



**DURBAN UNIVERSITY OF TECHNOLOGY**

**AN ASSESSMENT OF THE CONTRIBUTION OF  
CORPORATE SOCIAL RESPONSIBILITY PRACTICES ON  
SUSTAINABLE COMMUNITY DEVELOPMENT IN THE  
ZIMBABWE MINING SECTOR: A CASE STUDY OF  
ZIMPLATS**

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**AUGUST 2023**



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**Submitted in fulfilment of the requirements of the Degree of Master of Management  
Sciences Specialising in Public Relations in the Faculty of Management Sciences at the  
Durban University of Technology**

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**AUGUST 2023**

## **DECLARATION**

I, Christopher Muhwava, declare that this dissertation is the result of my own work. This work has not been previously submitted for another degree. All sources used have been acknowledged and referenced.

\_\_\_\_\_  
21 August 2023

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## **ABSTRACT**

The goal of this study was to determine how Zimplats' corporate social responsibility (CSR) practices contribute to sustainable development (SD) in the Mhondoro Ngezi district. The study further aimed to assess Zimplats' CSR policies with regards to sustainable development. This study used a sample of 384 people from the Mhondoro Ngezi district, and a qualitative and quantitative data collection approach was used to attain these goals. The study sample included members of the Mhondoro Ngezi community with CSR knowledge and employees of Zimplats. The study reviewed literature and theories within Zimbabwe, South Africa and internationally that were essential to CSR and sustainable development (SD). The research assessed the impact of CSR practices on sustainable development of communities within the Zimplats' operational environment. The study therefore sought to establish the sustainability of CSR as an instrument of addressing the challenges being faced by communities adjacent to the company operations. A correlation test aided in the analysis of the data findings so that relevant conclusions could be drawn. The results revealed that Zimplats' CSR initiatives improved livelihood of the Mhondoro Ngezi community in a sustainable way. Community participation and ownership in development initiatives was discovered to be critical to their long-term viability and there is a link between sustainability and community involvement in development projects. The study also found that Zimplats' CSR practices contribute to job creation, capacity building and improved standards of living. The study recommended that Zimplats should prioritize stakeholder engagement and participation and ownership of developmental projects as a way of ensuring that their CSR projects are sustainable.

## **CHAPTER ONE: INTRODUCTION AND OVERVIEW OF THE STUDY**

### **1.1 Introduction**

In the recent past, communities have been increasingly putting pressure on companies to take responsibility for the negative implications of their operations on the social and ecological environment (Ackers and Eccles 2015: 515). As a result, more and more companies especially mining companies are taking part in CSR initiatives as a way of addressing the socio-economic challenges in the communities where they operate, however, it is yet to be established whether these CSR initiatives are bringing sustainable development to these communities. In Zimbabwe there are growing socio-economic development challenges, which are mainly attributed to deteriorating political climate and economic downturn. Human rights violations, substandard service delivery, poor infrastructure and unemployment continue to soar leaving many Zimbabweans in abject poverty. Several businesses have made great efforts to address these socioeconomic challenges through sustainable CSR. However, the situation on the ground in terms of high levels of unemployment, poverty and environmental degradation has overshadowed these efforts.

Against this backdrop, it has become imperative for businesses to take CSR and sustainable development seriously to achieve long term sustainable development in the adjacent communities. CSR implementation is regarded as an essential tool that can assist businesses to achieve sustainable development by meeting the socioeconomic requirements of the surrounding communities. According to Simionescu (2019:12-16), corporate social responsibility has the potential to lead to long-term community development. when it is properly formulated and implemented.

Accordingly, this research investigates the role of corporate social responsibility in achieving sustainable development in adjacent communities. The study will therefore, through empirical means, seek to determine the contribution of existing CSR initiatives of Zimplats in achieving sustainable development in the Mhondoro Ngezi community.

### **1.2. Background to the study**

The topic of corporate social responsibility has generated a lot of discussion not only in Zimbabwe but the world over in recent years. Stakeholders expect corporations to be considerate and sensitive

to their socio-economic concerns through the implementation of sustainable CSR. As a result, there is growing interest within corporations to contribute to sustainable development through corporate social responsibility s and initiatives. The Zimbabwean government also enacted several legal reforms in the country to encourage businesses to be socially responsible. The more notable ones amongst the legal reforms discussed in Chapters Two of this study are the Mines and Minerals Act (Chapter 21:05), Indigenisation and Economic Empowerment Act and the Community Share Ownership Scheme/Trust. However, all these efforts have been overshadowed by worsening socioeconomic conditions of high unemployment, human rights violations, poverty, and homelessness. Mining companies in Zimbabwe claim to be involved in sustainable corporate social responsibility activities. However, the situation on the ground does not relate well with the belief that corporate social responsibility is critical to long-term community development. This study, therefore, sought to determine the contribution of existing corporate social responsibility s in enhancing sustainable community development. To achieve this Zimplats based in Zimbabwe serves as a case study. Zimplats produces mainly platinum from the Great Dyke in Zimbabwe. It is a publicly traded company on the Australian Stock Exchange. The company is a subsidiary of Impala Platinum Holdings Limited known as Implats which is based in South African.

### **1.3 Context of the Research**

The continuous political crisis experienced in Zimbabwe has impacted negatively on ordinary people. Unemployment continues to soar coupled with liquidity crunch leaving many Zimbabweans in abject poverty. Several corporations have made efforts to address these problems through putting in place corporate social responsibility (CSR) initiatives. However, it remains to be seen whether such efforts have been able to yield the required long-term sustainable results of addressing poverty and unemployment hence the need to conduct the study (Makanyeza, Chitambara and Kakava, 2017). In support of the aforementioned assertion, Nguyen and Bui (2020) believe that CSR activities should focus on meeting the needs of the community in a holistic manner rather than focusing solely on the number of projects launched and targets met. In support of the above Chiloane-Tsoka (2014:277) states that it is vital for corporations to engage in sustainable CSR initiatives that will address pending social, economic, and environmental issues, while empowering local individuals in the long run. Mtisi (2020:2) added that the Zimbabwe Budget Statement portrays the industry in a bright light, while individuals on the ground the people face many challenges. This research will be carried out at Zimplats and its surrounding

communities and will put a premium on the long-term viability of its CSR efforts. With a strong interest in sustainability development and mining, the study will focus on assessing whether Zimplats' CSR s are doing justice in addressing serious social, environmental, and economic issues that Zimbabwe is facing. This study will also try to find out whether sustainable measures implemented by Zimplats as shown in its sustainability reports are real developments to real people not just green washing.

#### **1.4 Rationale**

The study's scope is restricted to Zimbabwe's mining industry. Given socio-economic problems being faced by communities adjacent to corporations engaged in mining in Zimbabwe the findings of this research on corporate social responsibility and sustainable development are projected to close a knowledge gap in the field of sustainable CSR in the mining sector in Zimbabwe. The study will contribute to the existing body of knowledge concerning the effectiveness of existing CSR practices in addressing community problems in the mining sector. The study is expected to benefit communities, regulators, companies, and policy makers in developing frameworks that bring sustainable development in the mining sector.

#### **1.5 Problem statement**

Political instability and economic crisis in Zimbabwe have severely impacted on the ordinary people as a result many people face socio-economic challenges such unemployment and poverty which have forced them to flee to neighboring countries for greener pastures. Many companies in Zimbabwe including Zimplats have committed large amounts of money to addressing these socioeconomic challenges through corporate social responsibility. The Zimbabwean government has also made a commitment to address these challenges to improve the standards of living of ordinary people (Mazibananga, 2019). However, despite all the effort by Zimplats and other companies engaging in CSR it is evident their efforts have not brought sustainable development as many people continue to struggle, hence the need to conduct this research to determine the significance of CSR in achieving sustainable development (Mazibananga, 2019: 212). Results on the ground show that the benefits of current Zimplats' corporate social responsibility activities have been overshadowed by socio-economic problems such as poverty, high levels of unemployment estimated to be above 90%, human rights violations and power infrastructure (Zimbabwe Congress of Trade Union, 2023). Therefore, this research study intends to answer the following question: Does Zimplats' CSR initiatives contribute to sustainable development of

communities adjacent to the mining company's operations? To answer this question, this study seeks to investigate and assess if Zimplats current CSR practices are effective in achieving sustainable development. The objective is not to determine the presence of CSR practices but to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. The intention is to move from counting the number of projects implemented and the number of people impacted to analysing the long-term value of the practices in terms of improvement in socio-economic situation of the beneficiaries.

## **1.6 Aim and Objectives**

The main aim of this research to assess the effectiveness of corporate social responsibility (CSR) practices in enhancing sustainable development in the Zimbabwean mining sector.

The objectives of this study are as follows:

- To determine the CSR practices of Zimplats
- To assess the CSR policy of Zimplats with reference to sustainable development
- To assess stakeholder participation and satisfaction with existing CSR practices
- To investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges.

## **1.7 Literature Review**

### **1.7.1 Concept of Corporate Social Responsibility (CSR)**

The concept of corporate social responsibility (CSR) has gained traction in the business arena and has also become prominent with researchers (Jamali and Safadi, 2019). The increased interest in CSR is evidenced by the increasing number of CSR studies being published in journals, the conferences being hosted on CSR and the number of educational institutions teaching CSR (Crane, 2018;67). According to Agudelo (2019;78) there is no globally acknowledged or recognized definition of CSR currently. However, the term "corporate social responsibility" generally refers to a company's obligation to the environment and society. Corporate Social Responsibility is defined by the European Commission (2011) as a concept in which firms address the social, economic, and environmental problems of the affected communities. According to Wirba (2023:3) the World Bank defined CSR as: *"CSR is the commitment of business to contribute to sustainable economic development - working with employees, their families, the local community and society*



*at large to improve the quality of life in ways that are both good for business and good for development” (Ward, 2004:3).*

CSR is considered as an essential instrument that can play a meaningful role in addressing socioeconomic problems. However, many CSR activities carried out by corporations have been criticized for their lack of community engagement and participation in resource allocation, decision making process and implementation. It is only in the last three decades that `businesses and governments have started engaging society to address the socioeconomic concerns of society. In the past, businesses only focused on profit making; today, businesses are now considering the ethical, legal, and moral consequences of their actions.

### **1.7.2 The Concept of Sustainable Community Development**

Community development is a wide notion that has the potential to significantly contribute to the growth of a community's social, economic, and human capital. According to Idemudia (2016:5), community development is the process of enhancing the socioeconomic condition of the society through stakeholder engagement and participation leading to improved lifestyle and a better world for all. Sustainable development enables a community to take the lead in the sustainable and progressive use of its resources, with the goal of serving present demands while avoiding negative consequences for future socioeconomic needs. Furthermore, sustainable community development is seen as a way of addressing all the dimensions of business-poverty relationships. According to Idemudia (2007:34) some of the goals of sustainable community development include:

- 1) Improving the community's cultural, social, and economic status.
- 2) Empowering the community.
- 3) Involve host communities in capacity building.

The goal of CSR, therefore, is to attend to the challenges of unemployment, poverty, substandard education, and development and maintenance of social, economic, and ecological capitals in the community to improve the livelihoods of local communities.

### **1.7.3 Contextualizing of Corporate Social responsibility and Sustainable Development**

It is becoming increasingly hard to disregard the concept of sustainable development when engaging in CSR initiatives due to increasing social, economic, and ecological complexities. Just like CSR sustainable development has no universally accepted definition. However, the definition

of sustainable development as defined by the United Nations World Commission on Environment and Development will be used in this study, namely; “*Sustainable development is development that meets the needs of the present generation without compromising the ability of future generations to meet their needs*” (Brundtland, 1987). The United Nations’ view is that developmental initiatives should ensure long-term sustainability to protect the interests of future generations. Therefore, the aim of any CSR initiatives should be to meet the basic needs of the community and to improve the socioeconomic status of the society at large. According to Steenkamp and Rensburg, (2019: 17-40) development should not only focus on social upliftment of the citizens; it should also create a conducive environment to ensure individual actualisation and equal opportunity for civil society to participate.

#### **1.7.4 International perspective on Corporate Social Responsibility in the mining industry**

The mining industry is still recognized as a significant source of wealth and economic growth in developing countries. However, the impact of mining development has led to displacement of communities, loss of livelihoods and land especially to communities living adjacent to mining operations, (Mandishekwa and Mutenheri, 2019:298-327). Mining firms, according to Muthuri (2017:93), have long ignored the communities in which they operate. Conflicts have erupted between the mining firms and the impacted people as a result of this (Kemp, 2009 and Jenkins, 2004). Indeed, mining firms have been accused of ignoring the detrimental consequences of their operations, they have been accused of causing major devastation, operating without social license, and depleting areas of all their economically valuable resources. According to Nish (2012:19), in the past, mining businesses in underdeveloped countries were insulated from public influence or opinion because as the dominant employers they provided of the services including infrastructure development, housing and hospitals. As a result, views, needs and opinions of local communities were not attended to leaving communities as passive receivers of CSR initiatives and their wealth taken away from them.

#### **1.7.5 Corporate Social Responsibility in Zimbabwe**

Zimbabwe CSR is characterized by elements that are unique and only applicable to Zimbabwe. The political persecutions, rampant corruption and looting of public funds by the ruling party has had a negative impact on the livelihood of citizens and businesses operations in the country (Mazibananga, 2019:9). The economic meltdown has impacted negatively on that status of

Zimbabwe as an investment destination. According Zuva (2022:20-44), because of lack of well-defined and enforced CSR policies, some organizations are unsure of their expected CSR requirements and provisions, necessitating the need for a CSR legislation that is completely implemented. According to Mandishekwa, the country has well-established institutions and progressive legislation on paper, but enforcement and implementation are lacking (Mandishekwa, 2020). In certain circumstances, the government and mining firms forcibly relocate villages to make space for mining without adequately compensating them. Communities that are evicted from their land are neither consulted nor compensated. Even while some mining corporations participate in CSR, they are not doing enough for their local communities in contrast to the profits they receive from the industry (Mandina, Maravire and Masere, 2014: 153). Other mining firms are ignoring the predicament of the community and turning a blind eye to it. Mining firms have a responsibility to improve the lives of the people in the communities where they operate because their revenues are derived from minerals extracted from community-owned land. According to Kakava's research, 80% of Zimbabwean corporations prioritize corporate philanthropy over sustainable corporate social responsibility (Kakava, 2013: 674). Philanthropic acts have the problem of providing only short-term remedies, hence the necessity for businesses to engage in sustainable CSR to bring sustainable development to society and environment.

## **1.8 Research Methodology**

Research is a technique used to collect data and methodology is the procedure used to organize and analyse data when carrying out research. Sileyew (2019: 2) defines research methodology as "the systematic, theoretical description and analysis of techniques, procedures, and principles to be used by a research investigation."

### **1.8.1 Primary data**

Primary data is information obtained directly from the source by the researcher, usually through survey research (Driscoll, 2017:153). It is regarded as firsthand encounters with respondents that are unique to the requirements of the research (Sekeran and Bougie, 2010:182). Primary data is obtained by the researcher using various research instruments such as interviews, questionnaires, observation, and experiments, according to Brewerton and Millward (2016:104). This study will use a structured questionnaire (annexure B) and interviews to collect data from the respondents.

### **1.8.2 Secondary data**

Rabianski (2013:43) defined secondary data as data already collected by someone else and readily available. Vartanian (2011:3) agrees with this notion, he defined secondary data as readily available data used to respond and address research questions. Habermann (2013:287) states that secondary data includes journal articles, internet, journals, reports, and published books. Secondary data for this study will be sourced from internet sites, annual reports, CSR policies, academic journals and other dissertations on CSR and sustainable development.

### **1.8.3 Research design**

Sneed (2017:880) claims that research design demonstrates a reasonable procedure for conducting research, creating a connection between aims and objectives leading to a conclusion. It gives the researcher a framework to work with when collecting and analyzing data through research designs such as cross-sectional, experimental, longitudinal, and case study (Bulsara 2015). According to Davis (2017:25) qualitative research, quantitative research, and mixed (qualitative and quantitative) research are the three most prevalent research approaches. For this study, the researcher will use both qualitative and quantitative approaches (e.g., interviews and questionnaires) for the purpose of breadth and depth of understanding. According to Smith (2005:347) qualitative research is based on methodologies regarded as informal and not capable of generating numeric data and conclusions. Quantitative research, according to Denscombe (2019:325), is defined as a study that generates numerical information by analyzing data using statistical, numeric, or computation methodologies.

### **1.8.4 Target population**

A population, according to Sekaran (2016:236), is a group of people or any other object of interest to the researcher for the purpose of conducting research on. The target population is a group of people upon which the research findings will be applied to (Corbin and Strauss, 2008:2). The total population is the number of community members who live in Mhondoro - Ngezi community. According to the (Zimbabwe National Statistics Agency) the total population for Mhondoro Ngezi is 104,342 and out of this number the sample size of 387 will be selected randomly. The total number of employees in the Public Relations department is 27; out of this number 10 employee will be selected. The department has one manager that oversees the CSR s so the one manager and the CEO will be interviewed. According to Rahman (2023) the sample size is defined by Sekaran and Bougie (2016:69) as a portion of the population chosen for study participation. The researcher

used the sample selection table and Sekaran and Bougie's guideline for sample size selection in selecting the sample size (Sekaran and Bougie, 2016).

### **1.9 Measuring instrument**

Francis (2019:12), states that the quality of information obtained is determined by the measurement procedure used in gathering. This study uses interviews and structured questionnaire research instruments in the collection of data. According to Slade (2022) an interview is defined as the verbally administered questionnaire in which a small number of respondents are asked predetermined questions with the objective of exploring their perspectives and obtaining relevant knowledge about a specific concept. In-depth interviews will be used to probe at an individual level how participants relate to and understand the effectiveness of Zimplats CSR efforts Bhandari (2021:11) defines a questionnaire as "a research tool consisting of a series of questions and other prompts meant to collect data from a large number of people." A covering letter (Annexure A) confirming respondents' privacy and a consent form giving permission to perform the research will be included in the questionnaire for this study (Annexure A). The questions will be in line with the goals and research topics of the study. On a 5-point Likert scale, participants will score how much they agree or disagree with a series of assertions (Saunders, Lewis, and Thornhill, 2003:3). The scale ranges from strongly agree to strongly disagree.

### **1.10 Pilot study**

Pilot testing is the process of putting the proposed research study's research design to the test in order to collect important data that can be used to refine and prepare for the main investigation (Wiersma and Jurs, 2015:491). According to Denscombe (2012:20), a pilot test should be undertaken on similar respondents to potential respondents rather than actual target respondents. The goal of a pilot test is to guarantee that all respondents have the same understanding of the research instruments. The research questionnaire for this study will be pilot tested with ten (10) homogeneous respondents who will not be among the target respondents.

### **1.11 Data collection methods**

Data collection methods refer to instruments used to collect research data (Canals, 2017:57). According to Sekaran (2016), there are various data collection instruments, such as structured questionnaires, telephonic surveys, and interviews. This study will make use of interview and questionnaire research instruments to acquire data. According to Welman, Kruger and Mitchel (2015:257), when compared to other instruments, interviews and questionnaires have a high

response rate. The researcher will personally conduct interviews and self-administer the questionnaire to the target respondents at Zimplats and Mhondoro Ngezi communities. The researcher will self-administer the questionnaire after twenty working days.

### **1.12 Data analysis**

Data analysis, according to Cooper and Schindler (2014:93), is the process of breaking down complicated components into smaller chunks so that they can be comprehended and make sense of the information gathered. The responses to the questionnaires will be collected and compiled into a data set for this study. Following that, a statistician will be hired to undertake the necessary statistical tests. The data will be analyzed using the newest version of the Statistical Package for Social Sciences (SPSS) version 23 for Windows.

### **1.13 Delimitations/Scope**

The research is restricted to the Zimplats and its surrounding communities (Mhondoro Ngezi). Therefore, conclusions should not be generated to other sectors. This paper focuses on the CSR activities and assumes that they accurately represent a Zimplats' sustainable development commitment in majority of the cases. The study will be undertaken in Zimbabwe mining sector where one firm was selected randomly and closely analysed to identify the CSR practices and their contribution to sustainable development.

