies, building upon their life achievements. Interventions may include offering a wide range of activities which are group based and tailored to specific age groups. OPs' engagement with friends and relatives should be facilitated where possible. Practical barriers such as communication difficulties, cost and transport should be addressed. Volunteer peers maybe used as mentors to facilitate participation in social activities. Engaging OPs in physical activities or activities designed to improve their nutrition and mental health may prove valuable means to facilitate social participation. Strategies enabling OPs to stay in their homes for as long as possible may be important to allow them to remain integrated into their grown networks Social Policy Research Centre (SPRC 2009). Specific programs should aim at rural and remote areas, where the majority of OPs live, to ensure we maintain the necessary equilibrium between the urban elite and the rest of the nation.

2.4 Consequences of Exposure to Ageist Stereotypes

Recent research suggests that exposure to ageist stereotypes can affect the mental and physical health and capabilities of older adults. Levy (2000) found that exposing older adults to negative age stereotypes at a subliminal level led to a heightened cardiovascular activity. This is measured by systolic blood pressure, diastolic blood pressure, and heart rate to the stress of mathematical and verbal challenges, compared to that of older adults exposed to positive stereotypes about ageing.

In addition, exposure to age stereotypes has been shown to influence older adults' **will to live** and to reduces their walking speed. Hausdorff (2008) established that the handwriting of older adults who had been subliminally primed with negative stereotypes of elderly age was judged to be older, shakier, and relatively more deteriorated than the handwriting of older adults who had been subliminally primed with positive age stereotypes (Levy 2000: 55).

The effects of exposure to age stereotypes have also been implicated in the performance of older adults on tests of memory (Hess 2003:77). The same author found out that concerns about negative age stereotypes can undermine older adults' memory performance through stereotype threat effects (Steele 2002:20). Older adults who were explicitly exposed to the stereotype that older adults have memory impairments (threat condition) performed more poorly on a subsequent recall task, compared to older adults who were exposed either to more optimistic information about ageing and memory or to no information. This is consistent with stereotype threat theory. Steele et al 2002 advanced, both the importance of memory performance to participants and the activation of the negative memory stereotype predicted on the subsequent performance of participants in the threat condition.

Similarly, there is some initial research suggesting that more subtle or implicit exposure to negative age stereotypes may also undermine performance on some memory tests, compared to implicit exposure to either positive stereotypes or stereotype-irrelevant words (Stein et al 2002). Although these latter studies on implicit self-stereotyping are promising, Steinand et al (2002) underscore that caution must be exercised against their over interpretation or application given the small sample sizes, apparent fragility of the findings, and modest effect sizes. Consistent with this work, however, a cross-cultural study revealed that older adults from cultures in which ageing is viewed more positively (i.e., China and the American deaf community) performed better in a memory test than did older American hearing individuals Levy and Langer (2008). There were no differences, however, in the memory performance among youth from the three cultures. Taken together, these findings suggest that being exposed to negative age stereotypes, or living in a culture that endorses the negative stereotypes, may undermine older adults' ability to perform optimally on memory tests.

Taken as a whole, this research suggests that exposure to age stereotypes can influence older adults' performance in a variety of domains. The findings are quite provocative when contrasted to the traditional views of ageing that attribute the cognitive, psychological, and behavioral declines associated with advanced age exclusively to biological factors. Instead, this work

suggests that negative stereotypes may explain some of the age-related variance in cognitive and physical task performance that has been attributed to biological differences (Baltes et al 2010).

It is important to note, however, that this line of research does not deny that there are biological changes associated with ageing. Instead, it underscores the need to consider both biological and social/contextual factors in order to form a complete understanding of the age-related cognitive and behavioural changes that shape the life experiences and opportunities of older adults (Blanchard –Fields and Chen 2008).

2.5 Coping with a Negative Age Identity

Despite the prevalence of negative self-relevant stereotypes, older adults have a positive sense of subjective well-being. Betty Friedan (1993) found that the later adult years are associated with increased feelings of life satisfaction. Similarly, Thunder Bay (2008) found no changes in happiness during the eight (8) years following retirement, when the stigma of "too old" becomes more salient. Moreover, Levy and Langer (2006) found that the self-esteem of American and Chinese older adults did not differ from that of young adults in those cultures. These findings are consistent with research on other stigmatized groups, such as blacks and women (Croker and Major 2006).

How do older adults maintain positive well-being in the face of stressors associated with ageing? Research indicates that stigmatized individuals do not passively accept society's negative stereotypes, prejudice, and discrimination (Zebrowits 2003:33). Instead; they use a variety of strategies to respond to and cope with prejudice and stigma-related stress. Here, reference is made to Miller Meyer`s (2003) theoretical framework of compensatory strategies as a way to understand older adults' strategies for coping with stigma-related stress. Miller and Meyers suggest that the strategies individuals use to cope with a devalued social identity can be categorized into two groups: (1) primary compensatory strategies and (2) secondary compensatory strategies. Through primary compensatory strategies, individuals reduce the threat posed by prejudice by engaging in behaviors that enable them to achieve desired outcomes in

spite of their stigma. Secondary compensatory strategies, by contrast, allow individuals to change their perceptions of outcomes that have been tainted by stigma. In essence, primary compensatory strategies are used to prevent negative outcomes related to stigma, while secondary compensatory strategies change one's feelings about negative outcomes once they have occurred. It was therefore the objective of the study to establish the activities of institutions in the Harare Metropolitan Province towards the integration and participation of the elderly in socio-economic development to reduce the negative effects of stigma of ageing. The information regarding the status of the elderly professionals in terms of their full integration into the society after retirement was not very clear, hence the need for the study.

Martin et al (2000) suggest that some of these tactics may also lead to higher health risks. For example, an older adult who does not want to be mocked at the gym for not having a youthful body may opt not to exercise at all, becoming sedentary and not benefiting from the advantages of exercise. Thus, the person has avoided a circumstance in which she or he could be the target of prejudice, but has also increased his or her risk for health problems. Engaging in impression management can be a double-edged sword for older adults, as well as for other stigmatized groups, because of the complexities associated with coping with a devalued social identity. Clearly, stigmatization and ostracism can be fatalistic to OPs welfare, especially their health.

When older adults are closely involved in social interactions with others, ageing stereotypes become less relevant and the interactions are more likely to affirm the self. Efforts to reduce one's chances of being a target of prejudice, in other words, are consistent with older adults' placing greater emphasis on emotional comfort. This is ideally a tenet of Socio-emotional Selectivity Theory. When individuals do become the target of prejudice, they may rely on secondary compensatory strategies to help them change the way they feel about the social situation. Secondary compensatory strategies can be categorized into three groups: (1) psychological disengagement, (2) dis-identification, and (3) social comparison. This study briefly describes each in the context of the experiences of older adults.

Psychological Disengagement: Psychological disengagement occurs when stigmatized individuals disengage their self-esteem from outcomes in the domains in which they are expected to perform poorly (Steele et al 2002). Research indicates that some older adults also psychologically disengage from traits and domains that are negatively associated with their group. Brands Taedter and Greve (2008) hold that older adults, compared to middle-aged adults, for example, place less importance on goals related to work and finances. The two domains in which older adults are perceived to have diminished capacity. When one's self-esteem is no longer tied to the domains in which the group is stereotyped to perform poorly, psychological disengagement helps individuals to maintain a positive social identity.

In addition to disengaging from devalued domains, older adults may opt to strengthen their connection to domains in which they have acquired knowledge and competence. Ryff (2008) suggests that such compensation plays a major role in the positive psychological adjustment of older adults.

Dis-identification. Instead of disengaging from a stereotyped domain, some individuals choose to dis-identify with their stigmatized group Steele (2008). Extreme forms of dis-identification include "passing" as a member of a non-stigmatized group, while less extreme forms include de-emphasizing the group's importance to one's overall self-concept. Dis-identification among older adults is evident in certain behaviors, such as lying about one's age, dying one's hair, and using anti-ageing wrinkle creams. The findings were that many older adults who do not consider themselves "old" could also be taken as evidence of dis-identification. Older adults tended to identify with younger adults more than with older adults on an implicit identity measure. Hummert et al (2002) contend that out-group identification was most pronounced for older adults with high self-esteem. Whether these data are indicative of dis-identification from the group, or rather a failure of individuals to identify with the group initially, the outcome seems to be positive psychological well-being.

Social Comparison

Stigmatized individuals have also been found to use social comparisons in order to protect their identity and self-worth (Crocker et al 2008) Individuals can affirm their self-worth by making downward comparisons with others (i.e., comparison with individuals who are worse off than them) or by limiting their social comparisons to intra-group, rather than inter-group, contexts. Research regarding older adults' use of social comparisons, however, is quite complex, and may not follow the patterns found for other stigmatized groups, highlighting the need for social stigma researchers in social psychology to examine this group.

According to research on social comparisons, downward comparisons involve comparing the self with another person who is inferior to oneself in a given domain. Wood (2014) argues that older adults engage in downward comparisons, many individuals are more likely to engage in social downgrading, which refers to comparing the self to a negatively biased view of one's group. In other words, individuals downgrade the abilities of other group members, thus allowing them to maintain positive self-views by comparison. Older adults, for instance, often have biased, negative expectations about what other people view their age and what they are able to do, allowing them to feel relatively superior about their own abilities Heckhausen and Krueger(2003). Similar to the self-enhancement function of the more common "better-than-average" effect, older adults seem to affirm their self-worth by believing they are better than "most people their age".

Research suggests that stigmatized individuals often compare their outcomes to similar others in order to maintain a positive identity (Crocker et al 2008). In contrast, older adults make more social comparisons with dissimilar others as a way of affirming their uniqueness (Suls and Mullen 2008). In addition, older adults use temporal comparisons as opposed to inter-personal comparisons in order to maintain positive self-views. Temporal comparisons are evaluations based on what one could do before, compared to what one can do in the present. Older adults use such comparisons to remind themselves that, although certain behaviors are challenging now, they were able to perform these behaviors successfully in the past. Temporal comparisons allow for positive self-views that are grounded in one's prior accomplishments.

As with primary compensatory strategies, however, secondary strategies can come with costs. For instance, psychological disengagement from domains in which older adults are stereotyped to perform poorly is likely to yield under-performance in those very domains, thus reinforcing the stereotypes. Furthermore, many of the negative stereotypes of older adults fall in domains that are essential for independence and healthful living. Disengaging self-esteem from their performance in these domains may relegate older adults to premature dependence. Disengagement from the identity may undermine the collective power of older adults insofar as individuals must be identified with a group in order to engage in action on its own behalf. Additionally, group identification seems to provide a buffer against the negative mental health consequences of discrimination (Garstka et al 2004:77). Lastly, the use of temporal social comparisons and social downgrading may limit individuals' growth and personal development. Ideally, researchers, advocates, and practitioners can work in collaboration with older adults to find a balance between accurate self-views and effective self-protection from the negative impact of age stigma.

2.6 Study Gaps

Several themes emerged from research on older adults and stigma. First, unlike many other stigmatized groups, older adults often do not think of themselves as members of the group, and, perhaps by extension, endorse negative stereotypes about ageing. This is probably due to the fact that this is one of the few stigmatized groups in which individuals gradually enter over time, and the boundaries of the group are both porous and ambiguous. That is, at one point individuals are out-group members who hold negative stereotypes about the group. As time progresses, however, individuals find themselves as candidates for in-group membership, and must wrestle with whether or not they identify with the group, and whether the prevailing negative stereotypes apply to them. Perhaps as a solution to this dilemma, older adults have complex views both of themselves and of their age group, and these views incorporate both negative and positive stereotypes.

A second theme that emerges from literature was the features of the social context that shape, in part, older adults' social identity, physical health, and cognitive task performance. This idea is consistent with research on adult social cognition that examines cognitive changes and performance within the framework of adaptive functioning (Blanchard and Fields 2020) as well as research revealing contextual effects on older adults' memory performance, such as the presence of a child as opposed to a young-adult listener (Adams et al 2002). The studies suggest that older adults' cognition, behavior, and mental health may be influenced by exposure to negative stereotypes in the social context. Building on this work, the current study investigated on how cues in the social contexts of older adults outside the laboratory may be changed in ways that will improve their well-being. The current study was meant to establish if the cognitive memory of older people could be used in the religious denominations, industry and commerce, non-governmental organisations (NGO's), tertiary institutions, state enterprises parastatals and local authority given the fact that the memory centre for the adults is somehow weak. The study used sixty (60) HMP organisations to gather primary data.

The final theme that emerges from this study is that of coping strategies. Older adults are faced with a unique set of physical changes that influence their use of coping strategies to contend with stigma-related stress. Research examining older adults' coping behavior in the face of negative age stereotypes should also adopt an adaptive framework. Consistent with the social psychological research on social stigma, it is likely that this research will reveal both costs and benefits of several coping mechanisms that must be negotiated for the retired professionals in the community of Harare. Given that older adults were once younger adults, and have acquired their stigma later in life, they are likely to use their coping strategies later. The critical question that informed the central theme in this study was the establishment of activities that adults in HMP organisations that have retired could be engaged in to remove the stigma and integrate them with the society at large.

The message of the work reviewed in this chapter calls for the need to establish effects of ageism and integration of the affected people in the community. The findings of this current research would be essential to ensure that retired professionals would participate in the development of

their communities. The study would establish activities and strategies for the integration of retired professionals with the society at large and eventually eradicate stress related to ageism, lessening the burden on older adults of developing strategies to cope with and combat ageism on their own.

2.7 Summary

The purpose of this chapter was to examine previous research on the integration and participation of the elderly in community development projects. The chapter reviewed the consequences of ageism for the opportunities and life outcomes of older individuals. The first section reviewed the society of the elderly and the second section focused on theories for the OPs. Overwhelmingly, literature reveals that adults suffer from the challenges of ostracism and stigmatization and there is a compelling need to develop coping strategies to be accepted by the society. Any strategies and policies for the integration of the elderly should employ a variety of coping strategies designed to protect their self-esteem and well-being. Clearly from the above discussion it is apparent that the OPs end up devising and developing their own coping strategies from their own real lived experiences.

As life expectancy increases, it is neither just nor desirable let alone wise for society to undermine the effectiveness of such a large component of the population. When stereotypes lead individuals to restrict them to domains in which their groups are not stereotyped negatively, those individuals lose their freedom to participate fully in society, and society loses potentially unique contributions to those domains. Consequently, the establishment of strategies to integrate adults in the society formed the critical gap for the current study. The present study review captures activities for the elderly to ensure that stigmatization as a result of ageism is reduced to a bare minimum, and young people will respect the elderly as enunciated in the constitution of the Republic of Zimbabwe, and further elaborated in the Holy Bible and the Holy Quran. The next chapter deals with the research method used to collect data.

CHAPTER III

RESEARCH METHOD

3.0 Introduction

This chapter looked at the research method used to collect data about the Integration and participation of older persons in socio-economic development of HMP. The chapter describes the philosophical framework, the research design adopted, the population and sample used, research instruments and data collection procedures, validity and reliability of the data, as well as the research audit.

3.1 Research Methodology

According to Jancowicz (1995:174) research method is defined as an analysis of and rationale for the particular method or methods used in a study, therefore, in this particular study, a descriptive research method was used. Matunhu J and Munemo D (2015) highlight that descriptive studies, however attempt to describe or define a subject often by creating a profile of a group of problems, people or events, through the collection of data and the tabulation of these frequencies on research variables or their interaction. This type of study further reveals who, what, when, where or how much variables have been tested or implemented (Cohen et al, 2011).

3.2 Research Design

A research design is a plan or a blueprint for conducting research (Babbie and Mouton (2001). This section provides the research design underpinning my study. It includes the target population, sampling procedure, instruments of data collection, analysis of data and challenges encountered during the period when the research was conducted. Furthermore Matunhu J and Munemo D (2015) hold that a research design is the conceptual structure within which a research is conducted. It constitutes the blueprint for the collection, measurement and analysis of data. Methodologically, this study was mainly qualitative in nature. According to Babbie and Mouton (2001) this kind of research “gives a more in-depth description and understanding of events or actions. This helps the researcher to gain insight into why and how these events or actions take

place rather than just presenting a phenomenon”. The study utilized both qualitative and quantitative methods of data collection in order to complement each other and, in the end, to derive ‘thick descriptions’ of integration of the elderly in the society. Close ended survey questionnaire was administered, in-depth interviews with company representatives were conducted and participant observation was pursued.

Aaker et al (2007:79) argues that qualitative research is used when one is seeking insights into the general nature of the problem, the possible decision alternative and relevant variables that need to be considered. The research method used was flexible, unstructured and qualitative for the researcher begins without firm preconceptions as to what will be discovered on absence of interesting ideas and clues about the problem under study.

Qualitative research was meant to provide an explicit reading of the structure, order and broad patterns found among a group of participants. Furthermore, it aims to get a better understanding through first-hand experience, truthful reporting and quotations of actual conversations. This therefore gives, a central advantage to the researcher, of using qualitative research. According to Blumberg et al (2011), there is the possibility to combine various research methods to achieve triangulation of evidence across various research methods.