### **1.14 Anonymity and Confidentiality**

All data or information obtained throughout the study will be treated with strict confidentiality, and participants' agreement will be sought before any information is disclosed publicly.

### **1.15 Reliability and Validity**

Alwan and Al-Zubi (2016: 98) define reliability as the degree or level of uniformity of results when a tool measures the aspects it is designed to measure frequently. Reliability is important since it determines whether the study meets its stated objectives and hypotheses (Sekaran and Bougie, 2013:228). If the results are reliable over time and replicable then the research instrument will be considered to be reliable. The researcher will take the findings to the group and check that correct findings have been captured correctly.

Validity, according to Triola (2006:32), refers to the extent to which the outcomes of a research instrument are accurate and truthful. It also considers whether that particular measure is devoid of systematic random mistakes.

This study will use triangulation to address the issue of validity and reliability. Triangulation refers to the use of various techniques for obtaining/gathering information in a single study. Data from the various measuring tools (interviews and questionnaires) used to collect information will be triangulated. 10 community members who are part of the sample will be selected for pretesting to ensure validity. The researcher will also conduct interviews to ensure that accurate information is obtained. The researcher will also make use of secondary data such as CSR reports and policies to ensure validity and reliability.

#### **1.16 Ethical considerations**

According to Fox and Bayat (2007:48) ethics are principles, guidelines and code of practice that must be followed and observed in conducting research. Ethics have to do with the appropriateness of the researcher's conduct when dealing with those who become the subjects in any research (Olsen, 2012:87). Bell (2019:45) states that research ethics involves getting permission for data collection from the respondents. The purpose of ethical considerations in research is to ensure voluntary participation and respect of dignity of the respondents (Du Plessis, 2014:83). During the process of obtaining authorization to conduct research, this study will guarantee that the aim and objectives are communicated to the appropriate authorities in Zimbabwe's mining sector. The relevant authorities were provided with a letter of informed consent. The study will be carried out in such a way that the responses of the target respondents are kept confidential and anonymous.

## **CHAPTER TWO: CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABLE COMMUNITY DEVELOPMENT**

### **2.1 Introduction**

Corporate social responsibility and sustainable development concepts have developed into important subjects for researchers for several decades (Sheehy and Farneti 2021; Borger and Costa 2020: 13). In Zimbabwe and around the world, sustainable CSR implementation has become an integral element of corporate practices over the last few years. Many organisations across the globe are allocating portions of their annual reports to promoting and publicizing their CSR performances on sustainable development, thus showing how important sustainable CSR implementation has become (Rampersad 2015: 315; Muranda 2016: 109; Windsor 2016: 11).

The present literature on the notions of corporate social responsibility (CSR) and sustainable community development (SCD), as well as their relationship and underlying philosophies, is examined in this chapter. The general goal of this research is to evaluate the role of corporate social responsibility in attaining sustainable development in Zimbabwe, with the goal of determining the efficacy of present CSR activities in accomplishing this goal.

The section below will commence with detailed exploration of sustainable development (SD) and sustainable development goals (SDGs) followed by evolution of CSR and various CSR definitions, then the necessity for sustainable CSR to foster community development. Thereafter, a brief overview of the theoretical framework of CSR, International and African perspective on CSR will be explored. Lastly, challenges associated with the implementation of corporate social responsibility by Zimbabwean companies will be discussed.

### **2.2 Sustainable Development**

Sustainable development, according to Simionescu (2015:162), is the management and control of the natural environment, organizational and societal governance, with the goal of serving the demands of the current generation while also ensuring the existence of future generations. This indicates that development efforts should be focused on long-term goals rather than just fulfilling immediate community needs. The idea is to conserve the environment in which we live whilst growing socially and economically. Mensah (2019:9) agreed that we can only achieve sustainability if we safeguard the environment and involve members of the local community in all



developmental projects. Therefore, the concept of sustainable development is a framework for communities to enhance their livelihood and improve their quality of life while conserving the environment. Therefore, sustainable development can only be achieved when organisations pay attention to the social and environmental implications of their operations instead of only focusing on profit maximisation and economic performance.

### **2.2.1 History of sustainable development**

According to Sachs (2015:105), the United Nations Conference on the Human Environment in Stockholm, Sweden, was the first time the notion of sustainable development was introduced to the global agenda in 1972. Since then, arguments against the abuse of natural resources, particularly by mining firms, have gained public prominence, and the concept of sustainable development has begun to emerge on the world stage (Sachs, 2015). Years later, in 1987, the term "sustainable development" was coined (Barbier and Markandya, 2013). Sustainable development, according to WCED (1987:15), is defined as any development that meets the demands of the current generation while providing guarantee for survival of future generations.

The Earth Summit in Rio de Janeiro in 1992 made a resolution calling for the establishment of sustainable development goals (SDGs), which will serve as a framework for achieving sustainable development (United Nations, 2015). The Millennium Development Goals were conceived in the year 2000, when member nations of the United Nations met in New York, USA. They were later adopted in a summit in Johannesburg, South Africa in 2002. (UN, 2015). In Johannesburg, South Africa, eight (8) Millennium Development Goals were approved, focusing on promoting equality, reducing poverty, improving access to education, tackling health and well-being challenges, ensuring environmental sustainability, and forming global development partnerships (UN, 2015). When the Millennium Development Goals expired members of the United Nations decided to establish the SDGs in the year 2012, at the Rio+ 20 conference (UN, 2015). The Sustainable Development Goals (SDGs) were adopted in 2015 as part of the United Nations 2030 agenda (United Nations, 2015). The member states, through an inclusive process involving all stakeholders, came up with 17 goals and their 169 targets to encourage both industrialized and developing countries to pursue long-term development (United Nations, 2015).

According to Le Blanc, (2016:125-143) the developing world could benefit a lot from sustainable development as a framework for eradicating poverty. Most people in the developing world live in

abject poverty (Henry, 2012). The standard of living is characterized by a shortage of essential services and poor quality of food. Workers in underdeveloped nations generally earn less than \$2 per day, according to Cornia (2014:113), and this lower income depresses demand for food, negatively impacting food production and distribution. Challenges like water, energy and soil resources on the other hand also complicate the situation. The introduction of seventeen (17) SDGs by world leaders in 2015 is a great initiative towards bringing sustainable development to developing nations like Zimbabwe especially rural areas like Mhondoro-Ngezi community under study.

### **2.2.2 Sustainable Development Goals (SDGs)**

In 2015, member states of the United Nations agreed that the seventeen (17) Sustainable Development Goals (SDGs) can serve to improve the world (UN, 2022). The 17 SDGs were agreed to be the duty of all sectors, both corporate and public, to achieve by 2030. (United Nations, 2015). The goal of the SDGs, it was agreed, is to create an all-encompassing vision and action plan for achieving sustainable development (Bernstein, 2017). The Sustainable Development Goals (SDGs) are an example of governance through goals because they were developed through an inclusive process, are non-binding, and were designed to be adaptable to all states (Biermann et al., 2017). The Inter-Agency and Expert Group on Sustainable Development Goal Indicators established indicators for the targets to monitor success on the goals (UNGA, 2017). The United Nations Millennium Summit in 2015 decided on seventeen (17) concrete and time-bound sustainable development goals to be accomplished by 2030. These goals (shown in table 1) went into effect on January 1, 2016, and will last for 15 years, until 2030. (UN, 2015b).

Goal 1	<i>End poverty in all its forms everywhere</i>
Goal 2	<i>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</i>
Goal 3	<i>Ensure healthy lives and promote well-being for all at all ages</i>
Goal 4	<i>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</i>
Goal 5	<i>Achieve gender equality and empower all women and girls</i>
Goal 6	<i>Ensure availability and sustainable management of water and sanitation for all</i>
Goal 7	<i>Ensure access to affordable, reliable, sustainable and modern energy for all</i>
Goal 8	<i>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</i>
Goal 9	<i>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</i>
Goal 10	<i>Reduce inequality within and among countries</i>
Goal 11	<i>Make cities and human settlements inclusive, safe, resilient and sustainable</i>
Goal 12	<i>Ensure sustainable consumption and production patterns</i>
Goal 13	<i>Take urgent action to combat climate change and its impacts</i>
Goal 14	<i>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</i>
Goal 15	<i>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</i>
Goal 16	<i>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</i>
Goal 17	<i>Strengthen the means of implementation and revitalize the global partnership for sustainable development</i>

**Table 1. Overview of the 17 SDGs (United Nations, 2016).**

Sustainable development goals, according to Nwonwu (2019:116), serve as a standard and benchmark for measuring development progress across countries around the world, which is also the focus of this study. The Sustainable Development Goals (SDGs) are the plan for long-term development, but they do not give the authority or resources required to achieve the goals

(Bernstein, 2017:214). As a result, more case studies will be needed to see if there are any other aspects that can help the SDGs achieve their goals (Caiado, 2018). The SDGs still have a lot of knowledge gaps, according to researchers. More study is needed on effective SDG measurement and studies of SDG interactions using a systematic manner (Allen, Metternicht, and Wiedmann 2019:421-438).

### **2.3 Historical evolution and scope of corporate social responsibility**

The origins of CSR can be traced back to the industrial revolution, according to Lee (2008: 53-112). During the initial stages of the industrial revolution mechanisms such as worker welfare funds and controlled working conditions were introduced by several factory owners (Slabbert, Prinsloo, Swanepoel and Backer, 1998). However, academic interest in responsible business came into being when Bowen published his book titled Social Businessman responsibilities in 1953. In support of the above conception Amin-Chaudhry (2016:107) acknowledges that indeed CSR was popularized by Bowen in the 1950s. Bowen was of the view that social obligations, business morality and public responsibility were synonyms for CSR (Freeman and Hasnaoui (2013:145). Very specifically, Bowen defines CSR as the persistent pledge by corporations to enhance the livelihood of employees, their families, and the society at large in an ethical manner (Bowen 1953:6). From the 1960s to 1980s CSR's focus began to evolve particularly through academic contributions and the slowly evolving realities of business (Carroll and Shabana 2010:129).

Governments, universities, corporations, academics, and non-governmental organizations (NGOs) promoted Corporate Social Responsibility in the 1990s, and international organizations such as the World Bank, United Nations, and International Labor Organization supported it (Preuss, Barkemeyer, and Glavas 2016: 362). For example, the International Labour Organization (ISO 26000) established that environmental issues, community involvement, human rights, labor practices, fair operating procedures, and consumer issues as major topic areas for social responsibility.

From the year 2000 the business world entered a new era as the corporations became more interested in sustainable development or sustainability, and this concept has become a cornerstone of all conversations about corporate social responsibility (Jackson and Matten 2012:7). In support of this view Ackers (2016:721), maintains that the field of sustainable development, responsible business, business ethics and corporate governance is ushering in a new era in business-society

interaction. It's clear that businesses are adopting a new integrated conception of CSR focusing more on sustainable development and this has become essential as global challenges like global warming, natural disasters, unemployment, and poverty emerge. According to Visser (2011:201), the new era of responsible business is characterized by innovative businesses, stakeholder consultation and participation in developmental projects and shared value. In support of this view, Liberty (2012:137) argues that there is a shift away from economic performance and how much corporations have invested towards environmental and social consciousness and a more sustainable and impactful investment strategy.

### **2.3.1 Corporate Social responsibility (CSR1) Vs Corporate Social Responsiveness (CSR2)**

#### **CSR1 = Corporate Social Responsibility**

Corporate Social Responsibility is regarded as commitment by companies to improve the livelihood of employees, their families, and the society at large. The core idea of Corporate Social Responsibility (CSR1) is that companies have a duty to strive for social betterment. This obligation maybe discharged voluntarily by the company or imposed forcibly by government actions and policies. However, opponents of corporate social responsibility believe that the moral foundations of the concept “corporate social responsibility” lack clear and widespread agreement hence the emergence of the concept “Corporate Social Responsiveness (CSR2). (Frederick, 1994).

#### **CSR2 = Corporate Social Responsiveness**

Corporate Social Responsiveness (CSR2) refers to the capability of a company to respond to social demands. It focuses on systems, processes, arrangements, and policies that would identify a company as more or less able to respond to social pressures. The proponents of this idea place great emphasis upon institutional structures, techniques, and behavioural frameworks that are ideal for a truly responsive company (Frederick, 1994).

This shift from CSR1 to CSR2 has several effects, including a decrease in business defensiveness, a focus on managing social responsiveness techniques, an increase in empirical research on the interactions between business and society and the constraints on corporate responsiveness, a need to continue defining business responsibilities, and the need to develop more dynamic theories of values and social change. However, it is believed that amalgamating the two concepts into a

powerful process would assist and support the betterment of society and ensure corporate social accountability (Frederick, 1994).

### **2.3.2 Definition of corporate social responsibility**

The term "corporate social responsibility" does not have a universally acknowledged definition and as a result many academics have proposed several definitions and terminologies of the topic (McWilliams 2020; Rahim, 2014:94). This is due to a lack of comprehension of the term among academics (Adegbite and Rajwani 2016: 137). Scholars have encountered problems in finding a definition for CSR due to the fact that it is rooted with other terminologies (Rahim 2014: 95). Scholars have used diverse labels to describe CSR. For example, the term “sustainable development” is used to describe CSR (Skinner and Mersham 2008: 240). In South Africa, the term “corporate social investment” (CSI) is the preferred term when referring to CSR (Reddy 2016; Rampersad 2015: 314;). Other terms such as “sustainable development”, “social sustainability” and “corporate social performance” are some common terminologies used by scholars to define Corporate Social Responsibility (Rahim and Alam 2014: 3; Frynas and Yamahaki 2016: 261). As a result, an increasing variety of CSR definitions and terminology may be found in business literature and the general public, each representing a particular setting.

CSR is defined by the World Business Council for Sustainable Development (WBCSD) as a company's continual commitment to act ethically and contribute to long-term development while improving the lives of its employees, their families, and society as a whole (WBCSD 2010: 3, Paek, Xiao, Lee and Song, 2013). This definition recognizes the need for corporations to consider the needs of all stakeholders and to implement CSR strategies that are sustainable. Visser (2011:157) described corporate social responsibility as a company's responsibility to produce collective value in the areas where it operates on a regular basis through environmental awareness, social, and economic development, stakeholder responsiveness and good governance at the same time being sensitive to prevailing historical, cultural, and religious contexts. The United Nations (UN), in its report, also attempted to define CSR and explained it simply as “the overall contribution of business to sustainable development” (United Nations 2007: 1). Sheehy (2015: 628) however, discovered that most definitions of CSR include some of the following terms: stakeholder, social, community, voluntariness, stakeholder, participation, environmental ethics, and human rights.

Having examined and explored most definitions of Corporate Social Responsibility, this study adopts the World Business Council for Sustainable Development's definition of CSR (WBCSD). This is because it aligns well with my research in that it recognizes the need for corporations to engage in actions that sustainably benefit all stakeholders. As such, this definition of CSR urges mining corporations to implement policies that mitigate the negative effects of their activities and to focus on programs that improve the local community's living standards over time.

### **2.3.3 Corporate Social Responsibility and the Sustainable Development Goals (SDGs)**

According to Biermann, Kanie, and Kim (2017:26-31) there are benefits associated with aligning business with the Sustainable Development Goals in the corporate social responsibility context. Corporate social responsibility just like SDGs examines the interaction between a firm and the adjacent community and assesses the responsibilities that the business enterprise has towards the local community while also pursuing profit (Abshagen, Cavazzini, Graen, and Obenland 2018:7). According to Schönherr, Findler, and Martinuzzi (2017: 34-49) SDGs can be useful when implementing the CSR s. For example, Schönherr, Findler, and Martinuzzi (2017: 34-49) proposes that business enterprises can benefit from utilizing the SDGs as a guideline and framework when implementing their CSR initiatives as this can help them to identify community needs and engage with local community to enhance their contribution to long-term sustainability.

Since the adoption of sustainable development goals (SDGs) the focus of CSR has been on implementation of SDGs, sustainable development, creation of social value, and stakeholder engagement and participation (Agudelo, Jóhannsdóttir, and Davídsdóttir, 2019:1). The literature on CSR has placed SDGs within the context of CSR since then. As a result, many researchers have started exploring the relationship between CSR and the SDGs (Schönherr, Findler, and Martinuzzi (2017: 34-49).

### **2.3.4 Correlation between CSR and sustainable development**

CSR and sustainable development proponents think that a well-executed CSR policy can contribute to sustainable community development. This is due to the fact that CSR as a broad concept considers the social, environmental and economic concerns of society while focusing on the economic performance of the business organization (Angel and Rock, 2017:174). In support

of this view, Barbiak and Trendafilova (2017:11) argue that a well implemented sustainable CSR policy has the potential to enhance the quality of life of local community. This in turn empowers the community to care for the environment, and their own livelihood (Anthony 2016:43). The increased interest today regarding the proper role of businesses in community has been the result of public pressure on businesses to do more and increased sensitivity to ethical and environmental issues. This has resulted in government regulation regarding social and environmental issues, and implementation of various standards and laws to encourage responsible business. These developments have increased the pressure on companies to operate in a socially, environmentally, and economically sustainable manner (Masoud and Halasa 2017:47).

Henry (2014:113) did research to see if CSR can help businesses achieve sustainable development (SD). According to the report, to achieve sustainable development, businesses must first understand what constitutes sustainable development and how to engage stakeholders to understand their sustainability expectations (Ganescu and Dindire 2014:89). Stephenson (2016:37) conducted an extensive literature review on corporate social responsibility and sustainable development and explored various topics such as corporate governance, sustainability, and business ethics to assess the influence of CSR on sustainable development. The findings of the study showed that a well implemented CSR policy can contribute to sustainable development if the business can integrate business ethics into the decision-making process and corporate governance elements such as sustainability, transparency, and accountability.

Therefore, the proponents of CSR are of the view that well-implemented CSR policy is key to sustainable development (Sharma, Sharma, and Kishor 2017:59). There is a general agreement that corporations must undertake strategic CSR to contribute significantly to community development. This involves integrating CSR into their core business activities, creating a CSR unit within the corporation, and assigning dedicated and trained staff to the running of the CSR unit. Also, CSR initiatives should identify and address the needs of the people and contribute to community development agendas with consideration for local context through a participatory approach and made relevant to the business' operations (Andrews 2016; Barsoum and Refaat 2015; Idemudia 2008; Sagebien and Whellams 2010 in Butler 2015).

### **2.3.5 Theoretical framework of corporate social responsibility**



According to Passey (2020:150), a theoretical framework is regarded as a theoretical foundation for empirical studies relating to how a concept is practiced in various contexts and the reasons that such practices are adopted within that context. Theorizing CSR, according to the author, can lead to a better knowledge of CSR practices as well as deeper insights into CSR. The Legitimacy theory and the Stakeholder theory are discussed in this section. These theories are the most discussed CSR theories therefore they are often referred to as the ‘mainstream theories’ of CSR. These theories complement each other as they are interrelated and have similarities (Fernando and Lawrence 2014: 150; Frynas and Yamahaki 2016: 262).

### **2.3.5.1 Stakeholders Theory**

One of the most important CSR breakthroughs in the 1980s was stakeholder theory, which served as a framework for examining stakeholder groups that influenced or were influenced by the organization (Boadi, Bosompem, Say, and Boadi, 2019;1-15). This idea proposed that company success is influenced not just by shareholders, but also by many stakeholders including employees, customers, suppliers, and governments (Yamahaki 2016: 263). The stakeholder theory is used in this study because it has its roots in complicated business-environment linkages Casson (2015). The idea depicts the company as a legal entity influenced by both economic and non-economic players who have economic and social responsibilities (Fernando and Lawrence 2014: 157). The Stakeholder Theory, according to Yamahaki (2016: 263), focuses on the relationship that occurs between an organization and its stakeholders.