3.3 Mixed Research Method

By and large the Mixed Research Method was principally used in this study. This is also known as the Triangulation Research Method. Hair et al (2007:41) states that quantitative research is a set of scientific methods and procedures used to collect raw data and create data structures that describe the existing characteristics like attitudes, intentions and preferences, and other related behaviors of the defined target of population or market structure .The deployment of numbers, statistics or quantified phenomena, is classified as quantitative research. In the light of this research, statistical analysis of the integration and participation of older persons in socio-economic development of Harare Metropolitan Province were applied. The research used tables and figures to provide a pictorial background of the nature of results collected from the field. Statistical calculations were used to ensure that pertinent issues related to participation of older persons in society were covered. The major advantage of statistical information is objectivity.

Leedy (1996) established that researchers employ data collection tools to collect information and this has to be procedural. In this study, the researcher used questionnaires and interviews to collect data. (Appendix C and D). Questionnaires were sent to respondents using e-mail, hand delivery and postal services. Questionnaires sent through postal service had self addressed envelope for the convenience of respondents. Permission to work with each of the sixty (60) selected HMP organisation was sought from each of the organisation's Chief Executive Officer targeted and selected for the study. Sixty (60) institutions were used for the study and the relevant senior management was involved to establish issues related to the integration of the elderly in community development projects. Respondents were given two weeks to read through and complete the questionnaires; however where reasonable extensions were requested for the researcher complied. The respondents were also asked to complete a CONSENT FORM (Appendix 2) to ensure that respondents were not forced to participate in the study. In cases where the respondent was in doubt, an interpretation of the questionnaire was done through the use of mobile phone and where necessary through site visits by the researcher. This was done to ensure that the respondents were very clear about the information being sought. It was the responsibility of the researcher to ensure that the questionnaires were collected from the respondents. In the light of the above stated issues, the response rate was very high, with only two percent (2%) of the participants failing to co-operate.

Interviews were booked in advance for two reasons namely, to ensure that respondents were ready for the session and researcher's schedule or itinerary was not unnecessarily deviated from. According to Brown et al (2007), interviewees needed to be free to express themselves and to indicate other areas that the researcher would not have thought of throughout. Accordingly, closed and open ended questions were used to guide the interviewees to freely express themselves (Appendix 3).

3.3.1 Secondary Sources

Secondary data was collected from a variety of documents: According to Saunders (2010) documentary analysis is a form of qualitative research in which the researcher interprets documents, to give them voice and meaning around the study topic. The process incorporates

coding of content into things similar to how other assessment methods, like focus group or interview transcripts were analyzed. The process of documentary analysis enabled the researcher to ascertain credibility and meaning of the information recorded.

Documents such as contracts were available and voluntarily offered involving the integration and participation of older persons in socio-economic development of HMP were sincerely and gratefully accepted. This information was critical to assist the researcher to validate the responses from organisations. An example was the speed with which heads of organizations pulled from their drawers copies of contracts once entered into between them and OPs in the past. This was done to substantiate their claims that they indeed practised what they stated, that is, claims to integrating OPs in their organisations.

3.3.2 Primary Sources

The researcher collected primary information from the following sources:

3.3.2.1 Population

The population for this research consisted of institutions from Non-Governmental Organisations (NGOs), State Enterprises and Parastatls (SEPS), Religious denominations, Industry and Commerce and Tertiary Institutions. According to Cooper et al, (2011) and Blumberg et al (2011) a population is defined as the total collection of elements about which the researcher intends to make some inferences. This population was justified by the fact that the relevant respondents would be picked in view of the research theme. This approach was substantiated by Hair et al, (2003) who highlighted that a population is a complete set of elements identified for investigation in a research situation. A defined target population, thus, consists of the complete group of elements that were specifically identified for investigation according to the objectives of the research.

3.4 Sample and sampling procedure:

A sample is a subject of the population meant to represent the entire group, Denzin and Lincoln (1998). A group of non-probabilistic method has an advantage of flexibility that allows great scope for inference and judgment in the interpretation of the results. In choosing this method, the

researcher considered non probability sampling taking into account the fact that it is relatively less expensive and less time consuming as compared to probabilistic sampling, which requires that thorough and systematic planning be followed.

The research used purposive sampling technique for the study considered by Wellman and Kruger (1991) as the most appropriate non probability sampling technique to identify the participants. Miles and Huberman (1991) describe purposive sampling as a method of sampling where the researcher deliberately chooses who to include in the study based on their knowledge and ability to provide the necessary data, in-depth sensitive and personal knowledge \data about the organizations they represented. This is important as it also gives a human face to the research problem. In addition, this technique is flexible and through probing reveals additional information through guided and focused interview questions.

In-depth interviews are relevant in that they offer an opportunity for a respondent to express themselves explicitly in ways the questionnaire may not do or allow. The reason for using in-depth interviews in this study was to allow the researcher to examine the phenomenon of ageing versus societal perceptions of HMP organizations. The interviews provided the needed flexibility to probe ideas that would emerge during the interview dialogue in order to understand and appreciate the integration and participation of OPs in the social and economic development of HMP institutions. Using this method, large volumes of data were efficiently and effectively gathered by probing the interviewee.

Hesse -Biber (2010:50) says that “simple random sampling affords each member of the target population an equal chance of being included in any given sample”. This refers to the process that gives each element in the population an equal chance of being included in the sample. The researcher had a choice of sixty (60) institutions from the HMP, and used cards with numbers from 1 up to 100 to identify the choice of institutions that participated in the study. The reason for the use of card numbers was to reduce the level of bias of the research on the part of the researcher. A list of Harare institutions in various categories as described above was drawn, and cards were placed in a bowl to represent the organizations. Cards were then picked by the researcher randomly, and all organisations that got an even number were selected for the study.

The exercise was done repeatedly for all the categories of organisations under consideration up until the required sixty (60) were selected. All even numbers picked represented organisations considered for this research. This was done to reduce the level of bias as already indicated above.

3.4.1 Non-probability sampling design

Leedy (1996) says that, non-probability sampling provides for a range of alternative techniques to select samples based on the subjective judgment. The researcher thus opted to use the judgmental sampling method.

According to Saunders (2007), judgmental sampling involves handpicking participants considered to be relevant to the study by the researcher. In this study, judgmental sampling was used to establish the heads of the selected institution. The researcher found the sampling method appropriate because wrong people could be used to discuss issues which required key persons in the organizations. People in the clerical grades and other non-supervisory staff were not qualified to participate in the study. The study was ideally for Heads of institutions and therefore it was critical for the researcher to use judgmental method in the identification of people who are the faces of their organisations. Some heads of institutions would delegate the task of completing the questionnaire to their subordinates citing pressure of work on their part as an excuse. While the researcher would not object to that in-house arrangement, he maintained the stance that the questionnaire be revisited upon observation of poor or inadequacies in the quality, quantity and standard of information presented. In all instances, the frequency of such incidents was very insignificant and negligible. As and when the need arose the CEO stepped in to complete the questionnaire personally, before returning it to the researcher who in turn applauded the head.

3.5 Research Instruments

The researcher used questionnaires and interviews to collect raw data.

3.5.1 Questionnaires

According to Sinha and Dhiman (2002), a questionnaire is a research instrument used to collect data from a specific time for specific needs. (Appendix II). Accordingly the researcher used

closed and open ended questions. Necessary care was taken to ensure that the questions were simple, direct, and unambiguous and maintained an appropriate sequence. According to Saunders (2010) questionnaires have the greatest chance of gathering the required data.

The questionnaire was found to be the instrument most appropriate for the study because the study was concerned with variables that could not have been observed directly. The questionnaires were personally delivered to the participants and this was practically possible as the research study was confined to HMP institutions only. The researcher used questionnaires because they were faster, cheaper and participants had time to think about the answers to the questions. Data were pre-coded and offered greater anonymity as there was no face-to-face interaction, unless a respondent requested to meet the researcher personally.

The full contact details of the researcher were made available to the respondents if they needed clarity on questions and the converse also applied. A five point Likert scale (1-5) was used to capture the opinion of the individual respondents on a scale of one to five as follows:

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Not sure
- 4 - Agree
- 5 - Strongly agree

The Likert scale was used because the researcher found it easy to be understood by respondents. Furthermore it was easy to analyze data statistically, made question answering easier for respondents, responses were easy to be quantified and did not require respondents to provide a yes or no answer. It was quick, efficient and inexpensive method for data collection. The Likert scale has its limitations in that it fails to measure the true attitudes of the respondents and has too many response categories. The researcher viewed the limitations as not having overall a significant impact on the final outcome of the research.

Advantages of questionnaires

The questionnaire had the following advantages over the use of interviews.

- i. The coverage of questionnaires was very wide. Respondents found it easy to access the questionnaire than to be interviewed one by one.
- ii. Respondents had to read and complete the questionnaire in the comfort of their own homes
- iii. Questionnaires had simple language that could be easily interpreted by respondents
- iv. The study allowed respondents two weeks in which to complete and return the questionnaire to the researcher, or to invite him to come and collect it.
- v. Respondent's convenience was a priority, any semblance or detection of being inconvenienced would distract the respondent, hence the need to prioritise this aspect during research.

Disadvantages of Questionnaires

- i. Some of the respondents promised to complete and return the questionnaire within the agreed fortnight deadline but failed to do so.
- ii. It was observed that some of the respondents were in a hurry to complete the questionnaire hence the lack of depth in their responses, and evident shallowness leading to a repeat.

Despite the challenges faced by the researcher, some interesting views were established from the questionnaire and the interview processes.

3.5.2 Interviews

Morgan (2000) states that in –depth interviews are a qualitative research method that are optimal for collecting data on individuals personal history perspectives and experiences, particularly when sensitive topics are being explored. He states that, such interviews take a form of a conversation in which the researcher probes deeply to uncover the clues, to open up new

dimensions of a problem or to secure vivid, accurate and detailed accounts that are based on the personal experience of the subject.

The subjects are encouraged to tell their own stories in their own words in response to the probing from the interviewer. In-depth interviews enable complex issues to be explored further and answers to be clarified as well as obtaining sensitive information. The use of in-depth interviews as a data collection method begins with the assumption that the participants' perspectives are meaningful, explicit and that their perspectives affect the success of the research.

Herman and Winters (1992) allude to the fact that in-depth interviews are suitable for obtaining in-depth, sensitive and personal knowledge/data from the respondent, they give human face to research problems. There is flexibility and ability to get useful information and also it allows focusing questions. In-depth interviews are relevant in that they offer an opportunity for a respondent to express themselves explicitly in ways day to day life experiences may not allow. The reason for using in-depth interviews in this study was to allow the research to examine the phenomenon of the relationship between the integration and participation of OPs in HMP institutions. The interviews provided the much needed flexibility to probe ideas that emerged during the interview dialogue in order to understand the phenomenon. The advantage of using interviews was that the researcher collected large amounts of data relatively quickly and cheaply. The interview allowed the researcher to ask more detailed questions thereby enhancing the quality and quantity of relevant data.

The researcher used both face to face and telephone interviews to collect information. Cooper and Schildler (2001) defined an interview as a series of questions probed by the researcher to respondents. Interviews would be a follow up to confirm questionnaire responses. The researcher followed up with telephone and personal visits to the respondents for the interview. An interview approach was selected to achieve an exhaustive understanding of the interviewee's point of view through probing. Through the interview, the researcher was able to read facial expressions which were useful in making evaluations, unlike questionnaires which a senior person could delegate the answering to his or her subordinate. The proxy might not be well conversant with the

requirements of the research, culminating in gathering of irrelevant, inadequate or invalid responses or information.

Interviews were used to reach the original organisation representative targeted for the study. The researcher used an interview guide (Appendix 4) to keep the questions focused on the subject matter. However, challenges of missing appointments were faced but ultimately through persuasion and perseverance, interviews were successfully carried out.

3.6 Validity and Reliability

Kumar (2011) referred to validity as the extent to which the test measures what was set out to be measured accurately. Furthermore, Mackey and Gas (2009) hold that reliability refers to the notion that a scale generates the same result if measurement is repeated. In this research, a pilot study was carried out to verify the general comprehensibility of the questionnaires and interview guide and adjustments were made on both the questionnaires and the targeted population.

3.7 Data Presentation and Analysis

Creswell (2009:190) advances that data presentation and analysis is the process of data analysis involving making sense out of text and image data. The researcher presented data in simple tables and graphs for interpretation and analysis. These tables and graphs made it easy for the readers to follow the data presented. Information was collected from a variety of sources and was processed using Microsoft Office Excel 2007 to ensure that statistical data is clearly defined and calculated with speed and accuracy.

3.8 Ethical Considerations

Welman et al (2005) argues that ethical considerations and ethical behaviours are vital cogs in any form of research one may undertake. Whether the research targets human beings or any other species be it plant or animal, certain ethical considerations must be religiously complied with and adhered to. According to Kvale (1996) informed consent is the major ethical component in conducting research in any sphere of human activity. An individual must knowingly, acting out of volition and intelligently consent to being the subject of any study, the informant or respondent. The above views are shared by Berg et al (2001) who argues that

seeking the consent of research participants reduces the risk of harm on one hand while on the other hand it enhances cooperation between the researcher and the respondents.

Over and above the CONSENT FORM (APPENDIX 2), the self explanatory letter from my research Supervisor, and Chairman of the Department of Development Studies Dr Jephias Matunhu, Midlands State University (MSU) allayed any fears, reservations and apprehensions on the part of the organisations and their CEOs/MDs that were selected as the sample population.

The letter clearly underscored that the research was purely for academic purposes, and that confidentiality and identity of both organisations and, their representatives were guaranteed during and after the exercise. Disclosure of names of organisations respondents were optional on the questionnaire. It is against the above background that the researcher developed a specific informed consent agreement that contained the information summarised below:

- That the organisation as represented by has consented to participating in the research.
- The purpose of the research NB. The central and actual research questions were not stated on the consent form.
- The research procedure
- The risk and benefits of the research
- The voluntary nature of the research participation
- The participants' right to stop the research at any time
- The procedures used to protect confidentiality.

The information consent agreement was explained to the participants at the beginning of each interview and at the same time the questionnaires was administered for the purpose of guaranteeing anonymity and confidentiality. The research would neither mention nor publicise the names of their organisations, let alone their personal identity. Where and when names were used, permission was FIRST sought from the organisation, and more importantly only pseudonyms were used. Of critical importance was the undertaking by the researcher that the data collected remained strictly private and confidential.

To wind up this discussion on the subject of Ethics one needs to emphasize that:

The principle of respect for persons involves recognition of the personal dignity and autonomy of individuals, and special protection of those persons and organisations who are respondents to the study. Beneficence entails an obligation to protect persons and/or organisations from harm by maximising anticipated benefits and minimizing possible risks of harm. Justice requires that the benefits and burdens of research be distributed fairly. The researcher religiously adhered to these principles from the start to the end of the study.

3.9 Summary

This chapter outlined the Mixed Research Method components applied during the course of the study .The research design identified the appropriate instruments used to collect data. The sample used was meant to justify the sample frame that was used to generalize the results. The research established sampling methods, validity and reliability of the data. Finally, the chapter presented ethical issues governing the production of the research. The next chapter focuses on results of the study.

CHAPTER IV

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 Introduction

This chapter presents an analysis of the research results. The main focus and question of the study was to establish the integration and participation of OPs in socio-economic development of HMP. The chapter is divided into three sections: Section A focused on the demography of respondents, Section B dealt with quantitative analysis of research results, and finally section C concentrated on qualitative issues. A total of sixty (60) institutions were involved in the study, and top managers (Heads) were identified as the main participants of the study. Tables and figures were used to present a summary of the results and a detailed analysis followed. The key objectives of the study were as detailed hereunder:

1. Establishing if HMP organizations have community integration projects for the retired but experienced professionals.
2. Finding out the extent to which the HMP Institutions are utilizing the services of retired but experienced professionals and vocational experts.
3. Establishing the extent to which the HMP Institutions may benefit from the services of skilled and experienced retirees.
4. Identifying activities in which the retired elderly professionals may integrate and participate in the socio-economic development master plan of HMP.
5. Soliciting and probing for additional information and ideas from respondents regarding integration and participation of older persons in the socio-economic development of the HMP organisations.

Section A Demographic Data

4.1 Response rate

The purpose of this item is to establish a comparison of the possible and actual response rate of the participants.

Table 4.1 Average Response Rate

Instrument	Possible	Actual	-/+ Success Rate	Failure Rate	Total
Questionnaires	60	59	98%	-2%	100%
Interviews	20	15	75%	-25%	100%
Average Total			86%	-14%	100%

Survey Data 2016 n =60

Average response rate is $(98+75) = 86\%$

2

Table 4.1 shows an average response rate of 86% positive. This result was very encouraging. The result seems to suggest that questionnaires had an even higher success rate of 98%, whereas interviews had a success rate of 75%. The possible explanation could be that respondents had more time to attend to questionnaires than interviews. 14 % was the average of the failure rate, and this rate represents organizations that failed to participate in the study either using the interview or the questionnaires for various reasons that were beyond the scope of the study. This result was consistent with Creswell (2012) who highlighted that, respondents enjoy working with questionnaires more than they do with interviews because, questionnaires can be answered in the comfort of their homes, unlike interviews. In the case of interviews one has to prepare a special room, and be ready for questioning. Interviews are time consuming and expensive, hence the result. Furthermore a response rate of 86% on average shows that the response was quite positive because the majority had participated. Green and Browne (2005:32) reinforces that a response rate of more than 50% is fair, credible and justified.