Both the King III Report on Corporate Governance and the King IV Report on Corporate Governance in South Africa suggest that organizations should pursue a stakeholder-inclusive approach to corporate governance (Institute of Directors Southern Africa 2016). This is because the stakeholder theory illuminates the reality of a corporation engaging in socially responsible behavior. According to this view, a firm is a linked network of diverse interests in which the company's and community's actions are mutually reliant. It highlights the need of integrating societal expectations and doing the right thing to create a good society (Emerson, 2016:217). In south Africa, the King III and the King IV reports suggest when it comes to corporate governance organizations should pursue a stakeholder-inclusive approach to corporate governance (Institute of Directors Southern Africa 2016). The stakeholder theory is viewed as a theory that illuminates

the reality that corporations should engage in socially responsible behavior. The stakeholder theory suggests that a firm is a linked network of diverse interests in which the company's and community's actions are mutually reliant. It highlights the need of integrating societal expectations and doing the right thing to create a good society (Emerson, 2016:217). Stakeholder theory compels corporate executives to reach out to all parties and consider all stakeholders' interests and well-being to maximize benefits across the board (James Brusseau 2016).

Stakeholders are defined in the King IV Report on Corporate Governance as groups or individuals who can influence or be influenced by a firm's business actions, outputs, or consequences (Institute of Directors Southern Africa 2017). The report divides stakeholders into two groups: internal and external stakeholders. Internal stakeholders are individuals who are directly involved with the company, such as shareholders, the board of directors and employees. Customers, local community, the government, trade unions and civil society organizations are the external stakeholders of a firm (Institute of Directors Southern Africa 2017). Lim and Greenwood, (2017:768-776) argue that business executives should consider the interests of all stakeholders and allow them to participate in decisions that affect the strategic direction of the firm in which they have interest instead of just treating them as a means to an end. According to stakeholder theory, it may be beneficial for a corporation to participate in CSR projects that stakeholders value, because if it does not, these groups may withdraw their support. This is significant because it broadens the scope of CSR beyond economic theory. The idea is that even stakeholders with only a tangential financial interest in the company's operations may hold the key to its success. As a result, corporate social responsibility is the ideal way to describe the interaction between company and society, in which stakeholders play a crucial and unavoidable role (Castelo, Delgado and Sousa, 2014). As a result, CSR is described as a stakeholder-centered concept founded on the ethical premise that an organization owes a duty to society and the environment (Maier, 2015).

Stakeholder theory is relevant to this research because it adds a critical perspective to the discussion and debate about CSR and development. It states that corporations must consider the well-being of multiple stakeholders who are likely to be impacted by the corporation's decisions. CSR for mining companies entails balancing societal interests, the need for environmental preservation, and economic aims, and then shifting relationships, attitudes, and strategies to reflect that balance (Jerkins, 2004). Because the surrounding community is the study's main emphasis, it's

critical to understand how Zimplats interacts with its stakeholders, particularly the surrounding community.

### **2.3.5.2 The Legitimacy theory**

According to Martens (2023: 15), the Legitimacy theory suggests that a "social compact" exists between a commercial organization and the societies in which it operates. The social contract decides whether an organization operates within the constraints and norms of society or just satisfies the expectations of society. Ackers and Eccles (2015: 522) define the concept as the premise that an entity's actions are directed by a set of socially constructed norms, values, beliefs, and expectations. Firms are inextricably linked to society, according to the Legitimacy theory, and only exist to the extent that society grants them Legitimacy. As a result, businesses have no inherent right to exist apart from society (Frynas and Yamahaki 2016: 267). The Legitimacy theory, according to De Villiers and Van Staden (2006: 764), is a congruence between an organization's value system and the larger social structure of which it is a part. According to the authors, if an organization is not seen to advocate for outputs, aims, and techniques that society thinks acceptable, it will be impossible to grow or even exist when using the Legitimacy hypothesis. Companies, particularly those with poor social performance in other areas, have utilized philanthropy and corporate social disclosures as legitimization techniques (Frynas and Yamahaki 2016: 268).

Fernando and Lawrence (2014: 156) posit that in order to align with the Legitimacy theory, companies may engage in CSR projects and reporting as a strategy to maintain, gain and restore their legitimacy within society. This theory is important to this study as it contributes to the knowledge regarding the reasons why corporations engage in CSR. One of the aims of this study is to determine whether Zimplats engage in CSR as a way of gaining social licence to operate or it genuinely wants to contribute to sustainable community development for the benefit of surrounding communities.

## **2.4 An international perspective of corporate social responsibility**

In recent years, the global mining industry has addressed social and environmental concerns for a variety of reasons, and the extractive industry is essential in talks about social and environmental

sustainability. Internationally most companies engage in Corporate Social Responsibility, and they consider its impact on their operations particularly regarding CSR contribution to sustainable community development (Mining Weekly June, 2019). Because CSR is recognized and regulated in India, it will provide a more practical perspective on what is possible in a country with a history similar to Zimbabwe. To recognize company responsibility in the pursuit of community development, the Indian government inserted CSR into the Companies Act of 2013. (Global Reporting Initiative, 2014). CSR was previously supervised by the National Guidelines for CSR, which were published in 2009, as well as the Mining and Minerals Development and Regulation Act, which was enacted in 1957.203. The 2013 Act brought all firms under one roof to participate in CSR initiatives, boosting CSR spending in India (Handbook on Corporate Social Responsibility in India 2017). The Tata Group spent more than 10% of its profit on corporate social responsibility in 2018, with funds going to skills development, health, and education. As part of its CSR endeavors, Canon India promotes eye care, education, and the environment. In the Ferozpur Namapak village, the firm has adopted a village to build and expand eye care facilities (Canon India, Corporate Social Responsibility 2018). These companies show how sustainable development goals (DGs) can be met if they are included in corporate social responsibility (CSR) programmes.

#### **2.4.1 Corporate Social Responsibility in Africa**

Corporate social responsibility forms an important part of the business ethics movement which began in the USA in the 1970's and spread to Africa in the 1980's (Benon-be-isan Nyuur, Ofori and Debrah 2014: 103). Corporate social responsibility (CSR) in Africa has garnered a lot of attention from the business and academic sectors since its inception in the 1970s. Idemudia (2014) reveals that the practice of CSR in Africa has been influenced by the search for socio-economic policies that address the impacts of Africa's colonial and neo-colonial histories. Since businesses have often played a role in and benefited from colonialism and neo-colonialism, they are expected to contribute to finding and implementing solutions that address the problems of discrimination, dire poverty, economic exclusion, and racism among other issues. Despite this, CSR in Africa is faced with several contextual challenges, as conventional CSR is heavily influenced by western ideals and aspirations, making it unrepresentative of African ideologies and realities. (Andrews 2016; Idemudia 2014). According to Idemudia (2014), Jenkins argues that conventional CSR often

ignores issues that are critical to Africa such as poverty reduction, tax evasion and unsustainable development as well as the structures and policies that create these problems.

Despite global advancements in CSR, empirical evidence shows that CSR in Africa is still mostly charitable and of limited significance. It entails unsustainable and rash spending in areas of little significance to the social, environmental, and economic development of local communities and society at large. This promotes and deepens dependency on foreign corporations that propagate colonial tendencies and ideologies. It draws the attention of governments away from performing their social obligations to communities that host these corporations and shifts the attention and expectations of communities away from governments. This could be attributed to a lack of clear conceptualization of CSR as well as the lack of guidelines and frameworks to provide direction in the formulation and implementation of CSR.

However, Nigeria and South Africa have established their own tailor-made CSR policies, principles, and standards. The government of Nigeria has made efforts to regulate CSR and make it mandatory for businesses operating in the country to contribute a certain percentage towards CSR. South Africa on the other hand has made great strides to regulate and implement CSR. The peaceful political change and redistribution of wealth are amongst the drivers that have propelled CSR forward in the rainbow nation. This has resulted in CSR being embedded in law (Juggernath, Rampersad and Reddy, 2011). In South Africa CSR consist of Affirmative Action to redress the effects of apartheid, Broad Skills Development, Based Black Economic Empowerment (BBBEE) and the King's Report which promote corporate governance. The Johannesburg Stock Exchange (JSE) in South Africa has created a triple bottom line-based socially responsible investment (SRI) index, with the goal of compelling all companies listed on the JSE to implement long-term sustainable solutions to societal issues. Terry (2014). Therefore, South Africa is considered to be the leader in CSR practice in Africa as a continent. It has advanced CSR policies and legislation in place and uses a strategic and integrated CSR approach (GIZ, 2019).

#### **2.4.2 Policies directing CSR in Africa**

Since the World Business Council for Sustainable Development (WBCSD) was founded in 1995, various groups throughout the world have been actively exploring concepts and strategies for increasing corporate social responsibility. Various CSR policies and instruments aimed at creating CSR obligations for businesses have been developed and implemented. Some of the initiatives and

policies are The Equator Principles, United Nations Global Compact, The Extractive Industries Transparency Initiative (EITI), ISO 26000, African Renaissance, Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy

#### **2.4.2.1 African Renaissance**

In an April 1997 speech to the Corporate Council on Africa in Chantilly, Virginia, USA, Thabo Mbeki popularized the concept of the African Renaissance. The concept encourages African people and nations to come up with African solutions to the continent's numerous issues. The concept is claimed to be a beneficial instrument in the struggle of African peoples in order to develop a new political and ideological agenda for Pan-Africanism in the global age.

#### **2.4.2.2 Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy**

The Multinational Enterprise Declaration which was revised in 2017 provides guidance to governments, multinational companies and all concerned enterprises on responsible workplace principles, sustainable economic development, social policy, and inclusiveness. It is the only principle that was adopted by governments, employers, and employees around the world, and it covers areas such as conditions of work and life, training, employment, and industrial relations. It was adopted by governments, employers, and employees about forty years ago then amended in the year 2000 and 2006 and revised in 2017. (International Labour Organization, 2020).

**2.4.2.3 ISO 26000** is an international standard designed to help firms examine and respond to social responsibilities that are relevant and significant to their purpose and vision, operations and processes, customers, workers, communities, and other stakeholders, as well as environmental effect. It was published in 2010 by the International Organization for Standardization (ISO), a specialized international standardization organization made up of national standards bodies from over 160 countries. It was written by a unique multi-sectoral committee that comprised governments, non-governmental organizations (NGOs), industry, consumer groups, labor, and academic, consultant, and other organizations from all over the world (International Organization for Standardization, 2020).

The ISO 26000 standard provides guidance on:

*Recognizing social responsibility and engaging stakeholders*

*Ways to integrate socially responsible behavior into the organization*

*Recognizing social responsibility and engaging stakeholders*

*Ways to integrate socially responsible behavior into the organization*

*The seven fundamental elements of social responsibility are as follows:*

*Ethical behavior*

*Transparency*

*Accountability*

*Respect of stakeholder interests.*

*Respect of the rule of law*

*Respect of international norms of behavior*

*human rights are respected.*

*The following are the seven main topics and issues concerning social responsibility:*

*Fair business practices*

*Human rights*

*Consumer concerns*

*Corporate governance*

*Labor practices*

*The environment*

*Community involvement and development*

*International Organization for Standardization, 2020*

**2.4.2.4 The Extractive Industries Transparency Initiative (EITI)** is a global standard for transparent and responsible oil, gas, and mineral resource management. The EITI Standard requires that information regarding the extractive industry's value chain, from extraction to how earnings are funneled via the government and how they benefit the general public, be made public. By doing so, the Extractive Industries Transparency Initiative (EITI) intends to promote public and corporate governance, raise natural resource management awareness, and provide data to drive changes in the extractives sector toward greater transparency and accountability. In each of the 51 countries that have signed on, the EITI is supported by a coalition of governments, industry, and civil society (The Extractive Industries Transparency Initiative, 2020).

#### **2.4.2.5 The Equator Principles**

The Equator Principles (EP) are employed by banks to analyse, assess, and manage environmental and social risks in projects. 'Equator Principles Financial Institutions,' or EPFIs, embrace and apply the EP on a voluntary basis. The EP has been officially adopted by over 100 EPFIs in 38 countries, representing the majority of international project financing debt in developed and emerging economies. The Equator Principles were updated for the fourth time in November 2019. Human rights, climate change, indigenous peoples, and biodiversity all received amendments and additional promises. The EPs' scope has been broadened to include more project-related transactions. In 2003, ING was one of the first ten companies to accept the EP, and it was also one of the first to implement it (The Equator Principles (EP) Association, 2020).

#### **2.4.2.6 United Nations Global Compact (UNGC)**

The UN Global Compact is a voluntary project based on business executives' promise to apply universal sustainability standards and support UN aims. The UNGC is a call to action for businesses all over the world to align their operations and strategies with ten universally accepted principles in the areas of labour, anti-corruption, the environment, and human rights, as well as support UN goals and issues outlined in the Sustainable Development Goals. The UN Global Compact is a major forum for ethical business practices creation, implementation, and disclosure. It is the world's largest corporate sustainability project, with over 9,000 businesses and 3,000 non-profits from over 160 countries participating, as well as more than 70 Local Networks (United Nations Global Compact, 2020).

#### **2.4.2.7 The global standards for sustainability reporting**

The GRI Standards establish a common language for organizations of all sizes – both public and private – to report on their sustainability impacts. This increases global comparability and allows firms to become more transparent and accountable. The Standards help organizations understand and communicate their impacts in a way that benefits a broad range of stakeholders. In addition to reporting firms, the Standards are relevant to other groups such as investors, legislators, capital markets, and civil society.

The Standards are created as an easy-to-use modular set, beginning with the general Standards. Topic Standards are then chosen based on the organization's material topics — economic, environmental, or social. This procedure ensures that the sustainability report presents a complete



picture of material issues and their connections (The global standards for sustainability reporting, 2020).

#### **2.4.2.8 OECD instruments and tools on Responsible Business Conduct**

The OECD Guidelines are an international legal document that has been accepted and implemented by all OECD members and is open to non-OECD members that are interested in following them. Approximately 50 nations have ratified the Guidelines or are in the process of doing so. These countries have some of the world's largest markets and account for the vast bulk of global commerce and investment. The OECD Declaration and Decisions on International Investment and Multinational Enterprises include the Guidelines.

The Guidelines were first approved in 1976 and have since been revised multiple times to ensure that they continue to be a leading instrument for promoting responsible business behaviour in the ever-changing global economy. Business, labour, NGOs, non-adhering countries, and international organizations all actively participated in the most recent version in 2011.

The OECD Due Diligence Guidance for Responsible Business Conduct, which was approved in June 2018, is the first government-backed due diligence reference that covers all industries and businesses. Minerals, extractives, apparel and footwear, agriculture, and financial services have all received sector-specific recommendations from the OECD. These tools guide companies on what they should do to know and show that they are acting responsibly by assisting them in understanding the implications of their operations and explaining the expectations around due diligence (Responsible Business Conduct, 2020).

#### **2.5 Corporate Social Responsibility in South Africa**

South Africa, as a country with regulated CSR will provide a more realistic perspective on what may be done equitably in Zimbabwe, a country with a comparable background. It has the highest academic literature rate on CSR on the continent and is one of the first African countries to give legal backing to CSR practices by enacting flagship legislation and codes of good practice. Hence, South Africa is viewed as the catalyst for CSR practices on the African continent (Hinson and Ndhlovu 2011; Ramlall 2012; Benon-be-isan Nyuur, Ofori and Debrah 2014: 108). After 1994, CSR in South Africa took on a new meaning, with the term "Corporate Social Investment" (CSI) being used instead (Skinner and Mersham 2008: 240; Babarinde 2009: 359; Diale 2014: 18). In South Africa, CSI programmes were first sold as corporate or strategic philanthropy, with an

emphasis on education and health care, particularly HIV/AIDS, as well as social welfare packages at the municipal and national levels. Themes like sustainable development, corporate governance, and public–private partnerships in social development have recently become more prominent in South Africa's CSI programmes (Ndhlovu, 2011:74). The South African government launched legislative and economic reform initiatives aimed at imposing corporate social responsibility (CSR) obligations to guarantee that businesses contributed to the country's socioeconomic development. The study's next section discusses some of the government's reform attempts and programmes.

### **2.5.1 Legal framework of CSR in South Africa and policies dedicated to CSR.**

#### **2.5.1.1 The Triple Bottom Line (TBL) approach to Corporate Social Responsibility (CSR):**

The Triple Bottom Line (TBL) is a collection of widely accepted principles in South African corporate governance that prioritizes economic, social, and environmental issues. The triple bottom line (TBL) determines whether a business's social, environmental, and economic value benefits or harms the community in which it works (Fernandes 2023; Wayne and McDonald 2016:153). They argue that enterprises should consider all stakeholders and ensure that their activities do not hurt society. Elkington coined the phrase triple bottom line in 1994, according to Tuan (2015:31). In line with sustainable development and corporate social responsibility, the Triple Bottom Line encompasses three dimensions, sometimes referred to as the three Ps, people, planet, and profit (Assaf, Josiassen and Cvelbar 2016). The Triple Bottom Line is a paradigm for evaluating an organization's performance along economic, social, and environmental lines (Tuan, 2014). The term has also been applied to the practical framework for ensuring long-term sustainability (Rogers and Hudson, 2016). TBL's agenda is consistent and balanced in its focus on the organizations' economic, social, and environmental worth. As a result, the TBL refers to companies that achieve a strong balance of economic, social, and environmental performance (Dwyer, 2015). The main problem is that, while economic performance can easily be quantified in dollars, environmental and social performance cannot. The TBL, according to Slaper and Hall (2016), encapsulates the essence of sustainability by evaluating the long-term effects of an organization's operations on its social, economic, and environmental resources. As a result, TBL integrates CSR and long-term development (Font, 2016). The Triple Bottom Line refers to the three CSR activities: social, economic, and environmental. While some believe TBL is a planning

and reporting method as well as a decision-making framework, others believe it is unrelated to the present CSR debates (Dwyer, 2015). TBL has several drawbacks, according to Dwyer (2015), including the use of an ineffective TBL implementation method, incorrect identification and selection of acceptable indicators, and high implementation costs. According to Vanclay (2014) TBL is a loosely defined concept that can be adopted for one's own purpose. Regardless of these criticisms of TBL there is increasing need for quantification of the TBL and introduction of common indicators. In support of TBL the Global Reporting Initiative (GRI) provided a list of reporting guidelines (Faux, 2015). For instance, the economic bottom line covers indicators such as procurement practices, economic performance, and indirect economic impacts. The social bottom line covers human rights indicators, labor practices, and society. The environmental dimension includes biodiversity, emissions, energy, environmental grievance mechanisms (Global Reporting Initiative, 2021). Although there were various attempts to operationalize the measurement of CSR dimensions, there are no standardized methods of calculating the triple bottom lines (Mihalic, 2014). Nevertheless, the common thing between them is that they offer options to categorize CSR strategies.

#### *Economic Bottom Line*

The economic line of the TBL framework refers to the impact of a company's operations on the economy (Brown and Forster 2018:46). The organization's growth is linked to the economy's growth, and how well it supports it is measured by the economic bottom line (Northouse 2012:127). To put it another way, it emphasizes the organization's economic value to the surrounding system in a way that benefits it and strengthens its ability to support future generations.

#### *Social Bottom Line*

The social bottom line at TBL refers to conducting business in a way that benefits workers, human capital, and the community (Elkington, 1997). These practices are regarded to be beneficial to society and "give back" to the community. Fair pay, the creation of schools, the construction of roads, and the provision of health care coverage are examples of these activities. Apart from the moral aspect of social responsibility, a company's performance and long-term viability might be harmed if it ignores it. Recent industry examples have demonstrated that ignoring social

responsibility has financial ramifications. The public, for example, voted against the establishment of a Home Depot in the Bay Area of California in 2002 due to their perception of the store's negative influence on people as a neighbor (Dhiman, 2008). The social performance section focuses on the organization's interaction with the community, and it addresses issues like community involvement, employee relations, and fair compensation (Goel, 2016: 132).

### *Environmental Bottom Line*

TBL's environmental bottom line refers to actions that do not have a detrimental impact on the environment and are beneficial to future generations. It has to do with lowering greenhouse gas emissions, making better use of energy resources, and reducing environmental impact (Maier 2015:69). Environmental policies have an impact on the long-term viability of a business.

As a result, the purpose of this study is to take a complete and broad look at the negative and positive environmental and social effects of mining on nearby people, as well as to provide policy recommendations to reinforce Zimplats' existing health laws.