4.2 Gender of Respondents (Heads of Institutions)

The study involved 60 respondents who were the representatives of the 60 institutions selected for the study in HMP. 65 % of the total respondents were male and (35%) were female. This result reveals that males dominated in the study, and this could possibly mean that the majority of H M P organisations used in this study were dominated by males in the leadership category. The possible explanation could be that leaders of HMP organisations in Harare are mainly male with females playing a peripheral role. The organisations are not yet gender compliant; women are still lagging behind in corporate leadership of organisations. Clearly, there are few females who are leading entities in Harare, however the reasons were not part of the scope of this study hence could not be explored any further. This finding calls for future researchers to establish whether the observation has anything to do with culture, education, patriarchal society or were male chauvinism.

4.3 Age range of Respondents (Heads of Institutions)

Description	Frequency	Percentage (%)
40 and below	17	29%
41 to 50	17	29%
51 -60	22	37%
61-70	3	5%
71 and above	0	0%
Total	59	100%

Survey 2016 n=60

Table 4.2 shows that the majority of HMP respondents used in this study were in the age ranges between 60 and below. The age range between 40 and below had (29%), the age range between 41 and below had also 29% of the respondents. The majority in terms of numbers was the age range between 51 to 60 years with a rating of 37%.The least score was 3% and 0% for those above 70 years. This result could mean that the industry is being run by people whose age is statutorily the working class of 60 years and below. Those that were above 60 years were either owner managed institutions or they were merely proxies superintending or overseers of their

institutions. The results of this study revealed an interesting observation. The integration and participation of OPs in the socio-economic development of HMP inevitably lay in the decisions taken by the age bracket 60 and below. These are the management elite in HMP organizations. The issue to be interrogated critically and very analytically is that “Is the 60 years and below management bracket making a statement about their disdain over the integration and participation of OPs in the socio-economic development of their organizations”. It was also interesting to establish that young people within the HMP should explain how they view their older and mature people in their society in terms of their knowledge base and experience after retirement. This question of age was also consistent with the view of Zelenev, Sergei (2009) who established that the majority of young people are failing to recognize the importance of Ops in the society owing to lack of information about the relevance of OPs experience to achieve future results. The age ranges of participants in this study were very crucial to establish the contribution of the people in alignment with their age ranges such that the subject of social integration would make sense.

4.4 Educational Level of Respondents (Heads of Institutions)

Description	Frequency	Percentage (%)
Certificate /Diploma and Below	8	13.5%
First Degree	37	62.7%
Masters Degree	8	13.5%
Doctorate/Professor	6	10%
Total	59	100%

Survey 2016 n=60

Table 4.3 Educational Level of Respondents (Heads of Institutions)

The study took into consideration the education levels of respondents to establish their level of capacity to understand issues of retired and older professionals in the community. Table 4.4 shows the results that (14%) had Diploma and below. (62.7%) were the majority with first

degrees, (13.5%) had Masters degree qualifications, and finally,10% had doctorate qualifications. The statistics indicate that all of the participants used in this study were highly educated, and the majority had degree qualifications. The inference could be that HMP organisations were being managed by people who had attained a first degree and other advanced degrees such as doctorates. The other observation was that information was collected from graduates and highly professional people with the capacity to provide dignified information. The observation seems congruous with the general claim that Zimbabwe has the highest literacy levels by Sub-Saharan African standards.

4.5 Category of Institutions selected for the study

POPULATION	Frequency	Percentage
A. Non-Governmental Organisation	8	14%
B. Tertiary Institutions	5	8%
C. State Enterprises and parastatals	13	22%
D. Companies (Industry and Commerce)	33	56%
TOTAL	59	100%

Survey 2016 n=60

Table 4.4 Category of Institutions selected for the study

Table 4.4 seems to suggest that the majority of respondents (56%) were from the industry and commerce, followed by 22% from State Enterprises and Parastatals (SEPS), 14% were from Non-Governmental Organisations, with 8% from Tertiary institutions. This result implies that the study used a variety of sources to collect information. The study deliberately involved many institutions to ensure expansiveness and comprehensiveness of data collected. This result was consistent with the views from the World Health Organisation (2010) that information about old people in a community should be comprehensive enough to be authentic, because these are people who form part of a social network of friends and family, are active in clubs and associations, work as volunteers and are economically active.

The World Health Organisation (2011) further noted that OPs may be vulnerable and suffer from exclusion so when collecting data about their social lives, information must come from a variety of sources, and should not come from Non-Governmental Organisations or government institutions only. In conformity with this WHO recommendation this study thus involved many people from as many institutions. Höhn (2008) supported this view by the WHO and highlighted that all social groups and other institutions within the political, social, cultural and economic structures of the society must participate in issues to do with the integration of OPs in the society. This is what was used to guide to collect data since companies, both private and public and non-governmental organisations were used to collect data about the integration participation of old persons in the socio-economic development in the HMP.

4.6 Areas of Specialisation of Heads of institutions who participated in the study

Area of Specialisation	Frequency	Percentage %
Education	10	17%
Law	2	0.03%
Medical	7	12%
Commerce /industry	32	54%
Others	8	14%
Total	59	100%

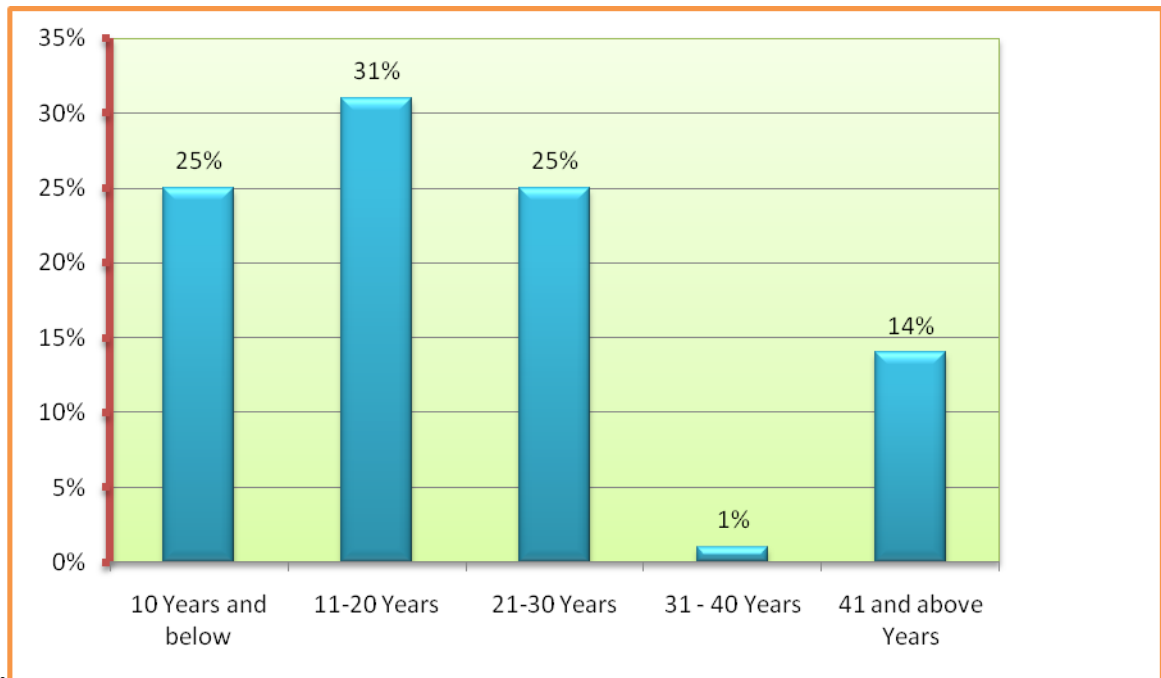
Survey 2016 n=60

Table 4.5 Areas of Specialisation of Heads of institutions who participated in the study

Table 4.5 shows that the majority of respondents were drawn from Commerce and Industry with a rating of 54%. This was followed by Education at 17% and the Medical field with a rating of 12%, and finally others qualification or profession with a rating of 14%. This result confirms the view that information was collected from various professions, and the majority of respondents had different degrees of experience in various capacities in their professions. Information about the integration of OPs into the society should come from a variety of people and the study

attempted to involve a wide array of professions to achieve this objective. This result was consistent with the views shared by Loizides et al (2011:11) when he discussed the issues of reconciliation that the aspect must focus on different actors, adopting different instruments, and ultimately subscribing to different definitions of reconciliation, thereby leading to what could be called “a dialogue of the deaf”. This means that the subject of social integration and participation of OPs in the society should be understood from the perspective of reconciliation where Ops should be supported to reconcile with the current crop of relatively younger managers in industry in order to share experiences. Another school of thought holds that the majority of people in current employment do not have enough time to listen to people that have retired since it is their belief that they were messing up things and should not be used as reference points all.

4.7 Period of Experience of Heads of Institutions who participated in the



study.

Survey 2016 n=60

Figure 4.1 Experience of Respondents (Heads of Institutions)

Figure 4.1 shows that the majority of participants (31%) had 11 to 20 years experience in their profession. This was followed by a tie of 25% for years of experience of between 10 years and below and 21- 30 years. 14% had 41 years and above experience with the least being 1% for the ages between 31 years to 40 years and above. This result could be interpreted in several ways. One school of thought suggests that the majority of respondents were experienced enough in their professional fields and have witnessed a high degree of satisfaction with their organization. The other school of thought could suggests that participants spend more than 20 years with their organisation owing to the lack of alternatives, otherwise they had no interest. However, according to Slake and Lewis (2001), a long period of service could mean employee satisfaction arising out of the organisation's ability to motivate their employees hence the long service.

Section B

Integration and participation of older persons in socio-economic development of Harare Metropolitan Province

Information and Tabulation of results in relation to the integration of older persons in community projects was collected through the use of questionnaires. A total of sixty (60) questionnaires were used and the response rate was 98% as has already been indicated. The results of the study were guided by the objectives as detailed below:

Do you ever hire/engage the services of retired professionals to do any work or to assist you?

The purpose of this item is to establish whether HMP organizations engage the services of retired professionals.

Engagement of retired professionals for work in Harare institutions

In the study 54% of respondents were not engaging the services of retired professionals for consultancy work, whilst 46% have engaged retired professionals for consultancy work. This result could mean that HMP institutions did not engage the services of retired professionals for various services. The possible explanation could be that HMP Institutions were not quite familiar

with the importance of, and benefits derived from engaging experienced people in their organizations. This result was consistent with the conclusions of Chritchel (2010) who carried out a study to establish whether elderly age was a “blessing or a curse” in the United States of America. The study found out that the majority had the perceptual view of many that OPs were a social problem, a nuisance and a burden to the society. According to the Critchell’s (2010) study, people in the United States that were used in the study viewed OPs as bankrupt and costly due to the pension, health and other welfare demands. The majority viewed them as non-productive and a drain on government resources. However, this information was inconsistent with the Biblical view that shows a lot of respect for the OPs in the society. The Holy Bible teaches the following about elderly age:

1. Elderly age is a blessing from God (Deuteronomy Chapter 5 verse 33, Psalm Chapter 92 verse 13 – 15, Isaiah Chapter 46 verse 4)
2. Older age is the fulfillment of a life devoted to God – ‘He has made all things new, past sins forgiven, abundant and eternal life’ (2 Corinthians Chapter 4 verse 16-18)
3. Wisdom is an attribute of the elderly who depend on God (Proverbs Chapter 9 verse 10 – 12); (Proverbs Chapter 3 verse 13 and 15 – 16)

Local authorities in Zimbabwe are governed by the Urban Councils Act Chapter (29:15). A closer analysis of the Act shows that it does not have any provision for the integration and participation of OPs in the socio – economic development of the local authority (ies) regardless of their age or duration of residence in a particular local area.

The results of this study clearly pointed to the need for total inclusion of the OPs in the running of the affairs of the city in which this research was carried out. The council is, in principle, the main representative organ of a unit of local government. It is primarily the council through which the public has a voice in the affairs of government” (Samuel Humes and Eillen Martin, 1999).

During the interviews with the council respondent it was confirmed that the role of the council was two – fold namely: council represents, and is answerable to the public, and council has the

authority and power to define the local policy objectives, and to have these objectives implemented in compliance with the relevant Act of Parliament of Zimbabwe, in this case the Urban Councils Act (Chapter 29:15). It emerged during and after the interviews that council would benefit tremendously if it integrated its senior citizens and invited some of them into participating into its socio- economic development programmes. Council has multi- faceted functions in terms of its service provision and delivery for its citizens. This diversity of functions, calls for a diversity of skills and knowledge. HMP desperately needs specialists in roads and water, engineering, housing delivery, human and financial resources management, health delivery services, legal and administrative services, traffic and transport management and waste management **inter-alia**. It was exciting to note that a couple of weeks after interacting with the city father of the local authority, he was in the media publicly engaging with his two predecessors on council management/administration issues. He benefitted from this study and proceeded to implement its major aim i.e. engagement between OPs and current management.

The OPs could be engaged in various capacities by Council and for the Authority's benefit. The OPs may be invited to come and contribute periodically purely as observers and advisors during Council proceedings. Apart from coming on board in an advisory capacity, some could be invited to come in as consultants on issues directly related to their area of specialization. While the residents Association and the council administration would benefit from the expertise of the OPs, there is little doubt that whatever remuneration or token of appreciation is extended, or offered to the OPs it will go a long way towards their motivation, and their "will to live" is rekindled and sustained.

A parallel can be drawn here between the composition of Parliament in Zimbabwe where there is the lower and the upper house. The Senate membership is for candidates who are forty years (40) and above while the national assembly has no lower or upper age limit. (Constitution of the Republic of Zimbabwe Section 121 sub-section 1 (b): 65). The engaged OPs in council will play the elders' role. The role involves among other things, scrutinizing issues, advising on potential problem areas in any given situation, circumstance, or trajectory, by drawing from past

precedents and their own personal experiences. However, Parliament is elected while the OPs would largely be semi-voluntary and more technocratic, managerial etc.

It has been noted regrettably that the majority sitting Urban and Rural councilors through out the country do not possess adequate academic or professional qualifications to run their institutions efficiently and effectively. The current Minister of Local Government, Public Works and National Housing (LGPWNH) and many other private and public authorities and individuals are on record decrying that municipal councilors lack adequate or requisite basic academic, let alone professional qualifications to enable them to run the city affairs efficiently, effectively, professionally and in a business-like fashion. This state of affairs is attributed to the method of entry into political civic leadership which is by political election route and very regrettably not by or on merit. Having said the above, it is really the fault of the voters who are the electing persons. It is also the fault of political parties who are more concerned with an individual member's loyalty than his or her expertise, competence or education.

From the public domain calls and voices are beginning to demand that future civic leaders in particular be elected or appointed using the principle of meritocracy (best candidate for the job) as opposed to political party loyalty cronyism, nepotism, favouritism let alone regional or tribalism. Who knows the same principle may in future generations be applied in appointment and/or election of the honourable parliamentary and legislative members! In the interim, OPs who are experts and specialists in various management of civic affairs need to be integrated and their participation facilitated in the socio-economic development of Harare Municipality and other local authorities. This is the most opportune time to engage them when the city does not seem to know whether it is going forward or backwards in terms of its development plans.

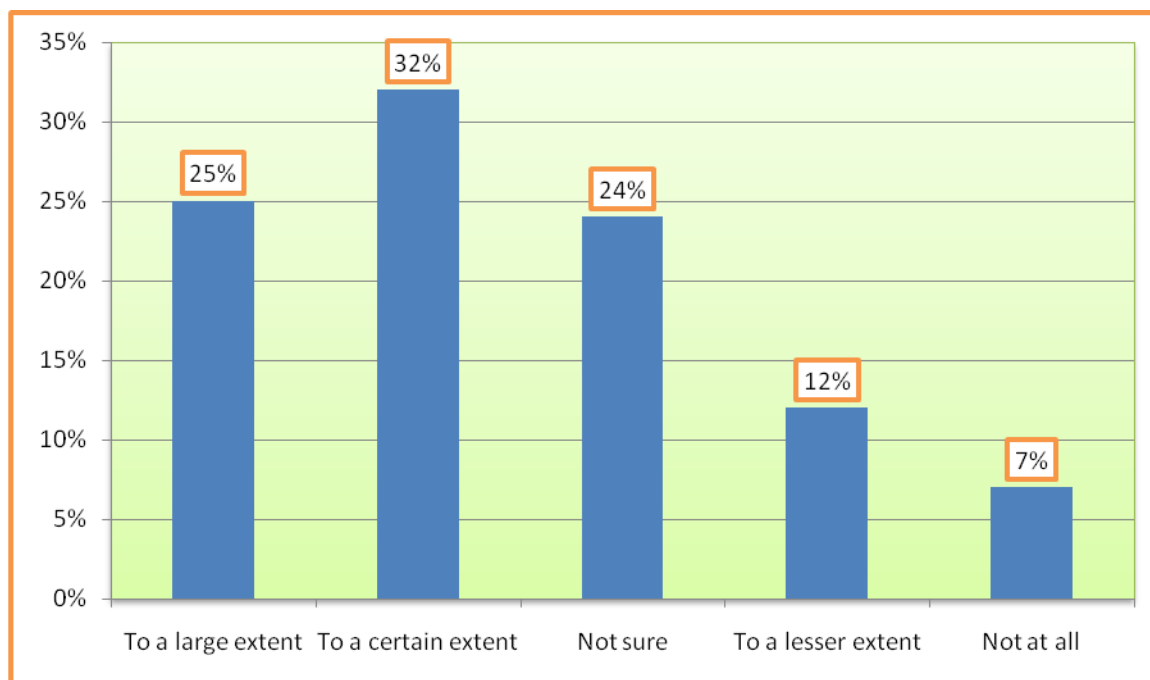
It thus appears that, Harare seems to be on the side of Chritchel (2010) who viewed older persons as a problem hence their level of consultation, engagement and involvement in civic affairs was at its lowest. The possible explanation was that people of Harare were not following the Holy Bible when dealing with older people in the community, and there was need for educating the

HMP citizens on Christian values. The Bible teaches a lot about the central role that elders played in the History of Judaism or Christianity especially in political and religious life.