#### **2.5.1.2 King reports 1, II, III, IV**

The King reports are established standards of best practices in South African corporate governance, concentrating on economic, social, and environmental considerations. The King Code of Governance Principles for South Africa, sometimes known as the King report, governs CSR and sustainability reporting in South Africa. The "King IV Code," which has been in operation since November 1, 2016, is the most recent or latest report on the code. From King Report I to King Report IV, all of the King reports are based on voluntary governance compliance. As a result, the Reports are non-legislative in nature (Ramalho, 2020).

In 1994, King I was released. The report was the first in the world to discuss stakeholders' interests and accountability beyond that of the business owners. In this way, the code takes an all-encompassing approach to business management (King report 1, 1994). The "comply or explain" strategy to CSR implementation is used in the King II report. Following King II's "comply or explain" method, King III adopts an "apply or explain" approach. Whereas King II's "comply or explain" approach implied an unthinking response to the Code and its suggestions. The 'apply or explain' method of King III meant that the board of directors might come to the conclusion that following a recommendation would not be in the best interests of the company under the particular

circumstances. "The board could decide to apply the recommendation differently or apply another practice and still achieve the objective of overarching corporate governance principles of fairness, accountability, responsibility and transparency" (Bowman, 2017). However, the "triple bottom line" discussed in King I, II, and III has been criticized for lacking clarity on the ideal approach to stakeholder protection and having "an accounting framework which measures the financial, social, and environmental impacts of the company in separate and distinct elements." According to Ramani Naidoo (2016:71), this means that the company's many impacts are compartmentalized rather than integrated. This could be problematic since it goes against the fundamental nature of CSR, which is that it must be integrated into the major scope of corporate operations. Naidoo further states that "as an accounting framework, the triple bottom line does not give an indication of sustainability of the entity or of the social and ecological systems on which it relies" (Naidoo 2016:71). The approach taken by King IV addresses the aforementioned flaws (King IV Report, 2016). It's worth noting that, unlike its predecessor King III, the King IV Report has moved to a quasi-mandatory set of principles and takes a "apply and explain" approach; the former allows stakeholders to make informed decisions about whether or not good governance outcomes are being achieved; the latter allows stakeholders to make informed decisions about whether or not good governance outcomes are being achieved (The King IV Report on Corporate Governance for South Africa, 2016). It is considerably more reader pleasant and easier to follow King IV since it has fewer principles and distinct results tied to them. Stakeholder protection and CSR issues are now easily accessible in the report (King IV Report, 2016). "A well-managed firm will be aware of, and respond to, social challenges, placing a high focus on ethical standards," according to the King Committee on Corporate Governance (King II Report, 2002). This is further emphasized in the King IV report, which focuses on developing tools to measure success and business performance in economic, social, and environmental contexts, using the term "triple context" to refer to the three elements of the economy, society, and natural environment. These three dimensions should be viewed as a single, intertwined whole.

#### **2.5.1.3 The Broad-Based Black Economic Empowerment Act (BBBEE)**

Following South Africa's democratic elections in 1994, the Black Economic Empowerment (BEE) strategy was implemented by the late former president Nelson Mandela. The policy's goal was to enhance Black control of key South African businesses while also increasing the wealth of the Black majority (Alessandri, Black and Jackson 2017: 230; Reddy 2016: 467). The government felt

the need to include and to increase the involvement of Black people in the ownership of the country's major industrial organisations. According to Mariri (2012: 2), Black Economic Empowerment (BEE) was a post-apartheid government strategic strategy aiming at encouraging economic change by assuring meaningful participation of African, Indian, and Colored people in the economy (Reddy 2016: 467). The Broad-Based Black Economic Empowerment Act (BBBEE) was first passed in 2003. The Broad-Based Black Economic Empowerment Amendment Act, (BBBEE) 2013, was updated in 2013 and is now known as the Broad-Based Black Economic Empowerment Amendment Act (BBBEE) 2013.

The BBBEE Act was revised to address concerns such as corporate ownership, management, workplace equity, skills development, preferential procurement, and enterprise growth (DTI 2014). To comply with the Act and receive preferential treatment for government contracts, organizations use a generic scorecard to assess success in all seven BBBEE elements, including ownership, management control, employment equity, skills development, preferential procurement, enterprise development, socio-economic development, and other sector-specific contributions (Alessandri, Black and Jackson 2011: 233; Pillay 2014).

BBBEE also strived to enhance black wealth by selling company equity to black empowerment organizations. (Alessandri, Black and Jackson 2011: 230; Hough: 2011; Reddy 2016: 467). Compliant BBBEE firms are awarded government tenders and certain rights for implementing the BBBEE policy (Akinsomi *et al.* 2016: 4). They are perceived as being socially responsible firms, thereby giving companies the incentives to become BBBEE compliant.

The BBBEE Act is also seen as a major contributor to a company's CSR implementation. The Act enjoins companies to make strategic investment in the historically disadvantaged individuals' socioeconomic development by donating to charities or being involved in industry-specific charity-based initiatives. Investments in socio-economic development has a score of 5 points and companies that contribute to initiatives where the beneficiaries are all Black people, or at least 75% of the beneficiaries are Black, stand a chance to be eligible for 100 percent of the contribution's value (Standard Bank 2017: 18). This is seen as a major driver of corporate compliance with the BBBEE Act.

#### **2.5.1.4 United Nation's Global Compact principles**

The Global Compact's principles are based on five UN charters: the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the UN Convention Against Corruption; and the Universal Declaration of Human Rights and Development (United Nations Global Compact 2018). There are ten (10) principles in the United Nations Global Compact, but this study will only look at principles 7, 8, 9, and 10.

Principle 7 encourages enterprises to take a cautious approach to environmental issues. Thus, companies should refrain from doing anything that could harm the environment. Principle 8 requires enterprises to take initiatives to encourage greater environmental stewardship, while Principle 9 fosters the development and spread of ecologically friendly technology. Principle 10 addresses anti-corruption and requires firms to combat corruption in all forms, including bribery and extortion (United Nations Global Compact 2018).

The 10 principles are based on the idea that the value system of a corporation and business principles are the foundation for its long-term viability. Human rights, labor, the environment, and anti-corruption are the four areas in which the 10 principles are organized. Businesses that incorporate the UN Global Compact's ten principles into their corporate strategies, policies, and processes, according to the UN, will develop a culture of integrity, honor their basic duties to people and the environment, and lay the way for sustainable development.

Zimbabwe can learn some important lessons from South Africa's corporate social responsibility. When it comes to long-term CSR initiatives, Zimbabwean businesses lag behind. A few companies from various industries help to alleviate poverty in disadvantaged places. Zimbabwe needs to regulate CSR in the same way that South Africa has done to get every company in every industry involved in tackling persistent socioeconomic issues (Khandelwal and Baskhi 2014: 66).

#### **2.6 Corporate Social Responsibility in the mining sector in Africa**

Mining operations in African countries have been linked to a slew of negative social and environmental consequences, prompting authorities, non-governmental organizations (NGOs), and environmental activists to express their concerns (Porter and Kramer, 2011). However, mining

provides jobs and has the potential to stimulate economic development in these countries, as well as providing a significant portion of the world's valuable metals and minerals. It is also an important source of foreign exchange that governments can utilize to fund infrastructure and alleviate poverty. As a result, African governments have implemented a variety of reforms in order to attract Foreign Direct Investment (FDI) in order to expand their large-scale mineral exploration and mining sectors. As a result, there has been a strong case made for CSR, with certain industry stakeholders emphasizing its role in establishing harmonious relationships with mining communities, maximizing shareholder profit, and encouraging accountability (Warnaars, 2012 and International Council on Mining and Metals) (ICMM, 2015).

However, in Africa, as in most developing nations, CSR is mostly connected with philanthropy and charity, with a focus on the significance of making financial contributions. The lack of a clear policy framework outlining CSR operations in Africa, according to Nelson (2005:28), could be a contributing factor to the continent's lack of sound, long-term CSR programmes. However, over the last decade, a number of instruments to advise CSR have been developed. The following ten instruments, according to the European Commission (2013:37-41) have affected and created a consistent framework for CSR in Africa:

- OECD Guidelines for Multinational Enterprises (adopted 1976, revised 1979, 1982, 1984, 2000)
- Sustainability Reporting Guidelines, Global Reporting Initiative (2000)
- United Nations Global Compact (2000)
- Voluntary Principles on Security and Human Rights (2000)
- Equator Principles (2003)
- Extractive Industry Transparency Initiative, EITI (2003)
- ISO26000, Guidance on Social Responsibility (2010)
- International Labour Organization Tripartite Declaration of Principles concerning Multinational Enterprises on Social Policy

As a result of the above instruments mining corporations in Africa have shown a keen interest in sustainable CSR specifically, because of the negative effects of mining and pressure from the local communities and NGOs.



### **2.6.1 Sustainable mining in Africa**

Mining is referred to as sustainable mining or mining sustainable development when it is done in the framework of sustainable development. This means mining operations should maximize social and economic benefits while also addressing negative environmental and social repercussions (United Nations,2016). Academic research in the late 1980s and 1990s began to raise concerns about the so-called "resource curse," a term now commonly used to describe a spectrum of negative economic, political, and social repercussions believed to be linked to a country's extractive industries. Roe and Ostensson (2017) (Roe, Ostensson, 2017) (Roe, Ostensson, 2017:211). Sustainable mining, on the other hand, according to Pring (2019), promotes the preservation of all parts of a country's environmental, cultural, and socioeconomic legacy, including the prudent use of nonrenewable resources. The two concepts of sustainable mining illustrate why Africa's mining must be investigated in terms of sustainability in order to mitigate the harmful effects on the environment and society while enhancing socioeconomic advantages in the prospects of achieving sustainable development. Economic growth, environmental preservation and social responsibility are the three primary pillars of mining's sustainable development. (Dubinski,2013).

The mining industry's adoption of sustainable mining techniques will influence the operations and resources' long-term viability. Technical activities must enable economic growth, while ecology provides the protection of natural resources and the environment, and social responsibility means taking care of employees both at work and in the mining community, according to Dubinski (2013).

### **2.6.2 The need for mining companies in Africa to promote sustainable community development through CSR.**

For a long time, the term "mining" referred to the process of exploiting an area until its natural resources were gone, then moving on to another. Mining activities were viewed by local residents as both an economic engine and a threat to the natural environment, with negative effects on the air, water, and soil in these areas. There is now a better understanding of the challenges of sustainable development, and the concern about environmental accountability has evolved into a concern for the community in each company's operating environment (Vintro, Fortuny, Sanmiquel, Freijo and Edo 2014:211).

In the mining industry, being surrounded by prosperous communities in the locations where they operate is often favorable. Excessive begging and illegal trespassing on mining company land, both of which are frequent in Africa, will be minimized if the local inhabitants are rich. Mining operations may be harmed as a result of these inclinations. Furthermore, mining is a very delicate and vulnerable industry that relies heavily on the quality, tranquility, and hospitality of the surrounding community. To make progress in this area, mining corporations must invest genuinely in the growth and enhancement of the well-being of people in adjacent disadvantaged communities, rather than just seeking the social license to operate model. Extractive industries in Africa can contribute to sustainable development by raising living standards (particularly in resource-based communities) and supporting higher levels of public and private consumption, according to Maria Huber (2014:116). Furthermore, mining firms can solve the shortage of fiscal space required to develop essential public amenities such as education, healthcare, and infrastructure, all of which contribute to the host towns' long-term viability and economic potential. Increasing economic ties through purchasing goods and services locally can contribute to long-term community development by generating jobs. Extractivism and Sustainable Alternative Models of Economic Development in the local economy, local production of various items could result in local economy diversification and new job opportunities. As a result, the importance of community development through CSR is particularly crucial for mining firms operating in Africa, which are surrounded by impoverished rural people. According to Muthuri (2012):

*“...the continued criticism levelled at corporate community initiatives in developing countries makes it even more paramount for companies to engage in processes of innovation where they adapt ideas, products, and processes that significantly benefit the business, the community stakeholders, and the wider society, as opposed to simply viewing community needs as opportunities to address core business issues...”*

Zimplats cannot afford to be isolated from the communities around it for the reasons stated above. Wherever possible, local communities should be considered as part of the company's overall experience. Furthermore, some of the employees at Zimplats originate from the surrounding towns. It is assumed that the conditions in which individuals reside in their communities have an impact on their work morale and how they interact with others. As a result, enhancing the circumstances

in the communities where employees live through direct and long-term CSR projects should be considered as more than merely a business case model for the mining industry.

On the basis that the majority of residents in the Mhondoro Ngezi community are still poor, there is a demand for CSR-based community development (Mbinji, 2015:132). Zimplats has a moral responsibility to participate in CSR activities that would improve citizens' living conditions in the surrounding Mhondoro Ngezi community from a human rights perspective. As a result, Zimplats' enthusiasm presents a chance to maximize the impact of CSR on community development and poverty reduction. Zimplats' community development efforts are part of the company's overall business strategy, which emphasizes stakeholder engagement, care and respect of values, forging partnerships in the development process, and managing stakeholder expectations, with a focus on areas that affect social license to operate (Zimplats annual report, 2018:55). However, enhancing the effects of CSR will involve public-private partnership, including the ability to innovate and "pool resources together," as well as adopting affirmative action.

## **2.7 Corporate Social Responsibility in the Zimbabwe mining sector**

CSR in Zimbabwe is unique to the country's political and socioeconomic situation which is typified by political unrest and economic downturn which have had an unfavorable impact on the country's enterprises (Mazibanga 2019:9). The country's economic prospects have deteriorated in recent years, as has its risk profile as an investment destination. Zimbabwe's economy does not support social cohesion across the country. Chinese investors have been blamed for 'reaping without sowing' and committing 'wanton environmental degradation' in their quest of 'primitive capital accumulation.' Foreign investors' reckless capitalism in Africa, and particularly Zimbabwe, has been widely publicized. Chinese firms, in particular, have failed to preserve and improve the lives of local residents and the environment in Chiadzwa, instead opting for 'militarized capitalism' (Chinguno 2015:1). Global North has made significant progress in developing CSR literature (Weber 2001:251). Over the last few decades, a number of studies in Western and Eastern countries have looked into CSR disclosures, particularly the nature, frequency, patterns, and trends in relation to business size and profitability. In Zimbabwe, such scholarly research is clearly lacking. The majority of CSR material from the government, corporate media, and non-governmental organizations is subjective and often prejudiced. Since the release of a paper on CSR by Francis Maphosa of the University of Zimbabwe in 1997, CSR has gotten a lot of attention in

Zimbabwe. In his research, he concluded that, businesses in Zimbabwe continue to approach social issues with aplomb in their strategies, policies, and information systems due to the lack of a legal framework enforcing social responsibility. Matunhu (2016:431) noticed that Corporate Social Responsibility (CSR) is frequently viewed as a charitable endeavor rather than a vehicle to address social problems in his attempt to identify the relationship between CSR and poverty in Zimbabwe. According to Kakava (2013), around 80% of corporations in Zimbabwe focus on altruistic CSR efforts over long-term CSR projects. The biggest disadvantage of charitable efforts is that they only provide short-term solutions; so, firms must rethink and engineer their CSR projects in accordance with international standards to deliver sustainable solutions to the community and society at large. Due to global and regional awareness, mining companies in Zimbabwe are becoming more interested in corporate social responsibility especially since Francis Maphosa's study was published (Zimbabwe Chamber of Mines, 2014). Since then, Zimbabwe has been refining its CSR idea. To name a few, the Environmental Management Act 13 of 2002, the Indigenization and Economic Empowerment Act 14 of 2007, the Mines and Minerals Act Chapter 21: 5 of 1996, and several more statutory instruments addressing specific environmental issues have all been adopted in relation to CSR (Zimbabwe Chamber of Mines, 2010). The mining industry, according to Muzingili and Chidyausiku (2020:65), has risen to prominence as a force to be reckoned with in executing CSR activities and has made the biggest monetary contribution as a sector.

The establishment and execution of the Indigenization and Economic Empowerment Act has brought the operations of mining firms to the attention of the general population. Corporate social responsibility has gone to the top of the national priority list, thanks to a requirement that a percentage of the mining businesses mandated to Zimbabweans (under the Indigenization Act) be accounted for through CSR efforts. This is in addition to the global attention that CSR receives. Employee Share Ownership Trust Schemes and Community Share Ownership Trust Schemes are both allowed to be established under the new Indigenization Law. Employees were previously underserved in CSR, and this new law heralds the beginning of a new era for employees in all sectors of the country (Masenyama, 2013:67). However, as Mtisi (2015:212) points out, the Zimbabwean extractive industry lacks openness and accountability. For example, in 2015, the diamond mining businesses submitted the Ministry of Finance in Zimbabwe with conflicting reports regarding the overall revenue generated from the selling of diamonds. This is a clear

indicator that the industry is shrouded in secrecy. The streams of revenue and expenditure, as well as the parties' duties, remain unknown to the communities. As a result, in order to advance the attainment of sustainable community development goals, an environment that appropriately governs CSR is required. This paper presents a CSR index framework with the goal of enhancing professionalism in the CSR industry.

### **2.7.1 Legal framework of CSR in Zimbabwe and policies dedicated to CSR.**

The legal basis for CSR in Zimbabwe will be outlined in this section. In Zimbabwe, it is unclear why corporations participate in CSR. Furthermore, a survey of the literature reveals that there are no standardized CSR strategies in Zimbabwe. Because CSR is deemed voluntary (ISO 26000: 2010, SAZ) and charitable, Mpofu (2016:47) hypothesizes that there is a scarcity of well-supported studies on the topic in Zimbabwe. Even though CSR is critical to sustainability, data on it is missing from the Sustainable Development Goals Status Reports. There is no CSR index in Zimbabwe as a result, there are no concrete CSR indicators, making it difficult to assess the short-term contribution of such activities to long-term sustainability. The Benchmarks Foundation in South Africa inspired the Regional Centre for CSR in Zimbabwe to be the first entity to deal with the issue in 2011. In Zimbabwe, however, there are some disparate laws and policies, such as the Environmental Management Act 13 of 2002, the Indigenization and Economic Empowerment Act 14 of 2007, the Mines and Minerals Act Chapter 21:05 of 1996, and other regulatory instruments addressing specific environmental issues.

#### **2.7.1.1 Mines and Minerals Act (Chapter 21:05)**

The Mines and Minerals Act<sup>128</sup> regulates Zimbabwe's resource extraction industry, ensuring that the mining of minerals does not harm the environment or the communities that live in those areas (Mines and Minerals Act Chapter 21:05). The mining industry is a key foreign currency earner at the moment, and it has managed to weather the storm (Murombo 2019:83). By producing jobs and earning foreign money, the sector could boost the economy's growth. As one of the Act's goals, it was designed to protect communities' social and environmental rights, however putting these principles into practice has proven difficult (ZIM ASSET 2013- 2018). The Act governs CSR operations in the mining industry, with the goal of resolving unfavorable living conditions in communities created by mining enterprises (Land, Biodiversity and Extractive Industries in Southern Africa, 2015).

One of the Act's flaws is that it has failed to transform industry into one that is both socially and environmentally sustainable. A good example is the Marange diamond case where families who were forcibly displaced to make way for mining were not compensated and the land, they were relocated to was not conducive for farming. Therefore, there is a need for the state to implement effective legislation to ensure that local communities are protected and well taken care of. Mining firms must also engage in sustainable CSR in order to make a contribution to the community and enhance the lives of the people who live there (Land, Biodiversity and Extractive Industries in Southern Africa, 2015).

#### **2.7.1.2 ISO14001:2015**

The ISO14001:2015, which is maintained by the Standard Association of Zimbabwe, is one of the most important regulatory tools now guiding CSR in Zimbabwe (SAZ). The Institute of Directors, the SAZ, and the Zimbabwean Leadership Forum collaborated to create a corporate governance code that focuses on the growth and promotion of corporate social responsibility (CSR) as a business strategy.