Do you ever hire or engage retired persons in your organisation?

The majority of respondents constituting 53% hold the view that there were not prepared to consider older persons for employment contracts in their organisations, whilst 47% were prepared to offer short term employment contracts to OPs in the community. This result pointed to the effect that OPs were not getting much of short term employment let alone long term in HMP. The results further confirmed that the majority of institutions used in the study were not considering to employ the elderly for any community work. This result was inconsistent with the OPA (Chapter 17:11) number 1 of 2012, which provides for the protection and recognition of OPs in the society. Section 10, subsection 4 (bii) reads “The older persons funding shall provide facilities for developing skills in older persons who are in homes”. This implies that OPs in the community need to be used for their experience and knowledge, but above all, budgets should even be provided for their skills development etc. Another view is that community work is usually a” labour of love” and its usually voluntary. The person giving or requested for his or her services will do so as a contribution to the welfare of society and not for financial or material gain or salary. Most organizations will refund reasonable transport cost and of an honorarium like most churches do with visiting clergymen or preachers.

4.8. Extent of support for Community engagement for the elderly in organisations



Survey 2016 n=60

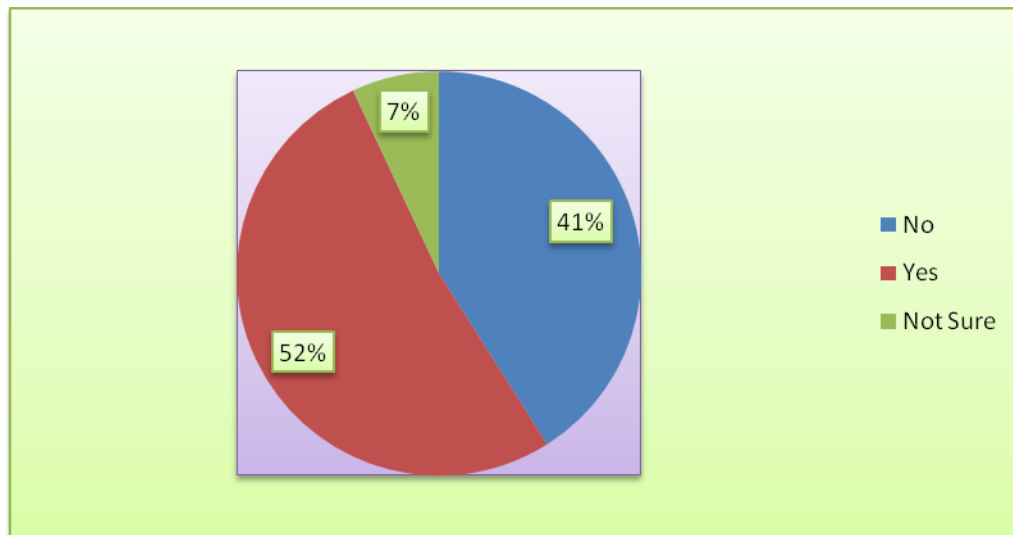
Figure 4.2 Support of engagement of the elderly in organisations to capture their experience

25% of the respondents indicated that to a greater extent it would be good practice for HMP organizations to engage the services of older professional persons because of their wealth of experience in their fields of specialization. On the other hand, 32% of the HMP organizations supported the idea to a certain extent.

Another group constituting 24% of the organizations indicated that they were not sure whether or not to engage the services of retired older persons, while 12% said HMP organizations engaged retirees to a lesser extent. Only 7% responded that HMP organizations are not utilizing the services of retirees and pensioners. In response to the above, social policy planners need to initiate such interventions that may include a wide range of activities.

The implication of the result was that the majority of people were in support of the need for organizations to engage OPs. This result was consistent with the views of the United Nations

paper for the year 2009 that OPs should be empowered to pursue their interests and hobbies, building upon life achievements. Interventions may include offering a wide range of activities which are group based and tailored to specific age groups. OPs engagement with friends and relatives should be facilitated where possible. Practical barriers such as communication difficulties, cost of living and transport should be addressed. Volunteer peers may be used as mentors to facilitate participation in social activities. Engaging OPs in physical activities or activities to improve their nutrition and mental health may prove valuable means to facilitate social participation. Strategies enabling OPs to stay in their homes for as long as possible may be important to allow them to remain integrated into their grown networks (SPRC 2009). Furthermore, Ryff (2003) noted that, older adults, compared to middle-aged adults, for example, place less importance on goals related to work and finances, two domains in which older adults are perceived to have diminished capacity. It has been proven by psychologists that one's self-esteem is no longer tied to the domains in which the group is stereotyped to perform poorly, psychological disengagement helps individuals to maintain a positive social identity.



Survey 2016 n=60

Figure 4.3 Does Harare have activities for Older Persons?

The majority of people who participated in the study hold the view that Harare had activities for older persons. 52% of the participants indicated YES, 41% indicated NO and finally 7%

indicated that they were NOT SURE. This result was consistent with the views stated in the Holy Bible and the Holy Quran:

“Older age is a general part of God’s purposes for life” – (Genesis Chapter 25 verse 1 - 8 1Chronicles Chapter 29 verse 26 – 28 and Job Chapter 42 verse 16 & 17)”

“Older people have continuing moral responsibilities and a mentoring role”– (Titus Chapter 2 verse 2 – 4)”

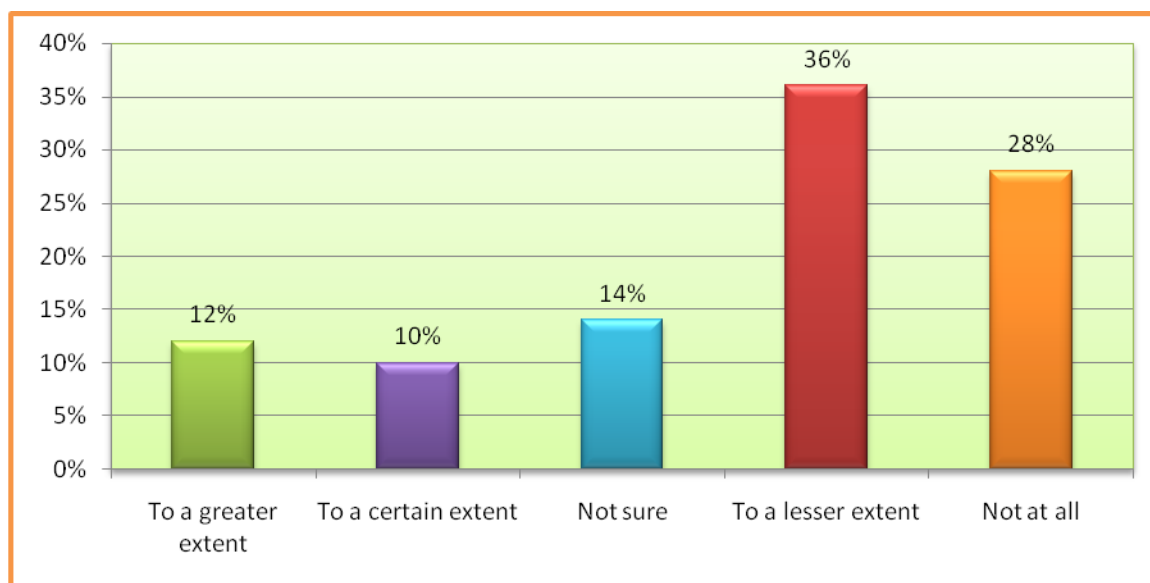
The Holy Quran as narrated by Abu Musa al-Ash'ari (2012) teaches that Allah glorifies those showing honour to a grey-haired person and to one who can expound the Holy Quran, but not to one who acts extravagantly regarding it, or turns away from it, and showing honour to a just ruler (Sunan Abu Dawud 2006).

The above stated issues are an indication that elderly age is understood in religious circles. It is also worth noting that the Zimbabwean traditional society highly reveres elderly age regardless of gender. Proverbs and metaphors such as:

“Mukuru mukuru hanga haigari pfunde (Respect the protocol)”

underline the respect and the role accorded to the older people in traditional Zimbabwean society.

4.9 Utilizing of retired experienced professionals



Survey 2016 n=60

Figure 4.4 Utilising of retired experienced professionals

Figure 4.4 shows the extent to which HMP Institutions utilised the services of retired professionals. The result was skewed to the right, indicating that HMP Institutions were failing to utilize the services of retired professionals. The majority of respondents 36% indicated that HMP institutions were to a lesser extent utilizing the services of professionals. 28% indicated that HMP institutions were not even using the services of retired professionals, however, only a mere 12% showed that HMP institutions utilized the services of retired professionals to a greater extent. The remaining 10% and 14% said HMP organizations utilized OPs to a certain extent and not sure respectively. The implication of the result was that HMP institutions were not observing the need for the utilization of OPs to offer for instance consultancy and advisory services. This result was inconsistent with the Convention on the International Protection of Adults (11), the Convention on the Elimination of All Forms of Discrimination against Women (12), and the Convention on the Rights of Persons with Disabilities (13), that calls for the participation of older adults in societal development to enhance the well-being of both older adults and communities. Social workers advocate for older adults' human rights and fundamental freedoms by promoting older adults' dignity and working to end all forms of discrimination.

Nevertheless, some organisations have clear requirements for certain posts including age, specialization like the practices in other countries e.g. the Netherlands, USA, Australia and New Zealand.

4.10 To establish the extent to which the Harare Institutions may benefit from the services of skilled and experienced retirees.

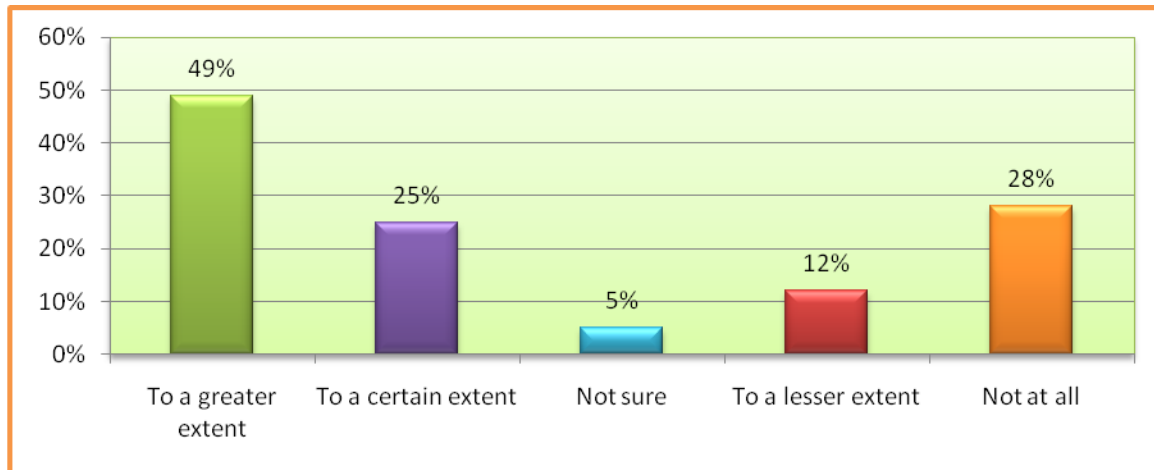


Figure 4.5

HMP organizations have everything to benefit from the integration and participation of the older persons in their socio – economic development trajectory. By their integration and participation, the older and retired professionals will facilitate skills, knowledge and positive business attitude transfers between the new crop of management practitioners and themselves. This can be achieved through mentorship, guidance, demonstration of processes and procedures, face to face interactions and “Do It Yourself: (popularly known as DIY coaching and mentoring technique). These are therefore some of the benefits that may accrue to HMP organization by engaging retired and experienced professionals.

Figure 4.6 was skewed to the right, indicating a very strong support that Harare institutions may benefit from the services of the elderly. 49% of the respondents supported to a greater extent that the community benefits from the services of the elderly, while 25% indicated to a certain extent. However, 28% indicated that Harare institutions will not benefit at all from the services of the

elderly. 5% of the respondents indicated that they were not sure while 12% indicated that to a lesser extent HMP may benefit from the services and skills of retired OPs. On the whole, the results show that the majority of participants supported the view that HMP institutions may benefit from the OPs vast knowledge, experience and valuable information. This result was consistent with the views of Höhn (2008) who established that an ageing-friendly labour market requires increased recruitment of older adults and elimination of promotion barriers and retirement regulations that neglect older adults' wishes and competencies. Other components needed to enhance older adults' participation in the labour market include health-promoting, industrial social work; institutional support for self-employment and micro-enterprise.

Zimbabwe in general is endowed with world class natural and heritage tourism resources. HMP has its fair share of these attractions. One of the world's seven wonders of the world is situated right here in Zimbabwe, that is the magnificent Victoria Falls, while the Great Zimbabwe monuments remain equally a regional wonder in sub-Saharan Africa.

At macro-level, HMP has several natural objects, heritage attractions and indigenous cultural practices. The former consists of Epworth Balancing rocks, The Mukuvisi Woodlands and Wild Park, Domboshava caves and Bushman paintings, lake Chivero, Harare Kopje, Dzivarasekwa 'River', National Heroes and Heroine cemetery, Harare Provincial Heroes and Heroines cemetery, and the Lion Cheetah and Snake Park. The religious holy place of Nharira Hills is famous for rain making ceremonies, cultural and religious celebrations. Arts and crafts centers in and around HMP are a major sight. The Roman Catholic Cathedral and the Anglican Cathedral in the Central Business District (CBD) are a "must see" monuments of religious interest and significance especially for those from the Christian faith.

The HMP Older Persons can make significant contribution towards marketing of all the above natural and heritage tourism attractions. Drawing from their specialist knowledge and exposure, the OPs can be used as foreign visitors guides and informants. Their tasks would be to give accurate historical accounts of the natural and heritage tourism attractions. Focus of their duties and responsibilities would be to acquaint the foreign visitors in particular about the sacred

nature, the history, the taboos, the purpose etc of the heritages, linking them to the customs, traditions and practice from a historical context.

From the indigenous cultural practices tourism aspect, the OPs have even a greater role to play in the HMP. The religious festivals that feature and dominate major HMP traditional religious calendar place a great responsibility on the shoulders of professional OPs. Those specialised in Sociology and Ethnology bear a great responsibility to educate and inform not only locals but more importantly foreign visitors to Nharira Hills, just outside Harare on the Bulawayo road. Cultural practices such as puberty rights (Chinamwari for people of Malawian origin) funeral rights, Nyawo dances and other types of dances from the provinces around Zimbabwe are as much of a high entertaining value as they are educational. The Chibuku cultural festival, the Harare International Festival of Arts (HIFA) and the Jilika dance festival annually bring together both local and foreign artists. All these activities give credence to the importance of cultural tourism requiring the spear heading and involvement of OPs in various capacities and roles

The above discussion drives home the point that OPs who are specialists in cultural tourism have a major role to play in the socio-economic development of HMP. All that is required is to identify them, integrate them into society by facilitating their participation into the community's socio-economic activities, including cultural tourism, natural and heritage tourism, arts and crafts.

Section C

4.11 Activities for the elderly in socio economic development of Harare

This section presents interviews' results from the targeted institutions. The researcher programmed 20 interviews, which achieved a 75% success rate. The interviews were drawn from the original sixty (60) study sample organizations. It is vitally important to underscore and by repeating the fact that in terms of research ethics, the researcher complied with the informed consent obligations. The consent of the interview respondents was individually sought and granted, barring the fact that each one had previously signed a CONSENT FORM (APPENDIX

2). It was explained to each respondent that a fresh consent was required before the scheduled interviews. In all cases, it was agreed that the interviewees will assume pseudonyms for the protection of both their personal identities, and those of the HMP organizations that they represented.

What are the activities for the elderly that Harare may encourage the integration and participation of retirees?