#### **2.7.1.3 The Environmental Management Act 13 of 2002**

Companies pursuing development programmes are required by the Environmental Management Act to complete Environmental Impact Assessments. It makes it illegal for businesses to harm the environment without taking sufficient social and environmental precautions. The Environmental Impact Assessment Policy (EIAP) of 1994 was developed in the spirit of this Act. This policy highlights the importance of fully accounting for all socioeconomic and developmental implications. This policy, however, is not obligatory.

#### **2.7.1.4 Indigenisation and Economic Empowerment Act**

According to Land, Biodiversity, and Extractive Industries in Southern Africa (2015:109, Zimbabwe has established a legal framework that allows local communities to obtain direct economic advantages from natural resources extracted in their areas. The Indigenisation and Economic Empowerment Act (IEEA) was established to expedite mining industry reform while also assisting indigenous Zimbabweans' broad economic empowerment (Murombo, 2015). The Act's goals include ensuring social and economic justice by opening up the mining industry to both foreign and domestic investment. In an unsteady economy, however, striking a balance between

the two goals has proven challenging (Kabemba 2015: 126). As a result, the Act led to the creation of Community Share Ownership Schemes, which gave local communities at least a 10% stake in mines (The Indigenisation and Economic Empowerment Act 14 of 2007). The Act mandates that these businesses give half of their revenues back to areas where they do business. The scheme's primary goal is to raise revenue for community development. One of the international enterprises that has cooperated with this policy is Zimplats.

#### **2.7.1.5 Community Share Ownership Scheme/Trust**

The development of Community Share Ownership Schemes (CSOT) aims to give local communities at least a 10% stake in mines (Murombo 2015: 572). Companies have previously invested in CSR programmes, but they appear to be minor in comparison to revenues earned and externalized. This may have prompted the passage of the Indigenization and Economic Empowerment Act No. 14 of 2007, which established Community Share Ownership Schemes/Trusts (CSOT) to coerce firms to give back to communities where natural resources are extracted. This project intends to empower local Zimbabweans by allowing them to benefit from natural resources through shareholding and management in a number of foreign-owned businesses. This regulation requires all foreign-owned enterprises with a market capitalization of at least US\$500,000 to reinvest their revenues back into society. The scheme's principal goal is to raise revenue for community development. Different corporations have reacted differently to the trusts, with some embracing them while others are completely opposed to them. Zimplats were able to contribute \$10 million to the community ownership scheme, which resulted in the construction of infrastructure, houses, schools, and roads in the neighboring towns (Mabhena and Moyo, 2014: 73). However, the ambiguity surrounding these communal trusts begs the question of who is truly benefiting from this plan.

### **2.8 Corporate social responsibility at Zimplats**

Impala Platinum Holdings Limited (Implats), situated in South Africa, is the parent company of Zimplats. The company is registered on the Australian Stock Exchange, and its core operation is the extraction of platinum and other metals from Zimbabwe's Great Dyke. Zimplats is a big mining company with a substantial presence in Zimbabwe (Radolph, 2011). Zimplats adheres to the tenets of CSR as a committed corporate citizen, by responding to economic, environmental, and social factors (Zimplats newsletter, 2018). The corporation also adheres to the concept of sustainable

development, which emphasizes responsible citizenship in the process of creating value for employees, shareholders, and the communities in which it operates. The company's goal is to form strong alliances and contribute to the country's economic growth. Infrastructure investment, local supplier growth, and enterprise development are the major vehicles for implementing this plan. The Group is committed to growing local firms as a means of increasing the capacity of local communities to supply goods and services to the corporation. Education, health, income generation, and local enterprise growth are the key areas in which the Company's community development efforts fall. Priorities for community-based projects are established in close interaction with local residents via regular community engagement platforms. They're also based on findings from third-party studies (Zimplats newsletter, 2017).

### **2.8.1 Sustainable development and CSR practices at Zimplats**

Zimplats is regarded as a socially responsible corporation that promotes sustainable mining in its areas of operation. This has resulted in the corporation getting involved in corporate social responsibility programmes such as clinic construction, education projects, and assistance with other national development programmes. Zimplats also strives to adhere to industry best practices in the areas of safety, health, and environmental management.

The firm is committed to enhancing the capacity of local educational institutions in order to ensure that they continue to develop the skills that are required in an ever-changing industry. The Company continues to support the University of Zimbabwe's Professorial Chair of Mining and Metallurgical Engineering (UZ). In terms of occupational health and safety, and community health and safety, Zimplats understands the value of these factors. It funds a variety of community health projects, including the renovation of Kadoma General Hospital. As part of a large community health programme to improve healthcare services at one of the country's major referral hospitals, the firm renovated Kadoma General Hospital. The Kadoma General Hospital, which was built before independence, is in Kadoma (Mabhena and Moyo 2014).

The Mhondoro Ngezi Community Share Ownership Trust was also founded by the corporation (CSOT). Several infrastructure development projects have been launched by the trust. Zimplats has so far paid the required \$10 million towards the community ownership plan. As a result, the surrounding villages have received infrastructure, homes, schools, and roadways. They've also



invested in road repair equipment to help districts provide access to safe roadways (Mabhena and Moyo 2014).

Sustainability is a key component of Zimplats' CSR efforts. It is considered throughout the creation and implementation of CSR strategies. The sustainability plan for Zimplats was created to connect the company's social, economic, and environmental aims, while ensuring the start of good practices. In the context of Zimplats, sustainability emphasizes the importance of incorporating all three pillars of the triple bottom line (Zimplats Annual Report, 2018).

It can be stated that Zimplats has engaged in a variety of CSR initiatives in order to improve their public image and promote long-term community development. Consequently, the purpose of this study is to examine how effective Zimplats' present CSR efforts are at promoting long-term community development. The study will allow the researcher to determine whether Zimplats' CSR actions are effective in attaining sustainable development (Todhlana, 2020).

## **2.9 Challenges associated with the implementation of corporate social responsibility by Zimbabwean companies.**

When it comes to executing CSR programmes, many Zimbabwean businesses confront a variety of obstacles. Companies working in any business context are frequently trapped in a complex web of social, political, and cultural interactions, as well as being exposed to various formal and informal norms, according to the Institute of Chartered Accountants in England and Wales (ICAEW 2016: 3). Multiple corporate responsibilities; high stakeholder expectations; limited business opportunities/return on investments; corruption, government interference, globalization; and weak institutions in developing economies are some of the major challenges affecting CSR implementation by companies, according to many CSR scholars and researchers (Waweru 2014:456; Frynas and Yamahaki 2016:271; Preuss, Barkemeyer and Glavas 2016:362; Reddy 2016:470).

Looting and corruption in government delays and obstructs the implementation of CSR on the African continent (Preuss, Barkemeyer and Glavas 2016: 362). According to Frynas and Yamahaki (2016), corruption is a fundamental reason why ethical responsibility is the lowest CSR priority on Carroll's pyramid in the African context. The United Nations' Global Compact principles

instruct companies to combat all forms of corruption, including bribery and extortion, because it is a factor that impedes social progress.

Waweru (2014: 456) claims that developing countries confront a slew of issues, including a lack of legal constraints and investor protection, as well as frequent government interference. Zimbabwe's government continues to meddle in the internal affairs of firms operating within the country. There are also no specific legislation criteria or policy directions to guide corporate social responsibility projects. The size and importance of a firm should define the depth and reach of its CSR programme, according to research. To put it another way, the larger a company is, the more extensive its CSR programme is.

These issues have significant ramifications for CSR implementation and policies in businesses. Issues like stakeholder expectations, for example, may overburden businesses, hurting their CSR policies and implementation, especially in developing economies (Preuss, Barkemeyer and Glavas 2016: 350).

## **2.10 Conclusion**

CSR is about businesses, governments, and communities working together for the common good, resulting in a win-win outcome. CSR is said to have ramifications for community development. It can be defined as the direct and indirect advantages received by the community as a result of corporations' social commitment to the community as a whole. Sustainable development is defined as a process in which all aspects of economic, social, and environmental problems are interconnected and cannot be viewed as separate priority areas at any time. It's all about long-term quality of life and balancing current practices with future needs. The focus of the literature review was on how to think about CSR and its role in long-term community development. It began with a discussion on the evolution and definition of sustainable development. This was followed by a discussion on the evolution, definition, and theories of corporate social responsibility. Stakeholder theory has been used to justify the incorporation of CSR into company practices. The research approach chosen for this study is presented and justified in the following chapter. It includes information about the research design, sampling, data collection, data analysis, and presenting strategies.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The role and ability of businesses to contribute towards sustainable community development through their CSR initiatives is highly contested. This study consequently seeks to ascertain whether the dominance and practice of CSR in the Zimbabwe mining sector has contributed sustainably to the development of surrounding communities. Also, the study seeks for the opinion of various stakeholders on the role of CSR initiatives in community development.

To address these issues, the study employs various methodological processes in order to obtain both primary and secondary data for analysis. The methodological basis for understanding the study is presented in this chapter. The research design, population and sampling technique, research tools, and data analysis are all included in the framework. This chapter also provides arguments for the researcher's methodological decisions. The difficulties encountered by the researcher during the course of this investigation will be discussed, as well as the study's limitations.

### **3.2 Research methodology**

According to a study by Wagner (2012: 271) research methodology is defined as the systematic, theoretical description and analysis of approaches, methods, and rules to be utilised by a research study. However, Merriam's (2014:234), methodology simply refers to the research theories of how the world can be defined and understood. From this point of view, methodology is an essential aspect that bridges between theories and practice.

### **3.3 Research design**

Research design is an overall blueprint of how one intends to conduct the research (Creswell 2014:12). It establishes a framework for data gathering and analysis using experimental, cross-sectional, longitudinal, or case study research methods (Bulsara 2015). Qualitative research, quantitative research, and mixed research are the three (3) main research designs identified by Holbraad, Pedersen, de Castro (2014:83). Qualitative research entails studying of human behaviour, attitudes, and opinions from the participants' perspectives in their natural settings (Corbin and Strauss 2015). Quantitative research involves explaining phenomena using statistical representations (Corbin and Strauss 2015:217). Mixed research, according to Berg and Lune (2013), involves combining quantitative and qualitative methodologies and concepts with

complementary strengths and non-overlapping shortcomings. Mixed research gives researchers a variety of approaches to the subject they're studying and assures that the data they acquire is more accurate (Bulsara 2015:39). This study employs both quantitative (questionnaire) and qualitative (interview) research methodologies as complimentary ways to allow the study to consolidate strengths and cross-check and triangulate any information that is critical to the research concerns (Creswell 2015:25). According to Bamerger (2016:314), combining qualitative and quantitative research designs can compensate for method weaknesses, leverage on method strengths, and mitigate method biases. Using only qualitative or quantitative research, according to Creswell (2014:4), is insufficient to address a research topic. A mix of qualitative and quantitative research helps to reduce subjectivity in the methodology, boosting the appeal and precision of study findings and providing a more persuasive justification for reform recommendations (Berg and Lune 2013). The advantage of using a qualitative research approach is that qualitative researchers can change concepts as evidence is gathered and analyzed. The ability to construct causality correlations among the studied variables is one of the key characteristics of quantitative research methodology. It is exact, controllable, and replicable (Ritchie 2013:24). Therefore, the researcher uses both questionnaires to collect quantitative data and a structured interview technique to collect qualitative data.

The questionnaire is a structured means of gathering information from study participants in a quantitative manner (Bhattacharjee, 2012:77). On the topics of corporate social responsibility and sustainable development, the questionnaire was used to collect the ideas, assumptions, difficulties, likes and dislikes of Mhondoro Ngezi community members (Bhattacharjee, 2012:74). Respondents were given the option of filling out questionnaires in their own time. Respondents were requested to provide honest and truthful responses to the questionnaire's questions (Rose, Spinks and Canhoto 2015:227).

To supplement the data acquired through the questionnaire, a qualitative research design was used to interview Zimplats executives (Bulsara, 2015:56). The qualitative research design allowed the researcher to learn more about the opinions and beliefs of the Zimplats CSR managers on the importance of their CSR activities to the Mhondoro Ngezi community's long-term sustainability (Abodeeb 2014:132).

### **3.4 Justification for using quantitative and qualitative methods.**

The goal of this research is to assess CSR on sustainable community development. The researcher assessed the large Mhondoro Ngezi Community as a case study. To achieve better and conclusive results the researcher used both qualitative and quantitative methods. Putland (2013:104) states that the use of quantitative and qualitative research has risen in popularity due to its capacity to allow not only triangulation in creating construct validity but also the simultaneous pursuit of distinct but related purposes in empirical research. The relative infancy of the concept of CSR in Zimbabwe necessitates a qualitative approach in which the research targets are engaged to help develop an understanding of what CSR in relation to SCD is for those communities in the context of this study of corporate social responsibility (CSR) and sustainable development (SD). In determining how CSR should be measured, for example, the quantitative approach was important to provide validity to preset outcomes. A simple qualitative review of a large number of stakeholders would provide an equally diverse set of correct sustainable development indicators (Cope 2014: 89-90). It would be impossible to draw significant findings without quantitative data to establish biases in assessment. Through the use of quantitative data, it was feasible to determine what a certain set of stakeholders' values based on an aggregation of their many individual perspectives. The research findings were made more thorough by combining qualitative and quantitative methods (Zohrabi 2015:57). To have a better grasp of the research findings, the researcher combined numerical data from questionnaires with qualitative data from interviews. In the following sections of this chapter, we'll look at the mechanics and statistics of data collection, as well as the software used to collect and analyze qualitative and quantitative data.

### **3.5 Research objectives**

The objectives of this study are as follows:

- To determine the CSR practices of Zimplats
- To assess the CSR policy of Zimplats with reference to sustainable development
- To assess stakeholder participation and satisfaction with existing CSR practices
- To investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges.

### **3.6 Population and sampling techniques**

#### **3.6.1 Population**

The research population is a collection of all the factors that the researcher wishes to investigate (Simon 2015:45). The term population, according to Burns and Bush (2014: 238), refers to all persons or items (units of analysis) possessing the characteristics that are being studied. According to Babbie and Mouton (2013:124), there are two types of populations: target and study. The target population is the real population to which the researcher desires to generalize research findings, although this group is not readily available for a variety of reasons. The study population, on the other hand, is the group to which the researcher can apply his or her findings. The research error is the discrepancy between the attributes of interest in the study population and the comparable attributes in the target population.

Because the population is so huge, it cannot be investigated or surveyed in its totality, as it would take too much time and money. For this study, there are two study populations and samples: internal stakeholders and external stakeholders. The internal stakeholder population consists of twenty (20) employees of Zimplats responsible for corporate strategies and CSR initiatives. The external stakeholder population includes 104,060 thousand community inhabitants in the 16 wards of the Mhondoro Ngezi community (Government of Zimbabwe, 2016).

#### **3.6.2 Sampling procedure**

Conducting research is constrained by financial, time, and material resources, according to Sekaran and Bougie (2016:212), hence selecting a sample to conduct research is appropriate. The sample is made up of a smaller number of representative respondents (Plano and Creswell, 2014:163). A sample is a portion of the percentage from whom a researcher is seeking information (Corbishley, 2016: 323). Trialogue (2014: 253) claimed that to avoid errors in doing research, a sample should be representative of the total population. Sampling is the act, process, or technique of choosing a suitable sample, or a representative part of a population, with the objective of determining parameters or characteristics of the entire population (Sekaran and Bougie, 2016:35). Probability and non-probability sampling methods are the two most common forms of sampling procedures. Probability sampling, according to Wimmer and Dominick (2010:245), is based on statistical principles that determine each unit's possibility of being selected. It also allows researchers to figure out how much sampling error there is in a study. Bell (2014:117) points out that in non-

probability sampling, the researcher cannot state the likelihood of a certain population constituent being included in a sample. Quota, judgmental or purposeful sampling, snowball sampling, and convenience sampling are some of the techniques used. Units are chosen from defined groups of the population in quota sampling. The term "snowballing" refers to the process of using the initial elements to generate additional items for the sample. Judgmental or purposive sampling entails selecting elements based on pre-set criteria. Convenience sampling is when the researcher selects elements that are readily available or close by (Thomas and Rothman 2013:96). For this study, purposive sampling is employed.

The researcher used a purposive sampling method for this study because the researcher was interested in the participants' involvement in CSR and CSR-related activities and costs. A 'purposeful selection,' according to Maxwell (2015:215), is a selection method in which a specific place, people, or activities are purposely chosen to offer knowledge that cannot be gathered from other options. The participants were chosen based on their position in the community and their knowledge of CSR in the Mhondoro Ngezi community (Muchacha, Dziro and Mtetwa 2016: 84-93). The intention was to explore the experiences of community members with regards to the sustainable livelihoods of their households as a result of Zimplats' CSR initiatives.

The sample size was determined by using a simplified sample size table by Sekaran (2011:293) that ensures a good decision model. A confidence level of 95%, a margin of error of 5% and an anticipated non-response rate of 30% were used in calculating the sample size. Out of the total population of 104,342 that was identified for the study, the Sekaran sample size table came up with the sample size of 384 participants. Three hundred and seventy-six (376) respondents were selected for the questionnaire from the 16 wards of Mhondoro Ngezi community. The selection of six (6) employee representatives for the questionnaire and two (2) managers for interviews was deliberate because the researcher sought people in the corporate affairs department who were well-versed in CSR matters. The decision to have a total of three hundred and eighty-four (384) research participants for this research was influenced by Sekaran's sample size table, the number of people in the community, knowledge of CSR, costs, and the fact that all of the respondents hailed from the same place and shared the same characteristics that were needed for this study.

### **3.7 Data sources**

Primary and secondary data sources are the two categories of data sources (Rose, Spinks and Canhoto 2015:201). Primary data is collected directly from members of the public. The information that is acquired by a researcher utilizing questionnaires is the primary source of data (Creswell 2014:5). The secondary data is gathered from the records that contain the original data (Abebrese 2013:277). Secondary data is information gathered by a researcher who is not one of the original data generators for a different goal than the original one. (Abodeeb 2014:231). The researcher employs both primary and secondary data in this study. Interviews and questionnaires are used to acquire primary data from respondents in the Zimplats and Mhondoro Ngezi communities. Secondary data was acquired from documentary sources such as articles, journals, reports, books, newspapers, and other related studies, which supplied the theoretical and empirical basis for the data analysis.

### **3.8 Data collection methods**

Observations, focus group discussions, interviews, and questionnaires, according to Saunders, Lewis, and Thornhill (2012:497), are examples of data gathering instruments. For the purpose of this study, the researcher employed questionnaires and interviews to obtain information from respondents in the Zimplats and Mhondoro Ngezi communities.

#### **3.8.1 Interviews**

The interview method is one of the most important data collection strategies used in this study. Face-to-face semi-structured in-depth interviews were used to gather the primary data. In-depth interviews provide more information than other data collection approaches (Edward and Holland 2013: 43-52). Because CSR is so unique to each firm (Crane and Glozer, 2016:401), it was critical to leave most of the questions open-ended so that distinct perspectives might be discerned during the interviews (Yin, 2015:45). Semi-structured interviews are often organized around a series of planned open-ended questions, allowing for the emergence of additional questions during the interviewer-interviewee discussion (Babbie 2015:78). Semi-structured interviews, according to Zhou and Nunes (2015:233), give flexibility during the interview process and are suited for small-scale research. In other words, semi-structured interviews can allow an interviewer or researcher to delve deeply into a participant's experiences, opinions, and viewpoints. The semi-structured category of interviews was chosen since it provides structure as well as a lot of flexibility for the researcher. While the structure ensures that the research can be replicated, the flexibility allows



for topics to be explored in the sequence that best suits the interviewee. This allows the researcher to fully investigate comments and respond to relevant concerns highlighted spontaneously by the interviewee (Bryman, 2016:127).

It's worth noting, however, that the sheer nature of interviewing allows for a situation in which the researcher takes the lead and directs the process (Henning, 2017:97). The interview schedule is employed as a measuring instrument by the researcher, and the study objectives are used as a guideline to drive the interview questions. The semi-structured interview was chosen because of its flexibility in allowing new questions to emerge during the interviewing process, as well as the assumption that semi-structured interviews allow the researcher to dismiss unclear questions and replace them with more relevant ones. 305 (Babbie 2015).

Data was collected from Zimplats executives through in-depth semi-structured interviews. The goal of interviewing these important stakeholders was to learn how they dealt with CSR challenges, such as access issues in the context of long-term community development. These Informants were chosen because of their direct involvement in CSR and community development programmes that aimed to improve the lives of regular people, particularly those from low-income neighbourhoods. The interviews were conducted over the course of a week, with each session lasting between 20 and 40 minutes. The researcher also looked through annual reports to get further information and verify if the data received from respondents matched what they claimed in their reports. The executives that were interviewed offered more in-depth information about the company's perspective on CSR and sustainable development, as well as the motivation for the CSR policies, that was not available in annual reports.

### **3.8.2 Questionnaire**

The questionnaires were the primary source of quantitative and qualitative data for the study, allowing it to make a unique addition to the field of CSR and long-term community development. A questionnaire is a collection of questions intended to assess respondents' attitudes, opinions, and reactions (Thomas and Rothman 2013). The use of questionnaires has the advantage of being simple and inexpensive to administer to a large number of people. The downside of surveys is that response rates may be poor due to respondents' lack of interest, and respondents may offer incorrect answers due to misinterpretation of questions. Furthermore, the respondent may become interested in answering specific questions, resulting in a questionnaire that is only half completed

(Blankestijn, Tiggeloove and Snijders 2014:62). The structured questionnaire had specified questions that responders had to answer. Closed-ended and open-ended questions were included in the questionnaire, with respondents being asked to choose the most applicable response from a list provided by the researcher. (Kelly and Lesh 2012). The argument for utilizing closed-ended questions was based on the belief that they could give "more homogeneity of responses" that would be easier to handle (Merriam 2014). The risk that a researcher "could ignore key areas that respondents would have said were essential" is a major flaw in a structured, closed-ended questionnaire (Babbie, 2015). The researcher added open-ended questions to help limit the impact of this potential flaw. The respondents were chosen at random from all 16 wards in the Mhondoro Ngezi community to complete the survey. 376 questionnaires were handed to community members from Mhondoro Ngezi's 16 wards, as well as six (6) to Zimplats personnel.

#### **3.8.2.1 Questionnaire Construction**

The questionnaires constructed for this study were developed from the research objectives which were created in the literature review. There were two sets of questionnaires, namely questionnaire for the community and questionnaire for Zimplats employees respectively. This study's objectives formed the main content of the questionnaires. Section A of the questionnaire collected demographic data from community participants and Zimplats employees while section B required respondents to provide data on their deeper understanding of CSR and sustainable community development. In the questionnaire, all of this information was organized in a way that could be researched (Bhattacharjee, 2012:75). There were both closed-ended and open-ended questions on the survey. Closed-ended questions were provided to help responders understand what information was required (McKenny 2014:89). Open-ended questions allowed respondents to express their true thoughts regarding Zimplats' CSR policies (Kelly and Lesh 2012:231). All statements in the questionnaire were written in such a way that the respondents could easily understand them (Bhattacharjee, 2012:74).

### **3.9 Research procedure**

#### **3.9.1 Pilot study**

A pilot study is a preparatory mini study that a researcher undertakes in order to become familiar with the design of the study under examination and make informed changes to it (Ornstein 2013: 100). The instruments were piloted to improve their reliability when employed in the study (Creswell 2014:165). The questionnaire is pre-tested to eliminate unclear questions, uncover

inconsistencies, and evaluate whether the instrument is a valid data collection tool (Ford and Tusting 2013). The size of the sample to be utilized for pilot testing varies based on time, cost, and feasibility, according to Cooper and Schindler (2014:603), but a good size would be at least 10% of the main survey. The researcher pre-tested ten (10) questionnaires with selected community members from Mhondoro-Ngezi community. The interview guide was given to and evaluated on three (3) research participants who were chosen by convenience sampling (Bhattacharjee, 2012:76). The key rationale for choosing these people to pilot the instruments was that they were close to the main road, making it easy for the researcher to approach them under Covid 19 national lockdown laws. These were individuals who were not part of the study, and these respondents were not included in the final study to control response bias. The researcher wanted to know how long each questionnaire would take a respondent to complete and if the questions were straightforward and precise. This gave the researcher the chance to see if the questions were appropriate for detecting ambiguities and disagreements. Pre-testing data was incorporated into the rewrite of the questionnaire, and questions that would not provide useful data for the study were removed (Bhattacharjee, 2012:75). Following a discussion with participants about their experiences during the pilot exercise, recommendations were given, and the researcher altered and prepared instruments for data collection where the study would be done accordingly.

### **3.9.2 Questionnaire administration**

The questionnaire was distributed at random to the selected respondents in the Zimplats and Mhondoro-Ngezi communities by the researcher. Enough questionnaires were printed, and each one was accompanied by a consent form. Participants were required to read the consent form before participating in the research. Voluntary involvement, confidentiality, anonymity, and informed consent were all addressed in the consent form (Bhattacharjee, 2012:74). When the respondents had finished filling out the questionnaires, the researcher collected them.

### **3.10 Data analysis and presentation**

Data analysis comprises analyzing and categorizing data, generating broad categories or themes, coding data, and linking coded categories to propositions. It's nearly impossible to pinpoint the precise moment when the study's data analysis began. This is partly due to the fact that the data-collection and analysis processes operated concurrently. The process of interpreting the obtained data, i.e., making sense of observations, words, and/or representations is known as data analysis

(Bell and Waters 2014). The data was analysed using both qualitative and quantitative methodologies.

The Statistical Package for Social Sciences (SPSS) version 23 was used to analyze the data collected from both questionnaires and interviews. The data collected through questionnaires was analyzed using the method proposed by Rahim, Jalaludin, and Tajuddin (2011:127). For data analysis, Rahim, Jalaludin, and Tajuddin (2011) used the Statistical Package for Social Sciences (SPSS) version 23 which included both linear regression and descriptive statistics. Data was quantitatively analysed, which involved numerical representation and modification of responses with the goal of characterizing and interpreting the processes represented by those responses (Babbie, 2016:161). The graphics were presented using the Microsoft Excel spreadsheet application. To investigate and interpret the data acquired in this study, descriptive statistical methods of data analysis such as bar graphs and pie charts were employed (Creswell, 2013). The analysis was carried out with the assistance of a statistician. The next chapter contains descriptions and explanations of the responses.

The qualitative data was analysed using the content analysis approach. The researcher was able to examine transcriptions of recorded information using this method (Babbie 2016:160). The goal of data content analysis is to make meaning of textual qualitative information to develop and/or support a particular line of argument (Babbie 2015:113). The focus of the content analysis was on the features of language as a means of communication, with a particular attention on the text's content or context meaning (Hsieh and Shannon, 2005:264). Text data included verbal and print data from semi-structured interviews and documents that participants were willing to share with the researcher in the current study. Secondary data was gathered from relevant sources, such as CSR documents (that were available and that the company was willing to give), annual reports, and journal articles, in addition to primary data. The procedure involves actively obtaining information and putting it to use by looking through archives and libraries. The method helped the researcher gather and be exposed to diverse viewpoints and realities of Mhondoro-Ngezi community members' experiences (Yin, 2016:234).

The research's overall goal was to generate a holistic and in-depth understanding of Zimplats' CSR activities in attaining sustainable development in the Mhondoro Ngezi community by combining quantitative and qualitative methodologies.

### **3.11 Data processing and analysis**

To consolidate strengths and cross-check and triangulate any information that is relevant to research topics, this study used both quantitative and qualitative research as complementary methodologies (Creswell, 2015:25). Qualitative data was collected through interviews, as well as content analysis. Quantitative data was collected using questionnaires. Data collected from the structured interviews and questionnaires were collated, checked for completeness, edited, coded, and thereafter analysed. The results for this study are presented in Chapter Four, in two formats using inferential statistics and descriptive statistics.

#### **3.11.1 Descriptive statistics**

To explain the numerical data acquired in the research study, descriptive statistics are used (Wagner 2012: 176). Descriptive statistics enable the researcher to explain information using graphs and figures. The aim of descriptive statistics is to allow the description of findings of the data collected using median, mode, frequencies, mean etc. This study uses frequency distribution tables to present the data in a graphical and tabular.

#### **3.11.2 Frequencies**

Data can be presented graphically or in a table format using the frequency distribution table. The construction of a frequency distribution table enables the researcher to indicate how often a certain score occurs (Wagner, 2012: 185). In this study, frequency distribution tables were used to present the results of the study.

#### **3.11.3 Mean**

The mean is calculated by dividing the sum of all values by the total number of values (Wagner 2012: 177). It is commonly used to calculate the central tendency in a set of research results. The purpose of calculating the mean in research is to find a value that best represents the entire values in the data set. The findings will be reported using percentages, because percentage allows for the accurate measure of the raw values obtained from the research results.

#### **3.11.4 Median**

The median is the middle point of the distribution. The median is a more accurate reflection of the data set than the mean especially when there are extreme scores. The median is calculated by adding the value of the two middle scores and dividing the total by two (Wagner 2012: 178).

### **3.11.5 Mode**

The mode is the most frequent or common score in the distribution. According to Wagner (2012: 179), the mode refers to the frequency in which a response occurs. The mode allows the researcher to describe nominal or categorical data.

### **3.12 Inferential statistics**

Inferential statistics aid in the development of hypotheses about a condition or event. It enables the researcher to draw inferences about the population using data from the sample (Wagner 2012: 203). In order to draw inferences from the sample of the population inferential analysis is used this will assist the researcher to formulate conclusions from the results.

### **3.13 Chi-Square analysis and analysis of variance**

The chi-square test allows us to see if two variables under investigation have a statistically significant association (Bryman 2012, 348). In this study, the chi-square is evaluated in respect to its associated level of statistical significance, which is  $p=0.0001$ . This suggests that there is just a 1 in 10,000 risk of rejecting the null hypothesis incorrectly (Bryman, 2012: 349). The null hypothesis states that there is no correlation between two variables, according to Wagner (2012: 204). The alternative hypothesis suggests that there is a link. The author contends that a null hypothesis is the benchmark against which all the research outcomes are compared. The null hypothesis is usually assumed true until the researcher can prove that there is a difference between the variables.

#### **3.13.1 Cronbach's alpha test**

The Cronbach's alpha test is used to determine a composite score's internal reliability. It is used to determine how closely a group of test items are connected to one another (Institute for Digital Research and Education Search 2017). The Cronbach's alpha test is based on inter-item correlation and produces the average of all potential split-half reliability coefficients (Bryman, 2012: 107). A reliability coefficient of .70 or greater is regarded acceptable in most social science studies, according to Assensoh-Kodua and Imrith (2016).

### **3.14 Data reliability and validity**

Validity in research refers to the amount to which an instrument measures what it claims to measure, whereas reliability refers to an instrument's ability to measure consistently (Tavakol and Dennick, 2011:34). It's worth noting that an instrument's validity is inextricably linked to its reliability. It is impossible for an instrument to be valid unless it is reliable. The validity of an instrument, on the other hand, has no bearing on its reliability (Creswell 2013). The reliability and

validity standards for the two approaches are addressed below because this study uses both qualitative and quantitative methods.

Validity entails honesty or truthfulness. It is the degree to which a concept corresponds to reality. According to Creswell (2013), validity examines whether the research accurately measures what it was designed to assess or whether the research findings are accurate. Two of the most important techniques used to assure validity are member checks and audit trails (Chan and Idris 2016:401). When the researcher has an external source with subject matter knowledge and qualitative research experience, examine the field notes and interview scripts and then analyze the data and findings, this is known as a member check. This allows the outsider to see if the explanation matches the description and is credible (Birt, 2016). This was accomplished with the help of an external Social Sciences Statistician who analysed the data obtained to establish the research findings' validity and reliability.

The term "reliability" relates to the consistency of findings, or if the same results would be obtained if the investigation were repeated (Saunders, Lewis, and Thornhill 2012:497). The idea of reliability, according to Babbie (2016:160), relates to a family of views, namely "dependability, consistency, and replicability over time, across instruments, and across groups of respondents." The "precision and accuracy" of the questionnaire in attaining the specified objectives is referred to as reliability (Cohen, Manion and Morrison., 2007:356). Data quality must be ensured at all levels, according to Robson (1993:23). The study instruments were pre-tested to ensure data dependability, and revisions to the questionnaire were integrated into the final questionnaire to improve the quality of data collected. All of the variables were subjected to a reliability test using SPSS, and those with a Cronbach's Alpha value of 0.70 were included in the questionnaire as relevant study variables. Validity is concerned with whether the research instruments used in performing the research measure what the researcher aims to assess, according to Krysik and Finn (2013:58). As a result, the researcher made certain that proper research instruments were employed, and that the research findings were interpreted, and conclusions were drawn from them.

### **3.15 Ethical considerations**

All research should take ethical factors into account. The need of ensuring that the participants' rights and interests are constantly respected is the rationale for being ethical. As a result, the following precautions and considerations were taken to ensure that the participants in the research

project were reasonably protected. The research was designed and carried out in accordance with Durban University of Technology's (DUT) established norms and regulations, as well as the laws and regulations of Zimplats and the Mhondoro-Ngezi local government. Prior to performing the research, permission from the mining company's management was requested. Prior to the start of the study, the researcher met with the participants to discuss the study's aim and focus. After that, potential participants were asked if they wanted to participate in the study, and those who said yes gave their informed consent (Blanche, Durrheim and Painter, 2009). After verbally agreeing to participate, individuals were asked to sign a consent form as proof of their agreement. The researcher reassured the participants that their participation in the study was entirely voluntary, and that they could leave at any time with no negative effects.

Interviews were recorded and transcribed verbatim with the participants' agreement. After that, the transcribed data was checked with the participants in a procedure called member checking (Babbie 2016:174). Individually identifiable information about participants, as well as their comments, was kept confidential and anonymous. Confidentiality refers to the researcher's strict adherence to the confidentiality of the information provided by the respondents to safeguard them from any potential confrontations (Christenson 2011:124). Anonymity refers to the assurance given to respondents that the information received will be utilized purely for study purposes, with no names or identifying information revealed to the media or any other party (Hennink et al., 2011: 70). Pseudonyms were used to maintain secrecy and anonymity. Furthermore, all information about participants was kept under lock and key to guarantee that it remained private. The language employed in the questionnaire's design was reasonably understandable to accommodate individuals with varying levels of education. Participants were told that the information acquired in the study would be used purely for academic research, and that their privacy would be respected.

### **3.16 Research limitations and challenges**

Challenges are an unavoidable aspect of any research effort, regardless of how well it is planned (Berger 2013:141). The research project in question was no exception. For example, delays in the completion of this study were caused by restrictions on movement imposed by COVID 19 national lockdown measures. In the middle of COVID 19 travel restrictions, distributing and collecting questionnaires was a time-consuming task that required traveling door to door and keeping an



exact record of where the questionnaires were distributed. During the study period, researchers faced challenges such as poor internet connectivity, power outages, access to information from some parties who saw the research as political, gatekeepers, time limits, and budget constraints. Another constraint was community business, such as death, funerals, illness, or any other issue that impacted meeting schedules.

Finally, under COVID 19 conditions, finding time in the busy schedules of key stakeholders was a tremendous difficulty. Appointments were frequently postponed and/or cancelled, with no precise time offered for the rescheduled appointment, forcing the researcher to squander time and resources on unproductive excursions that did not contribute to the study's objectives. Furthermore, this increased the amount of time the researcher had set aside for data gathering, causing it to collide dangerously with time set aside for other research activities. This had a negative impact on the researcher's deadline for submitting the dissertation.

### **3.17 Chapter summary**

The research methodology utilised to gather, handle, present, and analyse data from the study population was covered in this chapter. This study's research design was presented and described. This was done to put the study into context. The methods for gathering data were presented and discussed. The benefits and drawbacks of the various data collection methods were also examined and debated. This study's sample methodologies were presented and reviewed. Finally, the methodologies for data analysis that were relevant for this investigation were reviewed in depth. The researcher also ensured that ethical considerations were considered at all stages of the study.

The findings that arose as a result of the methodology and design decisions are presented in the next chapter, which attempts to make sense of the findings in relation to the study's main research topics. In addition, when attempting to make sense of the findings, the theoretical understandings from Chapter 2 are used.

## CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF RESULTS

### 4.1 Introduction

This chapter depicts the role of corporate social responsibility (CSR) in attaining sustainable development based on study findings from Mhondoro-Ngezi field work. Proponents generally believe that business activities should contribute favorably to the long-term development of the communities in which they operate. The resource curse argument claims that despite having an abundance of natural resources, certain resource-rich countries remain poor and backward due to ill-informed business and public sector actions. Mhondoro-Ngezi has been described as one of Zimbabwe's poorer settlements, despite the fact that it is home to the world's second largest platinum producer. The study's findings, on the other hand, paint a positive image of the effects of CSR programmes on local community development and poverty reduction. Data analysis, according to Terrell (2012), comprises analysing, labelling, and organizing evidence to address a study's premise. The outcomes of the various data-collection methods are analysed and discussed in this chapter, as well as the presentation of the results. The demographic features of respondents and their responses to Zimplats' corporate social responsibility on sustainable community development in the Mhondoro-Ngezi community are discussed in this chapter. Data was compared to data acquired in the field and presented in reference to the literature review. Frequency tables and pie charts are used to depict quantitative data, and descriptive and inferential statistics are used to present and analyze data. The reduction approach was used to analyze qualitative data, which is given in tabular form. Both quantitative and qualitative study findings are summarized and presented in a tabular format. The data for this study was gathered using both a qualitative and quantitative technique. The facts and conclusions reported in this chapter are consistent with the study's aims and main research issues.

The following themes are used to organize and discuss the study's findings.

#### 4.1.1. Research themes:

- **Theme One:** Community development activities implemented by Zimplats.
- **Theme Two:** Stakeholder participation and understanding of CSR.
- **Theme Three:** Sustainability of Zimplats' CSR policy
- **Theme Four:** The impact of Zimplats' existing CSR practices on sustainable development of local communities.

#### 4.1.2. The Research instruments.

The research tool (questionnaire) comprised 35 items (Questionnaire for the community had 18 items and Questionnaire for Zimplats personnel had 17 items), with a nominal or ordinal level of measurement. The organized interview schedule was broken down into ten questions, each of which measured a different theme.

#### 4.1.3. Reliability Test

Reliability and validity are the two most significant qualities of precision. When numerous independent researchers use the same test under the same conditions, the results are consistent and the results do not fluctuate, the test is considered reliable. Consistency and replicability throughout time define reliability. As a result, the results of this study are acceptable because they fall within the recommended standard range of 0.70 or higher (Assensoh-Kodua and Imrith 2016). After executing the Cronbach's alpha reliability test, the researcher felt satisfied that the questionnaire would produce the expected results for this study. The Cronbach's alpha score for the study variables is shown in Table 4.1. The reliability scores for all areas are higher than the recommended Cronbach's alpha value; for example, the Cronbach's alpha score for stakeholder participation and understanding of CSR is 0.835, while the score for Zimplats' CSR policy sustainability is 0.942. This signifies that certain areas of the research have a level of acceptable, consistent scoring.

Variable	Cronbach's Alpha	Number of Items
Stakeholder participation and understanding of CSR	0.835	5
Community development activities implemented by Zimplats	0.928	2
Sustainability of the company's CSR policy	0.942	4
The effectiveness of existing CSR practices on sustainable development of local communities	0.962	18

**Table 4.1: Cronbach's alpha score**

#### 4.1.4. Correlations

The data were subjected to the spearman's correlation coefficients. The Spearman's Rho correlation coefficient determines how closely two variables are related (Hauke and Kossowski, 2017). A positive score implies that the variables are directly proportional, while a negative value suggests that they are inversely proportional. Stakeholder satisfaction and sustainable corporate social responsibility practices, for example, have a correlation value of 0.035. This is a proportionality that

is directly related. Stakeholder satisfaction is indicated by respondents as a result of sustainable CSR initiatives.