Mrs. Fundo (Education sector)

Retired OPs who are specialists in their fields can be used in the area of curriculum development by the government. In the case of Zimbabwe where the STEM educational philosophy has taken centre stage in the education sector, OPs with educational backgrounds have a role to play in curriculum development reviews. The colonial education system was based on racial discrimination in all respects for instance in former white schools the teacher- pupil ratio was no more than twenty five children per class. The white schools children's physical infrastructure could be mistaken for any in the Developed World. On the contrary the black schools had teacher pupil ratios of anything up to fifty (50) children per teacher and the physical infrastructure ranged from pole and dagga structures or at best a basic brick and mortar structure over an asbestos or metal sheet roof. As if this was not enough segregation in the education system there was the Native Education Department for Africans and the other Department for whites though both fell under the same Minister of Education. It was by design that deliberately the end product from this dual education system was a superior white master who would be served by an 'educated' black. The new 1980 GOZ convinced itself that education was a vehicle for socio-political economic transformation as opposed to the colonial education system. It was this discriminatory education system which led to the establishment of the 1987 Dr Cephas Nziramasanga Education Commission which culminated in the Education Act of 1987. Of interest is the point that the Nziramasanga Education Reform Commission comprised both active and retired OPs from all sectors of the economy, the academia and professions. This is what should be happening in HMP, namely total inclusion of all key stakeholders when mapping

HMP socio-economic development master plans for the benefit of the old and young living today and for the next generation.

Reverend Dr Murandawashe (Representing Religious Organizations)

Both male and female retired OPs are used by the various Christian denominations including my own church. We maintain in our offices a register of our retired and pensioned former ministers’ personal details, current marital status and current occupation. Armed with the above information, former religious ministers, are invited for specific events and tasks to be performed at church or in the community. These include presiding over marriage ceremonies, counsellors, youth advisors and church consultants. Many of our churches appoint them as treasurers to guarantee safe custodianship of church finances and properties.

The respondent quoted the relevant Biblical references to emphasize that it is spiritually and religiously correct to use OPs for the above purpose. Retired male OPs concentrate on teaching young male adults and boys sharing with them spiritual, social, moral, family and community development issues and matters of propriety. On the other hand, older women focus on the same issues with however emphasis on virtues of what constitutes “a respectable woman or girl”. Young women and girls are taught and exposed of virtues such as morality, self-respect, thriftiness, income generating ideas and motherhood. Both retired men and woman are also expected to be role models who practice what they preach in their own homes and communities. When any family is faced by turbulent times, they find solace and comfort in the OPs. The respondent concluded by quoting current gospel hit by Fungisai Zvakavapano Mashavave titled “Vanondibatirana” which encourages society to turn to, or invite church elders e.g. religious retired OPs when the going gets tough. Some of the key words in Fungisai’s song relevant to this research are:

Daidzai vakuru vauye vanofambana Jesu

(Invite elders)

VaMagaya.....

Nhai VaMakandiwa.....

Baba Guti.....

VaNhiwatiwa.....

The above four are local spiritual and religion giants to whom the song writer exhorts those experiencing personal challenges to turn to.

Archbishop Professor Ubaba/Baba Guti who turned ninety three (93) continues to be very actively involved in international church work for his organization. In the same vein it is anticipated the other three church founders (Pastors Nhiwatiwa, Magaya, and Makandiwa) and others not cited above will also continue to be involved in church work when their retirement is due because society never ceases to learn from their past experiences as alluded to in this study.

NB The invitation is not directed at novice but the respectable elders!

Mrs. Gondo (Country Director Representing NGOs)

There are invaluable benefits to both the individual OPs and to the HMP organizations that integrate and facilitate the participation of the OPs in the socio- economic development of HMP. The OPs benefit by keeping themselves both mentally and intellectually alert lest they risk going ‘rusty’. Knowledge, skills and vocational aptitudes if not practically applied tend to vanish and to lose value. Regular interaction with organizations becomes part of the OPs growing net-work. Above all, such networks create other opportunities like possibilities of offers or invitations for consultancy services locally or externally. The advantages cascading from networking include enhancement of the OPs confidence and personal impact as a consultant. The Ops repertoire of skills is broadened while at the same time increasing their consultancy versatility.

Most retired OPs have more free time on their hands, than most people and engaging retired professionals in research activities will occupy them and divert their time and energy into more productive activities. In the process they supplement their incomes. Research services to their

disposal may include contract commissioned reports, consortium research projects, monitoring and evaluation studies, attitude surveys, research workshops and seminars, action research networks, and best practice reporting. The beauty of all these researches is that they emphasize practical application and implementation, thereby creating a sense of satisfaction and accomplishment. At the end of the day, such activities act as catalysts, propellants, and motivators that will drive the OPs to want to do more for society and for one-on-one for their own benefit in return.

Benefits to the OPs may accrue or come in cash and kind. From mingling with them I have learnt that some of the activities they enjoy the most include coaching and giving support services. The coaching takes place at various stages or levels. Newly appointed management executives need extensive coaching on and off the job so as to assist them to acclimatize to the challenges, demands and pressures of their new roles. Periodically there are transactions in a business cycle just as much as individual managers pass through similar metamorphoses when they are elevated to a new and higher position in their organization. There will be challenges in the process of adjustments, this is where and when OPs are an indispensable asset.

An organization may enter into a partnership with another for example mergers or demergers, listing on the stock exchange, liquidate or make new acquisitions and so on and so forth. Professional OPs who are former captains of industry and commerce may discuss and evaluate career or personal issues on a one-on-one and confidential basis with the novice executives. Drawing from his/her past experience and exposure, the professional OPs can tailor make the coaching process using tried and tested techniques and tools selected to suit the individual younger manager.

For the benefit of the inexperienced manager or executive, obstacles and challenges are identified and thoroughly analyzed and discussed with the help of professional OPs. The objective is to develop action plans and to design specific skills audits practiced. The outcome of executive coaching is that managers are able to make positive and prudent decisions about their current situation, and consider future options with renewed insight and confidence. Finally professional OPs are very useful at conferences and workshops as resource persons, convenors,

rapporteur/moderators, plenary sessions or focus groups spokespersons or chairpersons. They have the confidence to lead, to direct, and to coordinate diverse groups of participants. Deducing from the above there is every justification for the integration and participation of OPs in the socio-economic development of HMP, and indeed elsewhere in an endeavour to drive the national socio-economic development agendas.

Mr. Benson (CEO Representing Private and Public Sector Institution)

It is a public secret that the Private and Public Sector Institutions in HMP and the country at large is dented by serious allegations of corruption and irregularities of all manner and kind. These accusations range from proven to non-proven, involving individuals at all levels of social strata. What has irked and continues to annoy the general populace is the level and extent of impunity whereby in the court of public opinion culprits are alleged to get away with murder. During the course of this study respondents pointed fingers to the root causes of corruption as poor corporate governance. The salient features of good corporate governance are summarized from the Corporate Governance Framework for State Enterprises and Parastatals document, (CGFSEP (2010)

Corporate governance is a set of processes, customs, value codes, policies, law and structures governing the way a corporation is directed, controlled and held accountable. Corporate governance ensures that the organization is run properly, that goals are being achieved and funds are being managed with high standards of propriety and probity” (page 4 CGFSEP). The CGFSEP document is anchored primarily on the principle and doctrine of **Ubuntu** which according to CGFSEP requires and expects an organization to be a good corporate citizen. Traditionally the philosophy and doctrine of **Ubuntu** is accepted in majority African societies and communities. **Ubuntu** also known as **Hunhu**, meaning humanity under-pins values of caring, sharing, inclusivity, compassion and most importantly communalism. It borders around issues of self-respect, respect for others, integrity and human dignity.

The doctrine goes beyond to underscore values and traditions of mutual respect and mutual accountability. Behind it all, is the inspiration and expression of collective wisdom of the

inhabitants of Africa. The OPs are the custodians of this wisdom and indigenous knowledge and heritage, hence the need for integration and participation of OPs not only in the socio-economic development agendas of HMP institutions, but also in all political, technological, environmental and legal endeavours.

Business ethics and corporate governance

The elderly should assist the young professionals to behave ethically and to adhere to corporate governance principles. By seconding the OPs to their organisation HMP heads of organisation can use them as advisors or role models in the fight against the corruption vice.

1. **Corruption issues:** Fraud cases and abuse of women in the industry fall under this rot
2. **Transparency:** The requirement of board members to disclose their interests in business
3. **Accountability:** The requirement to be accountable on corporate affairs
3. **Responsibility:** The requirement to follow rules and procedures
4. **Transparency:** The requirement to be above board in business transactions and with all stakeholders.
5. **Honesty:** The requirement for all business transactions to be above aboard, to be fair and just, not to cheat. Therefore managers are obliged to be truthful, fair and just, above board, straight forward and sincere.
6. **Integrity:** Requirement for moral uprightness: soundness, decency, incorruptibility in day to day management.
7. **Discipline:** Requires management and business leaders to comply fully with rules or a code of ethics. Where necessary appropriate remedial action, censorship and punishment are meted for violations of standing rules.
8. **Loyalty:** Management and business leaders must demonstrate unwavering and faithful adherence to the organization and what it stands for.
9. **Commitment:** Requires that management of organization work for the common good rather than selfish gain. This is an engagement or obligation that restricts and confines one's freedom of action, and not to act as they please or capriciously.
10. **Punctuality:** Requirement to accomplish at or by the appointed time.

11. **Diligence:** Requirement for careful and persistent work output find, or effort application.
12. **Dedication:** Requirement to do or execute something, a plan, or a commitment, as pledged.
13. **Cooperation:** Requirement to work, act, complete a process together, guided by a shared mission, vision, aim and objectives. No room for deviancy and truancy.
14. **Reliable:** Requirement to be consistently good in both quality and performance, able to be trusted.
15. **Patriotic:** Having or expressing/ pledging devotion to and vigorous support for one's commitment.
16. **Knowledge;** Requirement to have facts or information, and skills acquired through experience or education.
17. **Capable:** Requirement for the manager to be proficient, competent, qualified, accomplished, to have what it takes.

This result was consistent with information from the Financial Gazette dated 11 November (2011) that the majority of companies in Zimbabwe were facing challenges of failing to treat their human capital as a strategic asset of the organization. For an example, employee health and safety rules were being violated. Factory employees were not getting adequate supplies of safety corporate wear like safety shoes, overalls and other related gadgets. The first aid kit is not found in the majority of companies. Wages and salaries were not being paid on the stipulated dates but weeks, days, months and even years in arrears. Employees on their part are behaving unethically. Employee absenteeism and truancy, reporting late for work is on the rise in organizations. Some of the employees are increasingly practising moonlighting in an effort to supplement their income. Some management executives engage into illegal and unauthorized company assets disposal for personal gain for instance accumulation of movable and non-movable properties (cars, houses). It is only when the labour laws and the long arm of the law catches up with them when they regret finding themselves in correctional services centres. Admittedly, it was not the immediate task for this study to explore why some HMP institutions CEOs and MDs were and are not complying with the provisions of CGFSEP tenets and therefore falling short in matters of good corporate governance.

A brief response will do justice to explain the deficit in the good corporate governance as cited by one CEO of a HMP organization during an interview with him. By consent and as part of research ethics the identity of the respondent and his organisation remain anonymous. According to the CEO, the vices and improprieties listed above are driven by craftiness, dishonesty, manipulation, greed, desire for personal wealth and abuse of office by incumbents. This is exacerbated by existing weak internal systems or their absence in an organization. The street lingo such as :palm greasing,” facilitation fee,” “drink” “yemusana,” “todayei,” “mbudzi inofurira payakasungirirwa” and “isa pasi pedombo” etc have become popular not only in HMP business transactions, but across the length and breadth of the country’s rural, urban, farming, mining, public and private sectors, schools, colleges and universities included.

Furthermore these vices also may take other forms such as silence, complicity, collaboration conspiracy, pleading and, or faking ignorance. These behaviors often translate and manifest themselves in unfair court acquittals of the accused for lack of merit or evidence pointing to or linking the accused with the commission of the offence (prima-facie) case. In the courts of Public Opinion such outcomes create apathy, lack of confidence in the judiciary system, as in their opinion the rich, the powerful and the politically well- connected enjoy impunity, and are above the law. The mere thought of a society with the so called “sacred cows or sacred goats” is detestable and very retrogressive as it has the propensity and capacity to destabilize the whole nation. In Human Factor Approach to Development in Africa, Chivaura VG and Mararike CG quote from the Global Coalition for Africa (1993):

Poor governance impedes reform
and development, reduces domestic
savings, and discourages domestic
and foreign private investment.

Countries that sustain their development efforts also tend

to be those that have fairly
good governance characterized
by predictability, accountability,
transparency, and openness,
among others.

Thus greed, indiscipline, dishonesty, self- gratification, negligence, smuggling, embezzlement, corruption, fraud and poor or wrong attitude to work are all and should be inimical to HMP organizations' development.

The research, underscored the proprietary disposition and role model qualities of OPs who have been tried and tested over many, long years during their career. This achievement qualifies them to advise, guide, coach, offer orientation and training of today's array of crops of management individuals and organizations. There is therefore need to integrate OPs and absorb them through participation in socio- economic development of HMP organizations. Once that is done, the OPs will contribute in three ways namely providing the individual manager with appropriate knowledge base relevant to the identification of management problems and solutions bedeviling his/her organization; inculcating acceptable issues of good governance values; and equip and expose the manager with the appropriate business management skills.

Financial discipline

The elderly would help the current crop of board members to develop financial discipline and be accountable for their decisions and actions. According to Robins and Coulter (2008), mechanisms must exist and be effective to allow for accountability in financial discipline. Responsibility pertains to behavior that allows for corrective action and for penalizing mismanagement. Responsible management would, when necessary, put in place what it would take to set the company on the right path. While the board is accountable to the shareholder, it must act responsively to and with responsibility towards all stakeholders of the company. Stake

holders may include the shareholders, customers, employees, goods and services suppliers, bankers and the state where applicable.

Guidance and Counseling

The elderly may need to spend their time with the young providing counselling services. The counsellor will help the youths to resolve the social difficulties facing the young in their lifestyles. The elderly may be involved in social issues such as marriage counselling, technology abuse such as cybersex, moral decadence of modern youths, cultural and heritage issues, and maintenance of traditional values of the people of the Republic of Zimbabwe.

4.12 Benefits to Harare Metropolitan Province

Mr. Chimombe (Lecturer Representing Tertiary Institutions)

Youths will develop a greater sense of social integration between them and the elderly in the society. The society will be able to transfer knowledge from generation to generation and allow continuity of life of people in a peaceful environment.

The elderly will provide guidance meant for developing and maintaining a cooperative sound and meaningful relationship between the young and the elderly. The elderly as counsellors must be cognizant of the needs of the vibrant young people. Youths must make adjustments to ensure that they take responsibility to contribute something for their education. A major contribution of students is that of making appropriate use of the schools' resources and working toward accomplishments. Such mutual adjustment of students and school is facilitated by providing suggestions for programming improvements, conducting research for educational improvements, contributing to students' adjustment through counselling, and fostering wholesome school-home attitudes.

The Role of the elderly as counsellors:

The major goals of counselling are to promote personal growth and to prepare students to become motivated workers and responsible citizens. Educators recognise that in addition to

intellectual challenges students encounter personal/social, educational, and career challenges. School guidance and counselling programmes need to address these challenges and to promote educational success. The guidance and counselling program is an integral part of a school's total educational programme; it is developmental by design, focusing on needs, interests, and issues related to various stages of student growth. The scope of the developmental guidance and counselling have been alluded to in the preceding pages.

Mrs. Masanzu (Representing NGO)

4.13 Benefits to the Youth in Harare

Retired OPs are the silos of indigenous knowledge. They represent and mirror the society in many facets of life. Life must start from somewhere, and it is through the activities of the elderly in society that people will develop the future. The future is based on the upbringing of the youth by the elderly in the majority of cases. The elderly have experience, and will help the youths to understand life from the experiences of the elderly. They are a source of the cultural heritage and values. The elderly professionals may be used in the organisation to humanize organizational life and introduce human values. The experience of the elderly does not merely focus on employees as individuals, but also on other social realities, units and processes in the organisation. This includes the role or the job a person has in the organisation, the various teams in which people work, inter-team processes. The majority of professional elderly people have had an exemplary working life and may be used to educate the young and growing managers to follow their foot prints.

The second survival peace of information which is a must know for the HMP youths to possess and keep on their fingertips is about Wills and Inheritance Law. Here the OPs especially the retired legal practitioners are the source and fountain of knowledge regarding the provisions of the Guardianship of Minors Act: (Chapter 5:08.) A minor child in terms of the law is anyone under the age of 18 years. OPs who are legal specialists can visit schools, colleges, universities and churches addressing groups of under 18s by arrangement or by invitation. For various reasons, children may suddenly find themselves left with a single parent or none at all. Natural or

un-natural death may occur due to illness, mishaps such as traffic accidents, assaults, gunshot or use of some dangerous weapon, poisoning, drowning or suicide of a parent or parents.

When the above misfortune strikes, that is where and when the Guardianship of Minors Act: (Chapter 5:08) takes effect to regulate the guardianship and custody of minor children. The salient features of this Act which the youth must know and acquaint themselves with are summarized below for the exclusive benefit of the younger people.