			Sustainable Corporate social responsibility practices	Sustainable CSR Policy implementation	Stakeholder satisfaction	Sustainable development
Spearman's rho	Sustainable Corporate social responsibility practices	Correlation Coefficient	1.000		.035	
		Sig. (2-tailed)			.730	
	CSR Policy implementation	Correlation Coefficient	.200	1.000		
		Sig. (2-tailed)	.039			
	Stakeholder satisfaction	Correlation Coefficient	.004	.057	1.000	
		Sig. (2-tailed)	.928	.559		
	Sustainable development	Correlation coefficient	.002	.0210		1.000
		Sig. (2-tailed)	.867	.040		

**Table 4.2: Spearman's correlation coefficients**

## 4.2 Discussion of Research Themes and Findings

### 4.2.1 Responses rate of Zimplats managers, employees and Mhondoro Ngezi community members

Category	Research sample	Response Received	Response rate
Managers	2	2	100%
Employees	6	6	100%
Community members	376	201	53.4%
<b>Total</b>	<b>384</b>	<b>209</b>	<b>54,4%</b>

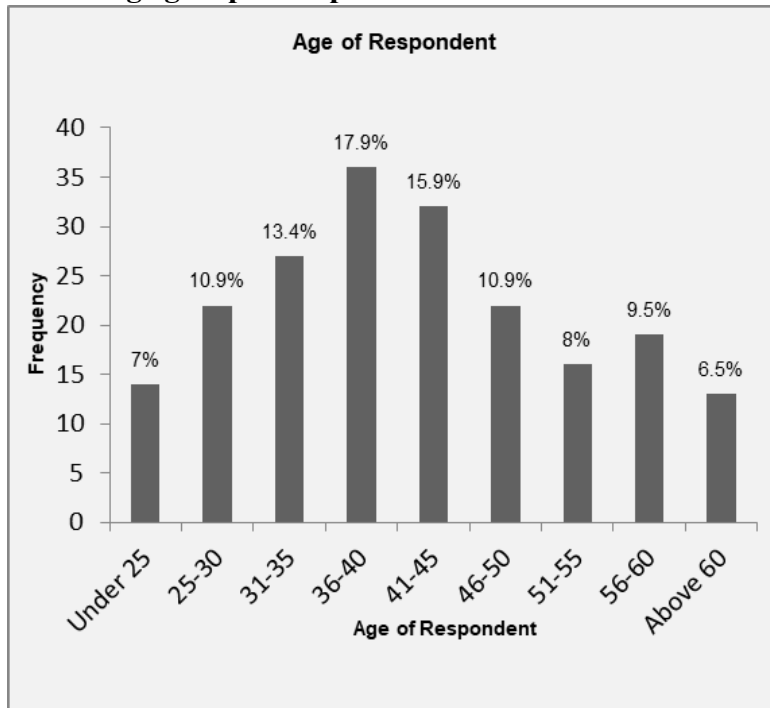
**Table 4.3 Response rate and composition of questionnaire respondents**

The results of the survey questionnaire are summarized in Table 4.3. A total of 384 questionnaires were delivered to respondents as a result of the data collecting process, as shown in the table. A total of 209 (consisting of 207 questionnaires and 2 interview guides) of the 384 copies issued were answered to and returned by the respondents, yielding a response rate of 54.4 percent. According to Gray (2013), response rates of more than 20% for such surveys are acceptable, hence the response rate was sufficient to justify generalizing the comments on CSR's involvement in sustainable community development.

### 4.3 Biographical details of participants

#### 4.3.1 Biographical details of participants: Questionnaire for community

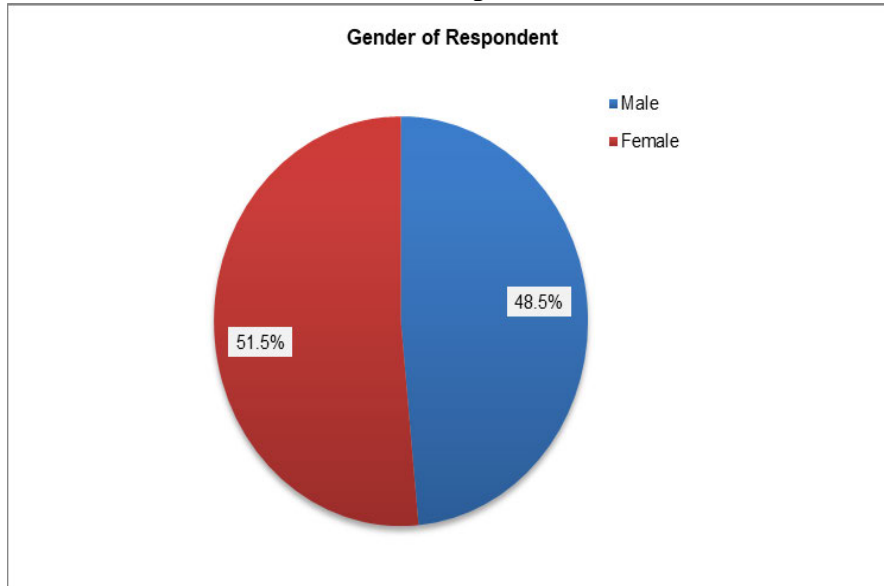
##### 4.3.1.1 Age group of respondents



**Figure 4.1: Age distribution of respondents**

The goal of this question was to figure out the age distribution pattern among Mhondoro-Ngezi residents. The purpose was to inform the researcher and readers about the Mhondoro-Ngezi community's active age group. In short, age distribution aids in determining why one age group adheres to a specific CSR practice, perception, and ideals. Age is an important factor that has a strong bearing on the mining workforce and their view of CSR (Noronha, Tou, Cynthia, and Guan 2013:29-42). The majority of responders (17.9%) were aged 36 to 45, followed by those aged 41 to 45. (15.8 percent). Fourteen (14) respondents representing 7% were below the age of 25 years and thirteen (13) respondents representing 6.5% were 60 years and above as indicated in Table 4.2 below. According to these age classifications, the majority of members in the community are of the active and employable age group (25 to 50 years old) which is part of the workforce in different mines.

#### 4.3.1.2 Gender Distribution of Respondents

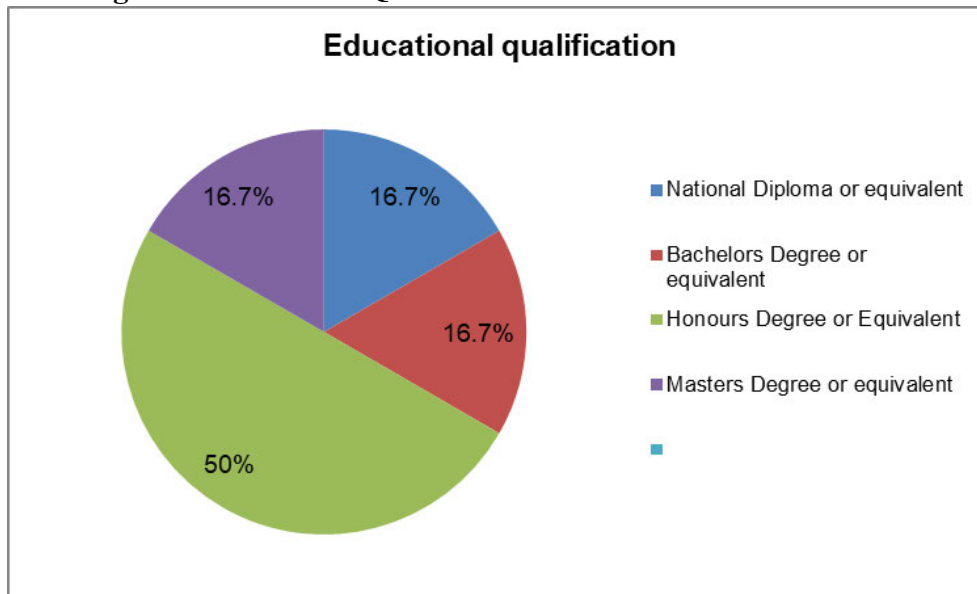


**Figure 4.2 Gender Distribution of Respondents**

Gender is regarded as an important aspect that has a significant impact on how people view CSR and the mining workforce (Noronha, Tou, Cynthia, and Guan 2013:29-42). The distribution of respondents for the study is shown in Figure 4.2. The administered questionnaire received responses from a total of 211 people. The majority of responders (51.5%) were females, while 48.5 percent were males, as shown in Figure 4.2. The results suggest a sample biased in favor of female test subjects, as shown in the table (Table 4.2.2). The respondents were mainly women because mining is usually reserved for men, so women are left at home to deal with visitors and look after the home.

#### 4.3.2 Educational Qualifications of participants: Questionnaire for Zimplats employees

### 4.3.3 Highest Educational Qualification

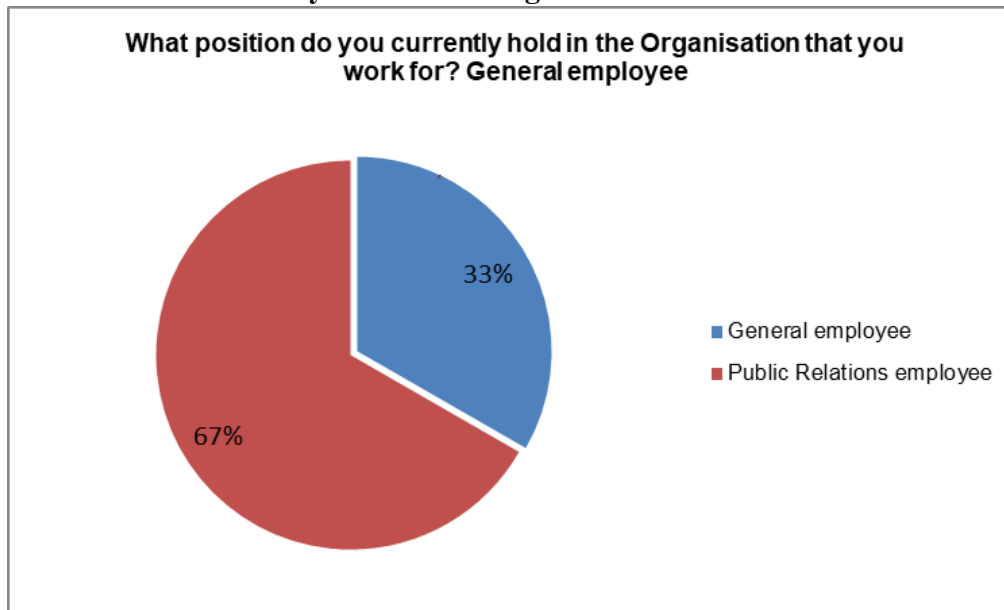


**Figure 4.3: Educational qualification**

Any community's socioeconomic position is dependent on its educational level. There is evidence that factors like employment are influenced by educational attainment. Education, as a fundamental right, is frequently used to help people develop and advance in their life. It is well acknowledged that a society's educational level influences how it views and participates in growth. According to the researcher's own assessment, Zimplats personnel have a high literacy level, as evidenced by the fact that several participants in this study said that they are familiar with the term sustainable development and CSR as concepts that affect their lives. Figure 4.3 depicted the respondents' educational backgrounds, which included a National Diploma or equivalent, a bachelor's degree or equivalent, an honours degree or equivalent, and a master's degree or equivalent. The majority of the respondents (50 percent) could read and write, as seen in the table. Fifty percent of the respondents had an honours or equivalent degree, while 16.7% had a master's or equivalent degree. One (1) manager held a national diploma, while the other held a bachelor's degree or its equivalent. The respondents were well-educated enough to comprehend issues of corporate social responsibility and contribute meaningfully to the research.



#### 4.3.4 Position currently held in the Organisation.



**Figure 4.4: Position currently held in the Organisation.**

The results from the table above indicate that 67.7% of the responses were Public Relations employees while 33.3% were general employees. Public Relations employees are the main participants in CSR in their organisations hence would give relevant response towards the area of CSR in Zimbabwe.

#### 4.3.5 Theme One: Community development activities implemented by Zimplats.

This theme sought to determine the CSR practices implemented by Zimplats. It includes a combination of Questions 2 and question 3 of the interview schedule and Question 6 and 7 of the questionnaires for the community. The results to each of the questions are discussed below.

##### 4.3.5.1 Zimplats' expenditure on community CSR activities in the last five years

Question 2 of the interview schedule asked respondents to indicate Zimplats' expenditure on corporate social responsibility in the last five years. Table 4.4 is a graphical representation of the findings of the study.

<b>CSR Project</b>	<b>Year 2020</b>	<b>Year 2019</b>	<b>Year 2018</b>	<b>Year 2017</b>	<b>Year 2016</b>
Education	89 595	184 684	233 723	161 495	161 507
Sports development	533 843	1 658 981	1 929 497	1 133 330	1 492 508
Income generating projects	1 360 185	11 908	515 684	41 337	66 657
Health and safety	208 658	1 455 504	1 936 934	11 815	119 353
Community project on albinism	13 706	00	461 099	00	00
COVID-19 community support	207 714	00	00	00	00
Other	214 493	473 477	890 409	592 102	91 078
<b>Total CSI expenditure</b>	<b>2 628 194</b>	<b>3 784 554</b>	<b>5 967 346</b>	<b>1 940 079</b>	<b>1 931 103</b>

**Table 4.4: Zimplats CSR budget in the last five years in US\$ (2016–2020)**

Source: Zimplats 2020 annual report and a semi-structured interview with Zimplats management.

Zimplats had invested millions of dollars in community development initiatives as part of its CSR operations, according to empirical information provided by the company's representative. The table above summarizes how much money Zimplats has spent on the Mhondoro-Ngezi community as part of their CSR projects. In only one year, the corporation spent nearly \$6 million on community projects.

One of the company respondents indicated.

*Yes, Zimplats CSR budget has increased in the last five years; in 2018 alone our company spent almost US\$6 million on CSI projects compared to US\$1.94 million spent in 2017. The increase shows the company's commitment to improve the livelihoods of the community in which we operate.*

The Table above reveals that the CSR budget of Zimplats has grown in the last five years from 2016 to 2020. The growth is attributed to increase in funding towards health and safety, sports development and income generating projects. The increase in CSR budget in the last five years is a sign that Zimplats is making a meaningful contribution in addressing economic, social, and environmental problems in Mhondoro-Ngezi community including the fight against the spread of

COVID-19. The increase in budget allocation for CSR-related projects is consistent with the views of several authors who contend that CSR implementation is now recognized by various companies as a corporate strategy (Marcia, Callaghan and Maroun 2015: 503; Rampersad 2015: 314; Ramlall 2012: 273). These findings are also in line with the views of Rossouw (2016b: 3), who postulate that budget allocation has an impact on the nature of CSR activities by companies. The above findings are a testimony of the CSR interventions of Zimplats in the local community as a way of addressing the socio-economic problems affecting the Mhondoro-Ngezi community.

#### **4.3.5.2 Community development activities which have been implemented by Zimplats in the last twelve months?**

Question 3 of the interview schedule sought to determine Zimplats' community development activities in the last twelve months. Table 4.5. is a graphical representation of the results.

	<b>Zimplats community development activities</b>
<b>1.</b>	Education
<b>2</b>	Health and Safety
<b>3</b>	Community Project on Albinism
<b>4</b>	Zimplats cattle ranching project
<b>5</b>	Sport Development
<b>6</b>	Community Share Ownership Trust
<b>7</b>	Income generating projects
<b>8</b>	COVID-19 community support

**Table 4.5: Zimplats community development activities in the last twelve months**

The study's first objective was to establish which CSR efforts Zimplats has implemented. The goal of CSR programmes, according to Trialogue (2021), is to contribute to long-term community development by adopting activities that promote capacity building. The findings from semi-structured interviews with Zimplats management are presented below. In the recent twelve months, the company has conducted a number of CSR efforts in the community, according to the findings. Table 4.15 summarizes some of Zimplats' CSR projects geared toward the improvement of local communities. According to empirical research, Zimplats was successful in implementing the following development activities as part of its community development projects access to education, health and safety, community project on albinism, income generating projects,

commercial livestock project, community share ownership trust, sport development and COVID-19 community support.

One respondent indicated:

*Zimplats is committed to the concepts of corporate social responsibility and sustainable development, both of which emphasize responsible citizenship. Through its CSI initiatives, the corporation contributes to long-term sustainability. COVID-19 community support, education, health, income creation, and local enterprise development (LEDs) are among Zimplats' community development efforts.*

Zimplats' development efforts demonstrate the company's dedication to addressing social, economic, and environmental issues while also raising community living standards. The data also imply that Zimplats' CSR initiatives have had a beneficial influence on the local population, with a noticeable improvement in the quality of healthcare provided and an overall improvement in the quality of life. This is also in line with literature review which contends that the mining industry in Zimbabwe has become a pioneer in adopting CSR programmes and has contributed the most money (Muzingili and Chidyausiku, 2015:65).

#### 4.3.5.3 Awareness of CSR initiatives in the community

Question 6 sought to determine community awareness of Zimplats' CSR initiatives. Table 4.6 indicates the findings obtained.

Awareness of CSR initiatives in the community					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	40	19.9	20.0	20.0
	Agree	96	47.8	48.0	68.0
	Strongly agree	64	31.8	32.0	100.0
	Total	200	99.5	100.0	
Missing	System	1	.5		
Total		201	100.0		

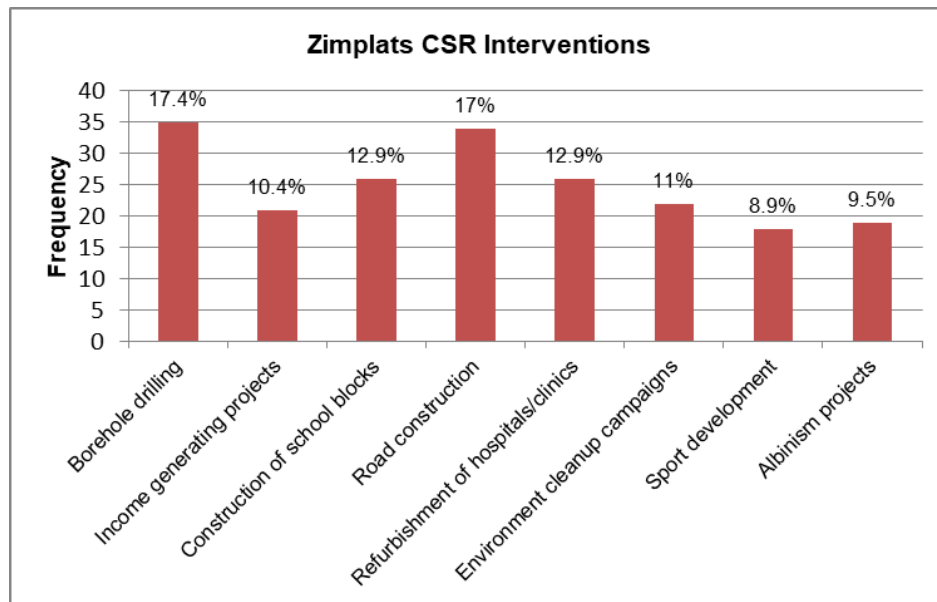
**Table 4.6 Awareness of CSR initiatives in the community**

According to the findings in the table above, 48 percent of respondents agreed that they were aware of the Zimplats' community corporate social responsibility programmes, with 32 percent strongly agreeing and 20 percent neutral. It seems the public was well-informed about Zimplats' corporate

social responsibility programmes. According to the findings, Zimplats engaged in corporate social responsibility activities in the community. This concurs with the views of Mandina (2014:215) who noted that many companies in Zimbabwe are now aware of the importance of CSR. Mabhena and Moyo (2014) also agree with Mandina that Zimplats has implemented quite a number of CSR activities in the community. The fact that the community appears to be aware of CSR initiatives is critical to the growth of the community (Pomeroy and Dolnicar, 2009:13). This useful knowledge can help the community collaborate with the firm to achieve long-term community development.

#### 4.3.5.4 Zimplats CSR Intervention

Question 7 of the questionnaire for the community asked respondents to list Zimplats' CSR Intervention that they were aware of. Figure 4.5. is a graphical representation of the results.