1. The father is the guardian of any children born within a marriage.
2. If the father of the child dies, the mother automatically becomes the guardian.
3. If the child is born out of wedlock, the mother of the child is the guardian and has the custody of the child.
4. In cases where a minor child has no natural guardian or none has been appointed by the parents of the minor child, the juvenile court may appoint a fit and proper person to be the guardian of the child.
5. The person wishing to be appointed guardian makes an application to the juvenile court stating that they would like to be appointed guardian over the minor child.
6. Once an application has been received, the clerk of court will publish in the Gazette, a notice calling upon any person who has interest in the matter to appear before the court. On the date of the hearing, the court will make a decision based and guided by the interests of the child (Section 9)
7. The record of the proceeding is then sent to the High Court for confirmation.

Source: The above is adopted from the Wills and Inheritance Law program:

Information Kit, WLSA, Ministry of Justice, Legal and Parliamentary Affairs (October 2002).

From the foregoing it is self- evident that the integrating and participating of OPs in socio-economic development of HMP, the youths are educated on what to expect, who to approach and where to go in the sad and unfortunate event of the loss of one or both of their parents. It is

extremely important that the challenges engrained in the issues of deceased parents' estate may manifest in the form of threats of dispossession and other abuses of the minor child.

4.14 Benefits to the elderly

In HMP in particular, and Zimbabwe in general, OPs are increasingly caring for their grand children orphaned due to among other causes HIV/AIDS epidemic and traffic accidents. This is confirmed by the United Nations International Children's Educational Fund (UNICEF 2003) which says that more than 50% of the orphans in Africa currently live with their grandparents who have limited resources to support their families. The point being argued here is that if older persons are engaged in socio- economic activities in HMP organizations, this will go a long way towards enhancing their incomes which in turn will enable them to care for their grand children. In support of the above averment, one needs to point out that OPs in Zimbabwe face a lot of similar challenges ranging from neglect from the top to the bottom structures such as government to community, family and household level. Most of them lost their pensions from 2004 to date despite their efforts in contributing monthly to pensions and investment funds. Their thinking was that one day their pension benefits would cushion them from the vagaries arising from old age. In Zimbabwe, unfortunately, no insurance company or pension fund has ever been brought to book over irregularities of their maladministration of the pension funds. No pension fund or authority has ever been forced by government to honour their contractual obligations to pensioners. An array of excuses for dishonouring obligations to OPs pension benefit, included inflation. Given that inflation is not an event but a process hence it is incomprehensible why pension administrators should argue that they were taken by surprise. The point being driven home here is that there are potential financial benefits for OPs if HMP organizations integrate and allow OPs to participate in socio-economic development programme in HMP. The boards that run pension funds must be all inclusive in terms of their membership composition to the extent that retirees are allocated the majority executive positions so that they have impact and influence over decisions taken at all times. Those affected by decisions must always be involved in the process of policy formulation, implementation, monitoring, and evaluation. Simple management theory **BUT** heavily loaded, with serious consequences if ignored.

To conclude this part of the discussion the benefits are summarized as to promote, to eradicate poverty and the dependency syndrome amongst the OPs within HMP, to provide structural and institutional framework for the development of strategies and interventions that will benefit and empower OPs to become economically independent and at the same time restore their confidence in matters related to their health and social welfare.

The majority of respondents in the focus group have established that if retired people are engaged in community projects, they will be able to supplement their pension. In addition, elderly people need to be well socialized and well integrated within the society, and it is through their engagement in community development projects that they can become part and parcel of the society.

Question 5 Any additional information you may want to contribute? Please state below.

A number of interviewees made very alarming, eye opening observations and contributions as additional information on this research. These are recorded almost verbatim for the purposes of capturing their views in as much original thinking and presentation as possible. The additional information is as follows:

Respondent 1 said: The Government of the Republic of Zimbabwe (GOZ) can arrange with other friendly countries to issue special work permits to internationally recognised local OPs. These may be specialist in any branch of STEM who are willing and interested to be “exported” to other countries under mutually agreed terms and conditions. Their skills must be such that they are highly in demand in those countries. Such “guest workers” may be “exported” for tenures of say 2-3 years or may be sent out on secondment. The OP, the G.O.Z and the host countries will all benefit out of this contract.

Respondent 2 said: There are a lot of extramural activities that OPs can do as part of their integration and participation in the socio-economic development of HMP. As much as the community benefits from these outdoor activities so do the OPs themselves from a physical

health point of view. Those OPs who have the energy, the health, the time and the desire to be physically involved can team up with the rest of the younger persons in their community to form security neighborhood watches. These vigilant patrols may be undertaken during the day and not necessarily at night, and they do not have to be physically exhaustive considering the age of the OPs. They should find pleasure in whatever activity they are involved in, be it physical, mental or social.

Another extramural activity they can do is community litter picking and cleaning. Care needs to be taken to ensure that they are provided with the necessary health and safety protective clothing. The idea is for them to avoid contamination and absorption of bacteria and physical contact with harmful material such as broken bottles, cans, used baby pampers and other garbage. The cleaning campaign may be extended to grass mowing in schools and local shopping centers. Those who enjoy fund raising activities such as cake and household stuff sales and auctioning must be encouraged. For the benefit of the school going children, the local OPs may want to and can be entrusted with the responsibility of helping children cross roads and streets in their neighborhood. They may also conduct traffic safety lessons aimed at educating school children through live practice demonstrations on the “dos” and “don'ts” for pedestrians’ and cyclists’ road safety.

Respondent 3 said: At church the OPs may be offered tasks that include ushering in and out the congregants, counting pledges and offerings and directing traffic into and out of parking space before and after church service. In most church organizations there is reluctance by congregants to volunteer to be Sunday school teachers. The services of OPs especially those with an educational background may be engaged and encouraged to teach Sunday school children. They have been trained to handle and manage children of all ages and both sexes, hence this could rekindle their spirits and be reminiscent of their “good old days”.

Those OPs who show interest in young children and have got the time to volunteer accompanying school children on school tours during the holidays must be identified and encouraged to do so. Children need supervision when visiting potentially risky holiday resorts like Inyanga, Great Zimbabwe monuments, Lake Kariba, Victoria Falls, Mana Pools and Wild

Life and National Parks to ensure their safety. Both children and some adults are known to have met their fate at these curious, explorative, hyper – active, inquisitive and adventurous hence this is how they end up being involved in accidents and other serious mishaps occurring.

Respondent 4 said: Among the few HMP organizations utilizing the services of retired OPs are two government organizations. The Judiciary Service Commission (JSC) engages retired OPs who must be proven men and women of integrity from a diversity of professional backgrounds. These senior citizens come in as High Court and Labour Court Assessors on mutually agreed terms and conditions. The invitation for OPs is also extended to retired judges to offer their services up to their attainment of age seventy (70). Over and above these positions, the Labour Department also engages retired former legal practitioners or experienced Human Capital specialists as Arbitrators, chairpersons or committee members of adhoc labour disputes settlements mechanisms. In all the instances mentioned above the OPs are advisors to respective court judges. Nevertheless HMP institutions lag behind in this respect and are implored to emulate the state. This integration and participation of professional OPs benefit both the state and the OPs themselves. From the point of view of the GOZ these arrangements help to contain and alleviate the dearth of experienced staff and skills in the government service while the OPs benefit from a social and economic perspective.

Respondent 5 said: HMP heads of institutions must familiarise themselves with the provisions of the Reports of the Institute of Directors in Southern Africa and the King Committee on Governance for South Africa. They should also read the King Code of Governance Principles (King 111). This document will equip them with the knowledge on how best to professionally run their organizations as well as defining for themselves on how best they can utilize the abundant expert and wealth of experience amongst the OPs who are ‘killing time’ not only in HMP but across the country.

Respondent 6 argued: The vision of Zim-Asset plan is “**Towards an Empowered Society and Growing Economy**” An interesting observation is that the Blue Print is very loud and clear about women, children and the youth as the target beneficiaries. Regrettably, while Zim-Asset is about benefitting the entire citizenry of the country, there is a glaring and deafening silence over

the socio-economic welfare of the OPs. No mention of OPs is made albeit their constituency has a very high probability of being the most vulnerable compared to any other group of vulnerables in the entire country.

Respondent 7 argued: The Ministry of Information and Publicity and both the private and public media houses have a very heavy corporate social responsibility. In this context they are expected to educate and inform the public at large regarding issues of integration and participation of the OPs especially the retired professionals. They have the advantage of reaching the widest spectrum of society. Among many things they can do in order to raise society's conscience about the plight of Ops is to run an awareness campaign over the radio once a week or to do a newspaper column dedicated to this worth-while and deserving, humanitarian cause.

Respondent 8 noted: Brain drain is not a new phenomenon in a global village. HMP organizations and the rest of the nation has suffered, and continues to suffer and probably will continue to do so into the distant future. Some critical professionals in HMP organisations migrate all over the globe in search of what in some cases look from a distance like greener pastures when in fact they are yellow or brown pastures. The recent saga involving some section of Zimbabwean citizens stranded and exploited in Kuwait is a classical example of green pastures turned yellow albeit the victims were not OPs from available media reports.

Other top businesspersons, academic, medical, legal minds, technology and science professionals are/will be lured and poached by institutions across and around the globe. Sometimes the offers are too good and too tempting to resist, hence the issues of patriotism become subservient to the politics of the stomach. The gaps created by these economic migrants need to be filled. There can be no other reliable source of human capital to fill these key skills' deficits and vacuum created by diasporians than engaging our own retired, patriotic and professional retired OPs.

Respondent 9 noted: The current state of the economy is in a downward trend. It is characterized by a weak manufacturing sector, lack of direct foreign investment (FDI), diminishing export earnings, and power/energy deficits. Currently the economy is also reeling under very serious liquidity crunch, policy inconsistencies, ambiguities, and contradictions, low

prices for unbeneficiated mineral and agricultural prices on world markets. As if all these are not crippling and bad enough, there are also issues of the effects of illegal sanctions, corruption in both private and public sector, high cost of doing business as well as bureaucratic tendencies.

Apart from the above, the majority of which is self-inflicted, there is also a problem of natural calamities and climatic changes and challenges negatively impacting on the national economy. An example of global climatic changes is the El Nino phenomenon in the case of Zimbabwe and neighbouring countries which has left a trail of destruction and devastation of both livestock and agricultural activities. The combination of human and naturally induced challenges have led to the transformation of the economy from the traditional formal economy to informal economy. The flea market segment dominates not only HMP, but all the major cities, towns, rural service centres and farming communities.

According to the Zimbabwe National Statistic Agency (ZIMSTAT) report of 2012, 84% of employed people are considered to be in informal employment. It is against this background that retired and professional OPs in collaboration with HMP institutions can design basic entrepreneurial seminars, workshops and programmes. Retired business OPs can be used as resource persons or convenors to run basic business management courses that focus on basic business concepts such as profit and loss (P/L), return on investment (ROI), funding sources and their implications especially bank loans and their requirements, income and expenditure, labour laws, investments considerations and basic principles of Book-keeping as well as statutory requirements for business operations in Zimbabwe.

The Respondent concluded by emphasizing that both HMP organizations with genuine interest in their current and former employees must demonstrate their commitment to the OPs who possess special skills and expertise but are now probably expending their time and energy unproductively in their homes. The benefits accrued to HMP organizations, and the OPs themselves are too numerous to mention in this study. The benefits range from financial to knowledge, expertise to harmonious industrial relations culminating in enhanced business productivity and more revenue realizations or collections.

Respondent 10 Commented:(Represented all those respondents whose position was that there is no place for OPs in today’s corporate world.

THANK YOU FOR YOUR YESTER-YEAR CONTRIBUTION

REST IN PEACE

ZORORAI MURUGARE

LALANI NGOKHUTULA

The respondent did not mince his words, neither did he pretend but rather called a spade a spade. Retired Ops must **NOT** deprive young people of opportunities. The OPs **CANNOT**, and should **NOT** be entertained to “enjoy the best of both worlds” neither should they “eat their cake and have it”. If they missed the train --- tough luck for them, we meet them in the next world.

The above was unmistakably a divergent view that the elderly were retired, tired and even expired and should give enough space to the younger people with innovative ideas to move the society forward. The proponents of this view say that the young have fresh minds and have the physical and the mental stamina to take organisations to dizzy heights. The use of the older and retired people will actually bring back organisations to the past undesirable levels, remain static and stuck in the mud. It was therefore critical for organisations to move with time and engage capable brains to increase innovation in the organisation. The tendency to put old wine in new bottles and vice versa must be avoided at all cost, so they argued. OPs are old wine which should never be re-packaged into new bottles because that translates into waste of resources i.e. new bottles.

A brief synopsis of the discussion so far is in order by all accounts so that one appreciates the gist of the issues at stake.

Many retirees have left their jobs, but it does not mean that they should be cut off from the society. Their personal identity is well defined by their jobs, and should continue to earn that respect through an engagement and involvement in community activities. Their participation in

community projects is a critical factor that will maintain the health status of the elderly in society. A society with recognition of the elderly is poised and geared towards success because it is able to borrow a lot of knowledge from the rich stories of the elderly people. Their stories of success and failures in life form the foundation that may be used to anchor the future of contemporary society.

The vice of corruption and the issues of corporate governance were given due prominence so was the role of the retired professional OPs in combating the scourge. Several respondents came out in favor and showered praises over the practice and use of whistle blowers in order to contain corporate malpractices. Employees from the apex of the organization, all the way down to the general hand who had prima facie cases of impropriety regardless of size or nature of such impropriety must be subjected to whistle blowing and investigation. Admittedly there are pros and cons regarding the professionalism and ethics of whistle blowing as a workplace management tool.

Impropriety is understood to imply one's deliberate efforts to enrich oneself illegally. This is done through unethical and unprocedural practices which include acts of omissions and commissions, (conspiracy, attempts at defeating the course of justice and connivance). Those suspected of having skeletons in their cupboards also attract and risk being victims of whistle blowing.

It is regrettable however, to note that whistle blowing may end up ruining the culprit's career, and even trigger health problems, leading to either suicide or natural death. Society has an aversion to people who are often seen more as witches than heroes and heroines, hence those who blow the whistle are often perceived and equated to witches for causing the persecution and harassment of other people in the organization.

The whistle blowers become obsessive about their cause and blind to other aspects of their life. Stories are abound whereby many of them end up pursuing personal vendettas which then trigger whistle blowing. When all is said and done, whistle blowers provide an invaluable public service. After all, an employee who reports illegal or wrong activities of his or her boss or fellow

employees can save his/her organization thousands, if not millions of dollars, and hundreds, if not thousands of jobs. Over and above this responsibility, such an employee will be executing his/her public duty as a law abiding citizen of Zimbabwe. There is mixed reaction amongst HMP organisations regarding whistle blowing. Some people and some organizations encourage the practice while others distaste it, labelling it as not only witch–hunting but an unprofessional practice. Whistle blowers are known to decline taking a stand in the dock during trials of suspected or alleged acts of company sabotage. In majority cases the accused are acquitted for lack of evidence or merit prima facie cases. In some instances, the quantum of damages and compensation claims by the suspects far exceed the size of uncovered embezzlement for which he was suspected to be the culprit. To worsen matters, one can guarantee that the working relations and the entire environment will no longer be the same. Hostilities, antagonism, back-biting and a host of other unpleasant and undesirable developments invade the workplace. It is therefore a challenge for organizations, as much as it is highly risk to act on the basis of whistle – blown information.

4.15 Major findings of the Study

- 4.15.1 That HMP was not fully engaging the services of the elderly and retired people because they perceived that they were non-productive.
- 4.15.2 That the majority of respondents were not considering the engagement of retired people to do consultation work in their organizations.
- 4.15.3 That the extent to which the respondents supported the engagement of retired professionals was extremely positive. Unfortunately, there was reluctance in the practical application of the purported support.
- 4.15.4 That the majority indicated that Harare had activities for the elderly and retired professionals though on the ground there was very little if anything happening or supporting the indications.
- 4.15.5 That the extent of utilization of the services of retired professionals in consultancy work was very negligible for the size of HMP.

- 4.15.6 That the study found out that Harare would benefit from the services of the retired people in community development projects if only there was a shared vision by the majority HMP organizations.
- 4.15.7 That the activities for the elderly would include training the young people on how to do business ethically and embody corporate governance, financial discipline and guidance and counselling.
- 4.15.8 That the society will be able to transfer knowledge into posterity and allow continuity of life under peaceful environment. Retired people are therefore :
- i. Role models for the society.
 - ii. The majority are a success story and would impart their knowledge to young people
 - iii. They have knowledge of what is ethical in life.
 - iv. They reached their age levels as a result of good behavior, and self-discipline.

4.16 Summary

The chapter presented the study results. Tables and figures were used to summarize the study results and a detailed analysis was done. The chapter also presented a summary of the study findings. The major study findings were that Harare Metropolitan Province (HMP) was not utilizing the services of retired personnel for any consultancy, advisory and training services. The next chapter presents the study conclusions and recommendations and potential further research areas.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusions and recommendations of this study. The material used in this chapter was derived from an in-depth analysis of the research findings using both desk and field information. The major concern of the study was to provide an analysis of integration and participation of OPs in socio-economic development of Harare Metropolitan Province (HMP).

5.1 Summary

The objective of this research was to present an analysis of the Integration and participation of OPs in socio-economic development of Harare Metropolitan Province. **The Mixed Research Method** was applied to collect descriptive, qualitative and quantitative data for the purposes of compiling comprehensive data for analysis. Selected Heads from some selected religious denominations, industry and commerce, NGO, tertiary institutions, SEPs and local authority were the major informants. Questionnaires and interviews were the main instruments for data collection and the response rate was high. Out of a total of sixty questionnaires that were distributed, the response rate was 98% and interviews had a response rate of 75%. The average response rate was 86%. The study used a Consent Form (See Appendix 2) to ensure that respondents participate in the study out of their own volition and without undue influence. The respondents were also assured of ethical standards that the study postulated and the majority of the institutions requested to receive a copy of the research report upon completion of the study. Expression of interest to apply the recommendations of the research were drawn to the attention of the researcher by several HMP institutions. Interestingly, out of the informal discussions, others said they were immediately going to implement the recommendations instead of waiting for the production and distribution of the final report. The study had however its own challenges

that included lack of cooperation from a few of the intended respondents, timeliness on questionnaire responses and issues of organisational politics and protocols were the commonest. Despite these challenges, the researcher managed to accomplish the aim and objectives of the study. Findings were established as detailed below.

5.1.1 Study Findings

- i. That Harare was by and large NOT fully engaging the services of the elderly and retired people because they thought that they were non-productive. Organizations that did so were far and apart, and were exceptions rather than the average.
- ii. That the majority of respondents were not considering the engagement of retired people in their organizations, at least in the immediate future, with over-staffing being cited as the commonest challenge facing organizations.
- iii. That the extent to which the e supported the engagement of retired professionals was extremely positive, though on the ground it was a different story, very insignificant to be the talk of town.
- iv. That the majority indicated that Harare had potential activities for the elderly and retired professionals, though no one was really willing to spearhead the launch.
- v. That the extent of utilization of the services of retired professionals in consultancy work was largely negligible.
- vi. That the study found out that Harare would benefit from the services of the retired people in community development projects in a variety of ways.
- vii. That the activities for the elderly would be training the young crop of managers to understand business ethics and application of corporate governance principles when running these institutions. This includes issues such as knowledge and understanding of the importance of director independence and ethical issues of sexuality and financial discipline. Company money should not be diverted for personal gain. The society will be able to transfer knowledge from generation to generation and allow continuity of life of people in a peaceful environment. Retired people are role models of the society, and should be respected.

- viii. That the study found out that the local authority has amongst its residents scores of OPs who are specialists covering all the municipal departments from human and financial resources experts, through to medical professionals who could be engaged for the betterment of the city's general populace. Indeed, the local authority does not need to perennially suffer from shortage of qualified staff for different functions, all it needs to do is to head- hunt or flight an advertisement inviting the professional OPs within the city.
- ix. That one of the most outstanding findings that came out of this research was to do with organizations founded, owned, and managed by an individual. This owner is known by various designations, such as Chairman, Founding Executive Chairman, Managing Director, and Executive Managing Director among many other designations

Another interesting observation regarding the proprietor was that the, business were named after the founder. Names of organizations such as: Rodger and son(s), Chimuti Brothers, X and Y partners (that is husband and wife enterprise) or nephew and cousin basically family nucleus or first generation relations). The research established that this pattern and business model of "owner – management" cuts across all enterprises from academic institutions, legal firms, medical institutions, health service providers, transport service providers, retail and wholesale chains to name but a few. Often the life span of such businesses were linked to the life span of the founder. When he or she died, the business also died when the entrepreneur reached the normal age of retirement, he or she would decide to or not to cling on to his business against all health, mental, and physical challenges that go together with old age till death do him and his business part. Furthermore, succession planning often looked within the same family at either oldest son or brother, and in rare cases where there is no apparent male heir, to the most favoured daughter and her husband, where there is one. This observation was confirmed by a study which concluded that:

In the past, owner- managed
family firms in Nigeria

have very often died
with their founders. Our
studies suggest that this
situation is changing,
but only very slowly (Tom Forrest, 1994:237 quoted by Chivaura and
Mararike in The Human Factor Approach to Development in Africa)
(1998)

The same study revealed that “owner – managed” companies started either folding up or dying within attainment of age fifty – five (55) of the founder or his or her demise. The following were attributed as major challenges facing “owner – manager” businesses.

- a) Lack of long term perception and interest in the life span of the business
- b) After the founders retirement or demise, what happens beyond?
- c) Polygamous marriages, leading to the scramble for the estate of the deceased business founder by his surviving many wives and their many children, let alone his kinsmen.
- d) The oldest son of the company’s founder was considered the heir to the family or paternal company. Serious problems arose in the event of the founder having been in a polygamous marriage let alone where and when he died before having any biological off-spring of his own.
- e) The succession plan did not take into account the interests and preferences of the apparent heir, sometimes ending by forcing a musician to becoming a business person against their passion and/or training.
- f) The enterprise is perceived to be exclusionary – Those outside the family cannot be accommodated. Their business acumen, skills, knowledge, attitudes, experience and exposure is not taken into account. Deducing from the above discussion so far, the integration and participation of OPs in the socio-economic development of HMP was a pipe dream. The exclusionary nature of the family owned business disregards the modern day need for business network even with outsiders. “Owner – managed” firms made it very clear that they did not entertain the idea of what they called “outside interference” in the form of external advice, consultancy, specialists or

expert guidance by and from any quarter. The researcher concluded that there was a window for and need for special study of owner managed businesses not only in Harare but in the country as a whole. Notwithstanding the pros and cons of family owned and managed enterprises, it is imperative to interrogate how this exclusivity survives in a globalized village. The researcher is of the view that OPs have a role to play in family owned and managed business in the HMP. The role may be in the form of advisory and consultancy services.

- g) They have knowledge of what is ethical in life. They reached their age bracket as a result of good behavior, and self-discipline.

The study revealed that the years from 2006 to 2009 were very tough for the entire nation, especially for OPs who went into retirement that time. Inflation was at its peak, the OPs got a lump sum that was quickly eroded. A lot of those people are now destitute with nothing to show for the many years they worked, with some of them having died on account of stress and depression. Consequential to the afore-mentioned unfortunate series of events that were unpredictable and a cruel development, there is overwhelming need for the government, employer organisations and labour unions to find ways of cushioning the OPs. These are innocent victims of economic melt – down of the period 2006 to 2009 when the Government of National Unity (GNU) was formed.

In view of the above stated findings, the following were the research conclusions:

5.2 Conclusions

5.2.1 To establish if Harare had community integration projects for the retired but experienced professionals.

The conclusion of the study was that Harare Metropolitan Province did not have effective socio-economic community projects that integrate and allow participation of the elderly and experienced professionals. This study concluded that retired professionals in HMP were being exposed to negative age stereotypes, or living in a culture that endorses the negative stereotypes that undermine older adults' ability to perform optimally on memory tests. The findings of this

study were quite provocative when contrasted to the traditional views of ageing that attribute the cognitive, psychological, and behavioural declines associated with advanced age exclusively to biological factors. This conclusion was consistent with the works of Baltes et al (2010) who established that elderly people could be victims of stigmatization owing to negative stereotypes that are age-related in cognitive and physical task performance. Harare institutions were not firm on the integration of the elderly and participation of retired professionals in community development programmes.

5.2.2 To find out the extent to which the Harare Institutions were utilizing the services of retired but experienced professionals and vocational experts.

The conclusion of the study was that Harare Institutions were not utilizing the services of retired professionals effectively. The results of the study indicated that retired professionals were left in redundancy despite their rich knowledge in their areas of specialization. This conclusion was consistent with the views of Steele et al (2002) who established that when adults become victims of stigmatization, they resort to psychological disengagement. This occurs when stigmatized individuals disengage their self-esteem from outcomes in the domains in which they are expected to perform poorly. This study postulates that adults in Harare have psychologically disengaged themselves from traits and domains that are negatively associated with their group. The heads of Harare institutions perceived that the elderly experts have diminished capacity to be functional in their areas of specialization and have lost the self-esteem, and could not be used effectively for the benefit of their organizations.

5.2.3 To establish the extent to which the Harare Institutions would benefit from the services of skilled and experienced retirees.

The study conclusion was that Harare Institutions would benefit a lot if they engaged skilled and experienced OPs. Although the institutions were not integrating the skilled senior citizens in the community development projects, the heads of institutions were in agreement that they would benefit a lot if they engaged adults to do counselling services in ethics and corporate governance. This conclusion was in line with Section 82 of the new constitution of the

Republic of Zimbabwe that provides for the recognition of the elderly in the community. Unfortunately and sadly the same constitution is silent about their contribution in national developmental issues of the country, Similarly the OPs Act (Chapter 17:11) number 1 of 2012, provides for the protection and recognition of OPs in the society. Section 10, subsection 4 (bii) reads “The OPs funding shall provide facilities for developing skills in older persons who are in homes”. Sadly, nearly three (3) years after the enactment of the OPA, to date the funds are not available, understandably the delay could have been occasioned by the current economic turbulence, sweeping over and across the economy as a whole.

The most interesting observation is that the GOZ has demonstrated its concern and commitment to the socio-economic welfare of its senior citizens – at least on paper. This study seeks to contribute to critical policy planning for the socio-economy development agenda of HMP and the country in general. If Harare prospers, the ripple effects will be felt in all the four corners of Zimbabwe, and the converse is also true.

To identify activities in which the retired elderly would participate to encourage community development in Harare.

The study conclusion was that retired elderly professionals would be engaged in various activities that include dealing with the following corporate governance issues:

5.2.3.1 The governance system of organizations to reduce corporate frauds that have dominated ALL sectors from the public, private sectors to religious organizations throughout the country

The governance system involves how the board interacts with the general manager or CEO. Periodically the board interacts with the CEO during meetings of the board of directors. Typically that is done with a monthly board meeting, although some boards have switched over their meetings from three to four times a year, or may be eight times a year. In the interim meetings, the board is kept informed through phone conferences or postal mail.

5.2.3.2 Fiduciary duties of the board of directors

The board has a fiduciary responsibility to represent and protect the member's or investor's interests in the organisation. Consequently the board has to make sure the assets of the company are kept in good order. This includes the organisation's plant and equipment, facilities, movable and fixed assets. More importantly, the human capital socio-economic welfare must be guaranteed, and prioritised above everything else especially in an economy like Zimbabwe which is reeling under illegal sanctions.

5.2.3.3 The monitoring and control function of the boards.

The study concluded that organisations are failing because of system break downs and the elderly professionals would provide counsel to the young managers on monitoring and control issues. The board of directors has a monitoring and control function. The board is in charge of the auditing processes and hires the auditor. It is in charge of making sure the audit is done in a timely manner each year. The results must be ready for the AGM as prescribed by the share – holders or the responsible authority owning the entity.

5.2.3.4 Counselling services on the structure of boards

The issue of the structure of the Board of Directors (BOD) as a corporate governance mechanism has received considerable attention in recent years from academics, market participants, and regulators. It continues to receive attention because theory provides conflicting views as to the impact of board structure on the control and performance of firms, while at the same time the empirical evidence is inconclusive. Tricker (1994) noted that board structure distinguishes between those directors who hold management positions in the company and those who do not. However, there are several governance models of how a board of directors can function. Examining and choosing the right model is important because it will impact on the success of the value-added business.

This conclusion was consistent with the verses in the Holy Bible (Proverbs Chapter 9 verse 10 – 12) ; (Proverbs Chapter 3 verse 13) and (Chapter 15 verse 16) that wisdom is an attribute of the elderly who depend on God. This means that elderly people are the fountain of wisdom, and if

they are engaged and involved in corporate governance and ethical issues in institutions, they may become wiser, knowledgeable and better leaders. The study roundly concluded that the elderly must be respected by the society and this is enshrined in the traditional values of Zimbabweans which holds OPs in high esteem.

5.3 Research Recommendations

This study recommended a number of areas which are potential spheres of investigation and research in pursuit of the welfare of the elderly particularly the retired and pensionable professionals. This research focused on the integration and participation of OPs in the socio-economic development of the HMP. The research was admittedly and intentionally exclusionary in the sense that it centred on professional retirees and pensioners in the HMP only. Needless to say this is a minute segment of the larger constituency of the nation's retirees and pensioners or OPs around the country's major towns and cities.

5.3.1 Subsequent to the above observation, the research recommended that future research critically focuses on the HMP older persons both males and females regardless of their socio economic status. The research should do a critical analysis of the general economic social welfare especially livelihoods and health status of the retired OPs. Alternatively, attention to be directed at the socio economic situation of former commercial farm labourers of foreign origin e.g. those hailing from neighbouring Zambia, Malawi, Botswana and Mozambique and others.

5.3.2 The research recommended that HMP institutions should do more in terms of social responsibility and good corporate citizenship. There are two avenues open to them namely, either they engage retired and pensionable professionals on short fixed employment contracts or they offer them major discounts on goods and services or products from their organisations.

5.3.3 It is recommended that OPs be given and enjoy at least 75% - 80% discounts on their entire medical, dental, and utilities specifically water and electricity bills. On the other hand at least a 50% to 70% discount be extended to them for all other goods and services such as toiletries, kitchen detergents, household consumables, food stuffs, vehicle maintenance,

residential security services, households goods, hotel facilities i.e. food, beverages and accommodation.

5.3.4 Valet and cross border free public transport must be offered to OPs at least once a month. This proposal was justified against the back ground of current economic down turn whose negative impact is mostly felt by the vulnerable members of communities, and the OPs happen to be amongst the hardest hit. Towns and cities should offer free and reserved parking bays for those older citizens across the board.

5.3.5 The study recommended that the concept of “eminent persons” popular in political circles is applicable in the context of integration and participation of OPs in the socio economic development of HMP. It is recommended that HMP organizations designate a pool of Ops whose mandate will be to act as the HMP envoys or goodwill ambassadors in public affairs, social functions at home and abroad.

5.3.6 As noted during literature review analysis of the legal framework specifically the Zimbabwe Constitution 20/2013 and the OPA (Chapter 17:11) the law is very clear regarding the rights of the OPs. It is against that background that the research recommended the introduction of a system of proportional representation to accommodate OPs. The most befitting starting point would be by the state itself to demonstrate its political will and commitment in the integration and participation of OPs in socio- economic development of HMP. Once the state has set the pace, it is common cause that the rest of the nation will emulate the example, but where persuasion fails it is recommended that the law takes its course.

5.3.7 Pursuant to the above, the following are the various constitutional independent commissions in Zimbabwe. These provide government with the opportunity to demonstrate their interest in the integration and participation of OPs in the socio-economic development of the country. The commissions are: the Zimbabwe Electoral Commission, the Zimbabwe Human Rights Commission, the Zimbabwe Gender Commission, the National Peace and Reconciliation Commission, the Land Commission, Prisons and Correctional Service Commission, Police

Service Commission, Defence Forces Services Commission, Civil Service Commission and Judicial Service Commission. The research recommended that OPs must be appointed to membership of these independent commissions as a demonstration of the state's seriousness in the integration and participation of its senior citizens in the socio – economic development of the nation. Opponents of this recommendation argued during the interviews that this recommendation is unacceptable in their view because it seriously jeopardises issues of leadership renewal and succession planning

It is anticipated that this gesture by government will cascade not only to the HMP organisations but across the entire Zimbabwean corporate world. Where government has failed through influence and persuasion to get organisations to involve OPs in the socio-economic development then it can be enforced through statutes. The recommendation to institute legal measures against resisting organisations has precedent in the contemporary government share ownership and indigenisation schemes where government ended up with an Act of Parliament for enforcement purposes. The same can be done though there could be initial resistance but eventually the good will prevail.

5.3.8 The aftermath of the period in question (2006 – 2009) continue to haunt the OPs to this very day. One needs to stress that when employers failed to remit employees' contribution portion to the relevant pension fund or authority, employees must not be prejudiced of their pensions benefits upon retirement as was the case during the period under review. The recommendation is thus the tripartite must as a matter of urgency cushion the OPs by among other interventions ensuring that their monthly pension benefits are paid timeously and religiously by due date.

5.3.9 This study therefore recommended that NSSA must forcibly collect those contributions from employers through litigation if need be. It is fact that employees have no power to arm-twist their employers into surrendering contributions. Accordingly the research recommended that the innocent but vulnerable employee must not be punished for the misdemeanours of the

employer. Where there is evidence of corruption, it is recommended that culprits be prosecuted and legal recourse taken including imprisonment.

5.3.10 The study further recommended that HMP institutions should create and allocate budgeting resources and policies should be developed to mainstream old age issues in national development frameworks. That HMP organisations coordinate themselves and provide comprehensive activities and interventions that facilitate the integration and participation of OPs in the socio-economic development of HMP. The expected outcome of this recommendation is to promote the economic and social status of senior citizens so that they can live a respectable life, enjoy good health and remain productive members of society.

5.3.11 The study recommended the establishment of think tanks in HMP institutions. These are capacity building bodies comprising authoritative OPs who are specialists in their fields of endeavour. Membership is drawn from OPs who are for instance gurus in the world of academia, medicine, engineering, finance, politics, law, education, strategies and so on and so forth. HMP organisation should take a cue from the African Capacity Building Foundation. The ACBF defines a think tank as a research centre to solve complex problems or predict or plan future development as in military, political, economic or social areas (The Herald April 18 2016 page B3). The think tanks functions among others include influencing governments, religious denominations, industry and commerce, NGO, tertiary institutions, state enterprises and parastatals, local authority and many other institutions. This role is a process that goes through during, and after policy conception, formulation implementation, monitoring and evaluation. According to ACBF, the recommended HMP think tanks are **NOT** theoretical gurus but Actors or functionaries mandated to carry out the following contributions for and on behalf of communities.

- i) Influencing policy processes by serving as catalysts for ideas and actions on key policy issues and bridging the gap between knowledge and policy between government and stakeholders.

- ii) Researching to support policy formulation, implementation, monitoring and evaluation, policy dialogue between government and Non- State Actors and institutional strengthening to effectively deliver capacity building programs and track progress.

It is therefore apparent deducing from this recommendation that OPs who are professional never retire as HMP organisations can continue to tap from their life- long acquired wealth of experience for the benefit of contemporary society in general and their immediate organisation in particular.

5.3.12 It is further recommended that a Trust be established by HMP organisations that can identify individual professional retirees and pensioners. The mandate of these identified OPs will be to work as resource individuals in the areas of their specialisation for example in finance, medicine, education, business, law, engineering etc. Organisations such as NGOs, private and public companies, government institutions and churches will no doubt benefit from the services and wealth of experience gained by these specialists during their active working life time. The core business of the recommended Trust will include, but not limited to the following:

- Identifying of professional retirees and pensioners who will put in place institutional and structural framework for the OP project.
- Conducting needs assessments activities and relevant studies and reviews to assess the needs of professional OP.
- Advocating, lobbying and conducting social mobilisation activities for the rights and provision of social and protection safety nets for the OP in HMP.
- Putting in place a Notarial Deed and an operational strategic document for the Trust.
- Conducting training workshops and developing educational materials.
- Developing project proposals for funding purposes.
- Working with stakeholders and relevant development partners for the purposes of identifying projects' needs and other interventions for the welfare and benefit of the OPs

- Carrying out of the monitoring and evaluation activities for assessing progress and performance of OPs projects.
- Ensuring that HMP organisations take a leading role in ensuring that health pension schemes for the OPs, starting with their own former employees are established. OPs in majority cases now have no one to look up to for sustenance or livelihood except their former employer(s). This development has been occasioned by a number of developments emanating from the twin challenges and effects of urbanisation and modernisation. This phenomenon has given rise to the rapid dissolution of the traditional extended family. Furthermore, the OPs are becoming more and more care givers of orphans and grandchildren as some of these children have lost one or both parents from the effects of HIV/Aids. In the case of Zimbabwe, the number one killer is no longer HIV/Aids but the road carnage as periodically reported by the Traffic Safety Council of Zimbabwe (TSCZ) in its public updates. The situation is comparatively more desperate in rural, farming and peri-urban areas, thus, it is recommended that scaling of social protection schemes be prioritised for providing comprehensive social systems for senior citizens are needed periodically, and urgently. The study thus recommends accordingly.

5.3.13 The relationship between the development of HMP organisation and the nation at large is symbiotic and may be likened to that of the fish and water. If Zimbabwe as a nation seriously wants positive results or achievements from the Zimbabwe Agenda for sustainable socio-Economic Transformation (ZIM ASSET), she must integrate and facilitate the participation of OPs. The 10-point plan for economic growth enunciated by His Excellency the President of the Republic of Zimbabwe during his State of the Nation Address (SONA) on 25 August 2015 buttresses the seriousness with which the GOZ views and esteems ZIMASSET. It therefore becomes imperative to bring on board, and to recognise the OPs contribution to the successful outcome of ZIMASSET and any other trajectory of national development scope. The OPs have the diverse skills, knowledge and wealth of experience let alone the right attitudes and patriotism towards the national development agenda. Their role and involvement is recommended that it should start from the implementation stage through to monitoring and evaluation. This research

recommended that the OPs role and involvement should start from the implementation stage through out to the monitoring and evaluation stages of ZIMASSET.

The Social Services and Poverty Eradication Cluster singles out Human Capital Development as its top priority programme area:

that will be integrated vertically and horizontally
with programmes in other clusters.

Deducing from the above the study recommended that both HMP organisations and the GOZ incorporate the services of OPs in each of the four clusters taking into account the diversity of the OPs expertise and preferences. The four ZIMASSET clusters require an array of skills, knowledge base, expertism but above all self-discipline and patriotism. These qualities are inherent in the majority of OPs who whole-heartedly treasure them.

The socio-economic status of OPs in the HMP was analysed and discussed in greater depth in both chapters 1 and 2 of this study. The findings and conclusions underscored the near destitute status of OPs in general except for a very insignificant minority. Accordingly, the study recommended that HMP organisations working in collaboration with the State must allocate adequate financial resources to meet the needs of the OPs regardless of their location and socio-economic status. The budgetary allocation should be meaningful enough to cover **all** health and medical related costs. The fund may be called the OLDER PERSONS HEALTH FUND to ensure that it benefits the right target group that is OPs. Checks and balances must be put in place to ensure that the fund is protected from any forms of abuse from any quarters.

To achieve this, the fund must be covered and administered under a special vehicle fund (SVF) engrained by statutes. The management team of the fund must numerically and predominantly reflect the number of beneficiaries. OPs representatives must sit on it and participate in all its policy and strategy formulation, implementation, monitoring and evaluation. The fund must be subjected to both internal and external periodic forensic audits. Where leakages, abuses and suspicious transactions are detected, action must be taken. The integrity of the fund must be

guaranteed by **inter alia** regular office bearers elections which must be free and fair, and presentation of genuine annual audited accounts which must be thoroughly scrutinized during Annual General Meetings (AGM). With regard to this recommendation it is highly recommended that the stiffest and the uppermost level of punishment or penalty provided by law must be imposed on the culprits without fear or favour and that the vices of impunity and sacred cows and/or goats will be equally condemned and severely punishable.

Both HMP organisation and the state must comply with both domestic and international laws or conventions on OPs rights. During literature review in Chapter 2 relevant statutes relating to OPs integration and participation in socio-economic were critically analysed. The scope, legal framework and provisions of the statutes were at the centre of the analysis. At national level, the Older Persons Act (chapter 17:11) number 1 of 2012, The Urban Councils Act Chapter 29:15 and the constitution of the Republic of Zimbabwe were all analysed in detail with particular focus on the rights of OPs. These were also juxtaposed with international law and conventions on OPs. It is against this background that the study strongly recommended the need for, both the HMP organisations and the government to demonstrate their political will, and their corporate social responsibility mission respectively through their total compliance with the law. In short, the OPs are not looking forward for favours, sympathy or special treatment but do expect tangible benefits as provided for by both domestic and international law. This indeed is an entitlement and not a privilege as society would want the OPs to believe.

5.4 Further Research

The current study focused entirely on organisations in HMP. This is what researchers term urban bias approach. The limitation was that the researcher could and can not generalise the results.

5.4.1 It was therefore, recommended that future research be undertaken in and around Zimbabwe's rural growth points, mining centres as well as in all the remaining provincial capitals in order to come up with results that have a national complexion. Based on national results, the study recommended that Zimbabwe adopts, The Gross OPs Happiness as an index for determining its gross domestic product, over and above the conventional GDP index.

5.4.2 The findings on the “owner and founder – managed business” discussed in greater depth in this study pointed to research opportunity and desirability for getting to the bottom of why such companies “die with the owner”. An assumption of the problem here was that there is a very high probability that the short life span of the firms has among other factors to do with the issues of ageing and the demise of the founder. One of the key problems identified during the study was to do with poor or non existence of succession planning. This is then aggravated by the non-interference family business culture and policy where any offers of consultancy, advice and guidance are equated to unnecessary and undesirable, interference in the affairs of a family business where the proprietor toiled single handed. The rest is thus perceived and equated to an attempt by someone to “reap where they never sowed” or “to eat what they never hunted”.

5.4.3 Future research is needed to establish ways in which the elderly in society may be integrated to reduce the level of stigmatization. Critical questions to be answered in the study include various copying mechanism for the integration of the elderly in the mainstream economic and social lives in HMP in particular and in the country in general.

5.4.4 The study gave an insight into the integration of skilled retirees in community development projects in Harare. Arising from the study it was recommended that future research is needed on the processes by which the retired skilled personnel may be incorporated in the activities identified in the study. There is need to carry out a census of the retirees for the purpose of establishing a data bank that can be utilised by organisations that may need the services of the retired experts. This study confined itself to and within the Harare Metropolitan Province and there is need to carry out similar research in the remaining administrative provinces or towns such as Mutare, Chinhoyi, Gweru or Bulawayo. The information collected would then be submitted to the government for use by interested key stake holders namely, government, labour and employers in an effort to enhance the quality of life of the country’s OP in general.

5.4.5 Future research must zero into the issue of the yawning gender imbalance study. The number of females in executive positions in HMD organisations does not come anyway near half

the number of males in those positions. It is recommended that some research be carried out in future to establish the rationale behind the numerical disparity between males and females in executive positions and whether or not this is a national or a HMP phenomenon.

One hopes the OPs scattered around Zimbabwe will take special interest in this research for their own benefit as a unique constituency. For the younger generation this research is a reminder that they are the future OPs, and therefore they should interrogate the issues pertaining to the integration and participation of Older Persons in the socio economic development not only of the Harare Metropolitan Province and its various organisations but the entirety of Zimbabwe.

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APPENDIX 1

Letter From the University

Private Bag 9055
Gweru
Zimbabwe,
Telephone: 26354260432 ext 319
Fax: 263-054-60442



MIDLANDS STATE UNIVERSITY
Chairperson of the Department of Development Studies

28 January 2016
To Whom it May Concern

RE: MR BG KUNAKA MADS FINALIST

This letter serves to confirm that Mr. Kunaka is reading for a Master of Arts in Development Studies (MADS) degree with this university. He is expected to carry out a research in partial fulfillment of the requirements of the said degree programme. The title of his research is, *'Integration and participation of older persons in the socio-economic development of Harare Metropolitan Province.'* Kindly allow him to collect data for his research. The student is well informed about *Research Ethics*.

Thank you in advance for being helpful in this regard. For any further details about the student or any of our degree programmes, please feel free to contact me on matunhu@msu.ac.zw or 00263733809555

Yours faithfully

Jephias Matunhu (PhD)

18

APPENDIX 2

CONSENT FORM

I consent to participate voluntarily in this research as requested. My contribution is absolute and unreserved and the information will be solely used for academic purposes only.

Signature.....Date.....

APPENDIX 3

SURVEY QUESTIONNAIRE

Dear Sir / Madam,

I am a student from Midlands State University studying towards the attainment of a Masters Degree in Development Studies, and I am carrying out a research entitled; **“Integration and participation of older persons in the socio-economic development of Harare Metropolitan Province.”**

I am therefore kindly requesting you to spare your precious time in answering this questionnaire. Please note that every response is valuable and there is no right or wrong answers. You may also ask for any clarification where you do not understand the question(s). **Your responses will be kept as confidential as possible** since the study is for educational purposes only.

Instructions

Kindly tick, or fill in your responses in the relevant spaces provided. Names or any form of identification are not required

Section A: Demography of Respondents

1. Gender

Male

Female

2. Age range

- Below 40
- 41-50
- 51-60
- 61-70
- 71 and above

3. Educational Level

- Certificate/Diploma and Below
- First Degree
- Masters Degree
- Doctorate/Professor

4. Former/Current Employer

- Non Governmental Organisation (NGO)
- University
- Government Ministry
- Company
- Any other. Please specify.....

5. Area in which you have worked/ Specialization

- Education
- Law
- Medical
- Commerce /Industry
- Any Other (Please Specify).....

6. Period of experience in your area of specialization?

10 Years and Below	
11 -20 years	<input type="checkbox"/>
21 -30 years	<input type="checkbox"/>
31 – 40	<input type="checkbox"/>
41 and Above	<input type="checkbox"/>

Section B: The integration of older persons in community activities.

Objective 1: To establish if Harare has community integration projects for the retired but experienced professionals.

In your organization, do you ever hire/engage the services of retired professionals to do consultancy work, or to assist you?

Yes No

Please explain your Answer.....

II Do you consider older persons or professionals for any job offer or contract work in this organisation.

Yes No

Please explain your Answer.....

III. Please indicate your rating of the statements below on a scale of 1-5

Scale: 1 = Extremely Good 2 = Very Good 3 = Good 4= Poor 5= extremely poor

Statement of Fact	1	2	3	4	5
How do you rate the potential of retired professionals if they get engaged in any of the projects in your organization					
1.How do you rate their value if retired professionals are engaged in any of the organization's projects					
2.How do you rate community engagement of older persons in development activities in your community					

iii. What are the activities in which retirees may be useful in the Harare Metropolitan province?

Answer.....

iv. Does Harare have such activities such that retirees may be engaged?

Yes No

Please explain your answer

.....

2. To find out the extent to which the Harare community is utilizing the services of retired but experienced professionals and vocational experts.

i. Please indicate your rating on a scale of 1-5 as given below:

Scale: 1 To a greater Extent 2 To a certain Extent 3 Not sure 4.To a lesser extent 5 Not at all
--

	1	2	3	4	5
To what extent do you support the engagement of retired people in community development activities					
To what extent do you support the view that Retired people have the capacity to bring development					
To what extent do you support that retired people have useful experience					
To what extent do you feel retired people are valuable experts in developmental projects					

ii. What is your view with regards to the utilization of retired persons in organisations of your choice?

Please explain.....

iii How can retirees be utilized to contribute to the development of the Harare Metropolitan province?

Please explain.....

3 To establish the extent to which the Harare community may benefit from the services of skilled and experienced retirees.

Please indicate your rating on a scale of 1-5 as given below:

Scale: 1 To a greater Extent 2 To a certain Extent 3 Not sure 4 To a lesser extent 5 Not at all

Statement	1	2	3	4	5
They are a social problem-a nuisance-a burden.					
They are a fountain of knowledge					
They bankrupt pension funds and over stretch health and other welfare systems.					
Harare may develop if Retirees are engaged in community development projects					
They are non-productive and a drain resources					
Harare is lagging behind because it is ignoring the services of older people					
They are past-it' and out of touch with modern life					
Harare will become the sunshine city if older persons are active					
Retirees are invisible, irrelevant, not important, nuisances.					
Retirees are the basis of development in communities					
Retirees are rarely portrayed as being wise and understanding.					
Retirees are the sources of valuable information					
Harare does not benefit from the services of retired people because they are old fashioned.					
They are associated with witchcraft problems in their communities					

4 To identify activities in which the retired elderly may participate to encourage community development in Harare.

i. What are the activities for the elderly that Harare may encourage the participation of retirees?

Answer:.....
.....
.....

ii. What are the possible benefits to the community from the engagement of retirees in Community development projects?

Answer.....
.....
.....

iii. Do we have any benefits that our youth may derive from the services of retirees and other older people?

Answer.....
.....
.....

iv What are the possible benefits for the retirees if they get engaged in community projects?

Answer.....
.....

5. Any additional information you may want to contribute? Please state below.

.....
.....

APPENDIX 4

INTERVIEW GUIDE

1. In your own opinion, do you think retired people have something to offer to the community of Harare Metropolitan province?

Yes

No

Please explain your Answer.....
.....
.....

2. What could be the areas that older persons and retired people may be useful to ensure that Harare retains the services of this class of people?

Answer.....
.....

3. Do we have institutions in Harare that are utilizing the services of older people in the Harare Metropolitan province, and what are the activities?

Yes

No

Please explain your Answer.....
.....

4. What is your opinion in the case where retired people are engaged to offer consultancy in organisation?

Answer.....
.....

Thank You

APPENDIX 5

NOTICE OF INTENTION TO REGISTER AS A PRIVATE VOLUNTARY ORGANISATION

Telephone: 787091/9
Telegram: "SECIPRES"



OFFICE OF THE PRESIDENT
AND CABINET
Private Bag 7789
Causeway
Harare

22 August 2014

Mr Bothwell Gwashe Kunaka
Founder and Executive Chairman
Zimbabwe Pensioners and Retirees Trust (ZIMPRET)
Suite No 1 Mezzanine Floor
Security Investment Trust House
Harare

Dear Sir

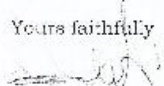
NOTICE OF INTENTION TO REGISTER AS A PRIVATE VOLUNTARY ORGANIZATION (PVO)

We are in receipt of your letter and Constitution notifying our office of your intention to register as a Private Voluntary Organization (PVO).

In line with the Private Voluntary Organization Act, Chapter 17:05 Section 9(1), this office has no problem with your organization's intention to operate both in Harare and Chitungwiza.

We wish you all the best with your efforts to register your organization.

Yours faithfully


J.J. Ndebele
Director Harare Metropolitan Province
Office of the President and Cabinet