**Figure 4.5: Zimplats CSR projects/s**

According to the findings of the community members' surveys, the corporation has contributed to a variety of development efforts in the Mhondoro-Ngezi community, as shown in the graph above. Figure 4.5 reveals that borehole drilling and road development were linked to the bulk of programmes (17.4% and 17%), respectively. 12.9% were linked to refurbishment of hospitals and construction of school blocks. This shows that borehole drilling, road construction, refurbishment of hospitals and construction of school blocks are the major CSR initiatives undertaken by Zimplats. Members of the community admitted that since the inception of Zimplats their

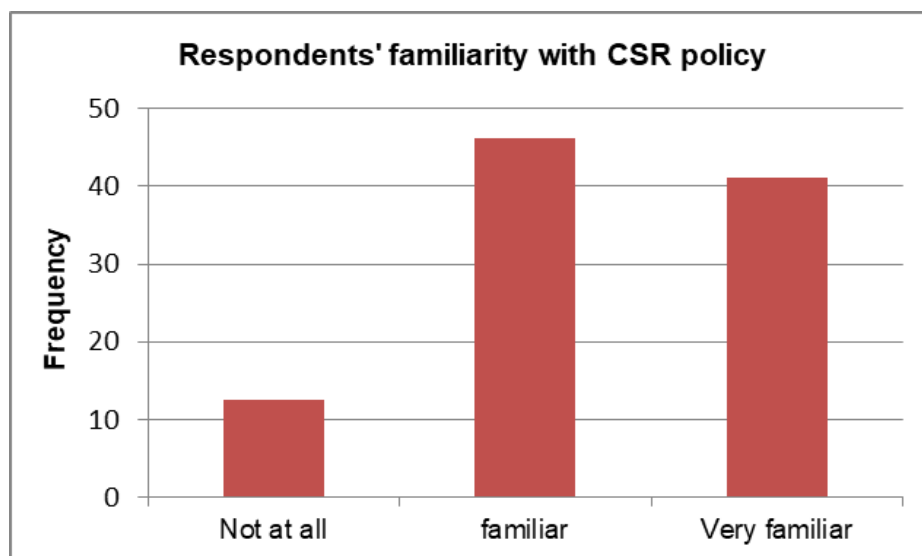
community has become a bit more accessible through the road networks constructed by Zimplats. This aligns with Moskowitz's (2008:76) assertion that road construction is one of the most critical aspects of long-term corporate social responsibility. These findings suggest that Zimplats is participating in CSR efforts in the local community, which, if correctly implemented, can help the community thrive.

#### **4.3.6 Theme Two: Sustainability of Zimplats' CSR policy**

This theme sought to determine the sustainability of Zimplats' CSR policy. The theme included a combination of Question 4 and 5 from the questionnaire for the community and question 3 and 4 from the questionnaire for Zimplats employees and question 7 from interview schedule for Zimplats management. The results of each of the questions are discussed below.

##### **4.3.6.1 Respondents' familiarity with CSR policy**

Question 4 of the questionnaire for the community requested respondents to indicate their familiarity with Zimplats' CSR policy. The results are presented in Figure 4.6 below.



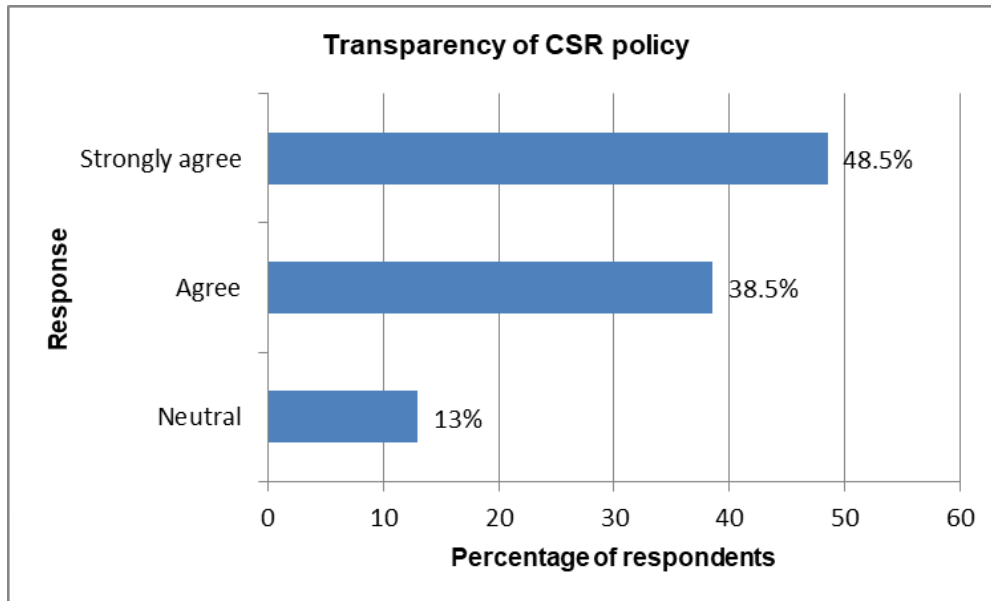
**Figure 4.6 Respondents' familiarity with CSR policy**

The second objective of this research was to evaluate Zimplats' CSR policy in terms of sustainable development. 46.2 percent of respondents were familiar with Zimplats' corporate social responsibility policy, 41.2 percent were very familiar with the policy, and 12.6 percent were unaware of the policy. The majority of respondents were aware of Zimplat's CSR policy. Zimplats' CSR policy had been properly conveyed to stakeholders, according to the findings. These findings concur with the views of Mzembe, Lindgreen, Maon and Vanhamme (2016: 167) who state that effective CSR policy can send a strong message to all stakeholders who demand high standards of

social and environmental risk management from companies.

#### 4.3.6.2 Transparency of CSR policy

Question 5 of the community questionnaire asked respondents whether Zimplats' corporate social responsibility is carried out in a transparent manner. The outcomes are shown in Figure 4.7 below.

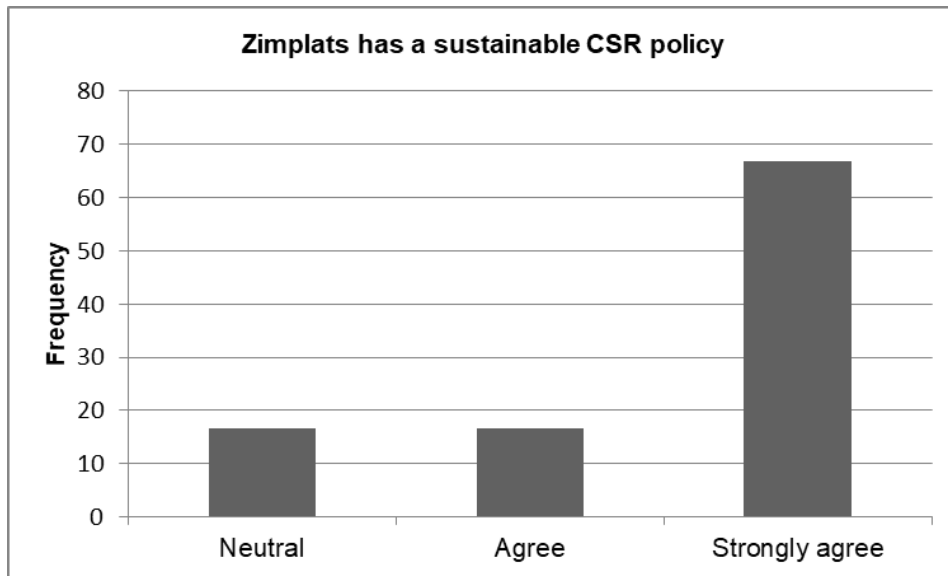


**Figure 4.7 Transparency of CSR policy**

The second objective of this research was to evaluate Zimplats' CSR policy in terms of sustainable development. According to the data shown in figure 4.7 above, 48.5 percent of respondents strongly agreed that Zimplats' corporate social responsibility is carried out in a transparent manner, while 38.5 percent agreed and just thirteen percent were neutral. Zimplats' corporate social responsibility, according to the majority of respondents, was carried out in a transparent manner. Therefore, these findings concur with the views of Zadeh (2020: 16) who state that transparency is necessary in CSR in order for stakeholders to have insight into the matters that are important to them.

#### 4.3.6.3 The sustainability of Zimplats CSR policy

Question 3 of the questionnaire for Zimplats employees requested respondents to indicate the sustainability of Zimplats' CSR policy. Figure 4.8 is a graphical presentation of the responses.



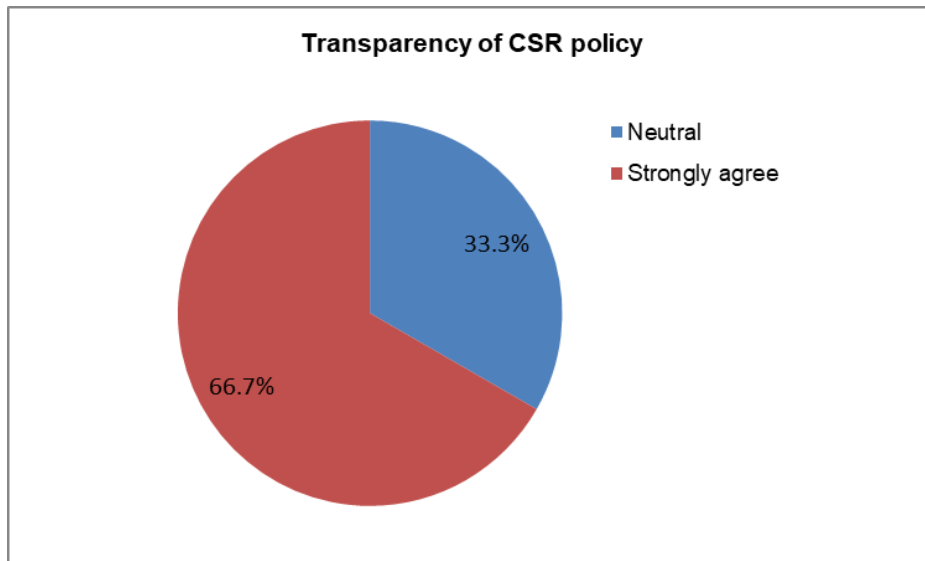
**Figure 4.8: Zimplats has a sustainable CSR policy.**

The second objective of this study sought to assess the CSR policy of Zimplats with reference to sustainable development. 66.7% of the respondents strongly agreed that Zimplats corporate social responsibility policy is sustainable while 16.7% agreed. Only one (1) respondent was neutral. Most of the respondents think that Zimplats' CSR policy is sustainable. This concurs with the views of Dercosa (2019) who states that a sustainable CSR policy places stakeholders at the center of its activities through continuous communication, engagement, and transparency. The findings, therefore, suggest that Zimplats' CSR initiatives are sustainable and well communicated to all stakeholders. This sends a very strong message about the importance of embedding sustainability in CSR policy.

#### **4.3.6.4 Transparency of CSR policy**

Question 4 of the questionnaire for Zimplats employees sought to determine the transparency of Zimplats' CSR policy. Figure 4.9. is a graphical representation of the results.





**Figure 4.9: Transparency of CSR policy**

66.7 percent strongly agreed that Zimplats' corporate social responsibility is carried out in an open and transparent manner, while 33.3 percent disagreed. Zimplats' corporate social responsibility, according to the majority of respondents, was done in a transparent manner. These findings concur with the views of Zadeh (2020: 16) who state that transparency is necessary in CSR for stakeholders to have proper insight into the issues that affect them. The findings, therefore, suggest that Zimplats' corporate social responsibility was conducted transparently.

#### **4.3.6.5 Understanding Zimplats' CSR policy**

Question 7 of the interview schedule sought the opinion of Zimplats management on their understanding of Zimplats' CSR policy. A discussion of the findings is set out below.

The second objective of this research was to evaluate Zimplats' CSR policy in terms of long-term sustainability. Zimplats' CSR approach, according to empirical evidence from corporate executives, covers three strategic issues: economic development, social development, and environmental protection. All CSR programmes are planned and implemented in line with the company's CSR policy. The company's CSR policy ensures that each CSR programmes implemented contributes towards either economic growth of the community, social development and /or protection of the environment. One of the respondents had this to say about Zimplats CSR policy.

*The company conducts an extensive community survey of social and economic situation in the community to determine the needs of the community members. This in turn helps the company to prioritize and focus on the most important issues. “Our company adopts projects and programmes based on the needs of the community and the ability of the project to sustainably build the capacities of beneficiaries. We believe that community involvement in the decision-making process is important when it comes to effective planning and implementation of projects”.*

As a result of this strategy the respondents agreed that the social and economic aspects of Mhondoro-Ngezi community have improved. These findings are in line with the views of Mzembe, Lindgreen, Maon and Vanhamme (2016: 167) who aver that effective CSR policy can send a strong message to all stakeholders who demands high standards of social and environmental risk management from companies.

The above findings show that it is important that companies have sound and well communicated CSR policies that try to meet the growing needs of stakeholders sustainably.

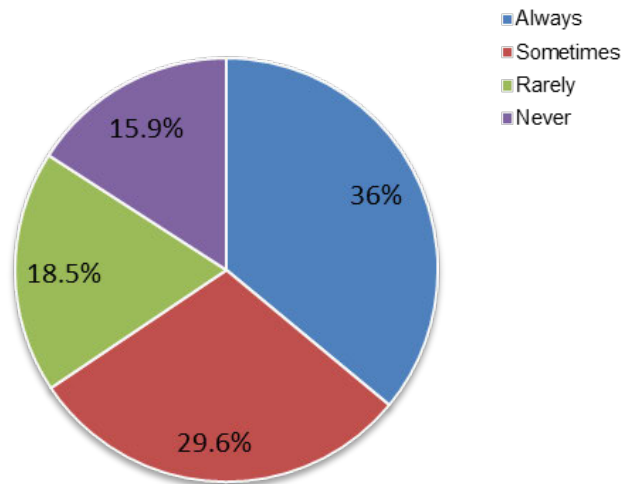
#### **4.3.7 Theme Three: Stakeholder participation and satisfaction with existing Zimplats CSR practices**

This theme sought to assess stakeholder participation and satisfaction with existing CSR practices. The theme included a combination of Questions 10 of the questionnaire for community, Question 5,7,9 and 11 of the questionnaire for Zimplats’ employees and question 6 of the interview schedule. Respondents were asked to rate statements in each question using the Likert Scale. The results for each of the questions are presented below.

Question 10 sought to determine the participation of respondents in discussions on how to solve community development challenges with Zimplats. Figure 4.10 is a graphical representation of the results.

#### 4.3.7.1 Participation in discussions on how to solve your community development challenges with Zimplats.

Participation in discussions on how to solve community development challenges with Zimplats



**Figure 4.10: Participation in discussions on how to solve your community development challenges with Zimplats.**

The third objective of the study was to assess stakeholder involvement and satisfaction on existing Zimplats CSR practices. 36% of the respondents said that they always participate in discussions on how to solve their community development challenges with Zimplats while 29.6% sometimes participate and 18.5% rarely participate. Only 15.9% of the respondents said they never participated in discussions on how to solve their community development challenges with Zimplats. Most of the respondents agreed that they always participate in discussions on how to solve their community development challenges with Zimplats. It appears that the Zimplats engages the community on how to address community development challenges. These results correlate with assertions from Mitchel (2016:17) who argued that the stakeholder approach presents a platform where managers can engage with and address stakeholder concerns as well as assessing stakeholders which deserved their immediate attention and urgency. Similarly, according to Benon-be-isan Nyuur, Ofori and Debrah (2014: 105-107), stakeholder engagement is an important tool used to sustain business activities. This shows the importance of stakeholder engagement and participation in developmental projects which affect their wellbeing.

#### 4.3.7.2 Familiarity with the initiatives and actions related to CSR.

Question 5 of the Zimplats employee survey asked if employees were aware of the company's CSR initiatives and actions. Table 4.7 is a graphic representation of the results.

I am familiar with the initiatives and actions related to CSR that have been introduced at the workplace					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	2	33.3	33.3	33.3
	Strongly agree	4	66.7	66.7	100.0
	Total	6	100	100.0	

**Table 4.7: I am familiar with the initiatives and actions related to CSR.**

The third objective of the study assessed stakeholder involvement and satisfaction on existing Zimplats CSR practices. 66.7 percent of respondents strongly agreed that they were aware of Zimplats' corporate social responsibility programmes, while 33.3 percent said they were aware. Zimplat's CSR practices were familiar to the majority of the respondents. Zimplats' CSR policy had been properly conveyed to stakeholders, according to the findings. These findings are consistent with the views of Ali (2015: IX) who contends that communication is of vital importance to businesses. Hence, the growing popularity of social media and other communication platforms has led organisations to adopt them in marketing, customer services/interaction, as well as reputation management. This echoes with the findings of Masuku, Chitsike and Moyo (2014:46) who contend that exchange of information between the enterprise and the community is of utmost importance as it is the best approach to meet community developmental needs.

#### 4.3.7.3 Involvement of community in CSR projects

Question 9 requested respondents to indicate their involvement in CSR projects. The results are presented in Table 4.8.

Involvement of community in CSR projects					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	2	33.3	33.3	33.3
	Strongly agree	4	66.7	66.7	100.0
	Total	6	100	100.0	

**Table 4.8: Involvement of community in CSR projects**

The third objective assessed stakeholder involvement and satisfaction on existing Zimplats CSR



practices. 66.7 percent of respondents strongly agreed that Zimplats engaged the community in its CSR projects, while 33.3 percent strongly disagreed. Zimplats engaged the community in their CSR programmes, according to many of the responders. When it comes to CSR projects, it appears that Zimplats involved the community. Stakeholder participation was cited as a key aspect in CSR implementation by Benon-be-isan Nyuur, Ofori, and Debrah (2014:105-107).

#### **4.3.7.4 Engagement with the local community?**

Question 6 of the interview schedule sought to determine whether Zimplats engage with the local community. A discussion of the findings is set out below.

The third objective of the study was to assess stakeholder involvement and satisfaction on existing Zimplats CSR practices. Stakeholder engagement is at the center of Zimplats' daily operations, according to findings from semi-structured interviews with Zimplats management. One of the respondents had this to say.

*Zimplats understands the value of the local community and its potential impact on the business. As a result, community involvement is vital to the company's operations.*

Zimplats employs a variety of criteria, methods, and stakeholder engagements to determine the community's needs. Community engagement, according to the company's management, allows the company to better understand and respond to the needs of local communities. The company's stakeholder engagement policy incorporates all stakeholder expectations, demonstrating the company's commitment to strong community relations. As a way of serving the demands of the community, the company also publishes CSR reports on its website as well as annual reports. The findings support the findings of Benon-be-isan Nyuur, Ofori, and Debrah (2014: 105-107), who highlighted stakeholder engagement as a key instrument for sustaining business operations.

#### **4.3.7.5 Zimplats Relationship with local communities**

Question 8 aimed at determining the relationship between Zimplats and the local communities.

The results are presented in Table 4.9 below.

<b>The organisation has a good relationship with the local communities</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Neutral</b>	1	16.7	16.7	16.7
	<b>Agree</b>	1	16.7	16.7	33.3

	<b>Strongly agree</b>	4	66.7	66.7	100.0
	<b>Total</b>	6	100	100.0	

**Table 4.9: The organisation has a good relationship with the local communities.**

The third objective of the study was to assess stakeholder involvement and satisfaction on existing Zimplats CSR practices. 66.7% of the respondents strongly agreed that they had good relationship with Zimplats, while 16.7% agreed that they had a good relationship with the company, one (1) manager was neutral. Most of the respondents indicated that they had a good relationship with Zimplats during CSR projects. The findings suggest that Zimplats engages with the surrounding community to build a good relationship with stakeholders during CSR projects. These findings are consistent with the views of Babarinde (2009: 358) who contend that CSR is a technique that is used by companies to manage relationships with stakeholders, which in turn enables a better relationship between the company and its internal and external stakeholders.

#### **4.3.7.6 Zimplats' sustainable efforts**

Question 12 requested respondents to indicate whether stakeholders would spread the word about the great things that Zimplats' does for sustainable efforts. The results are presented in Table 4.10 below.

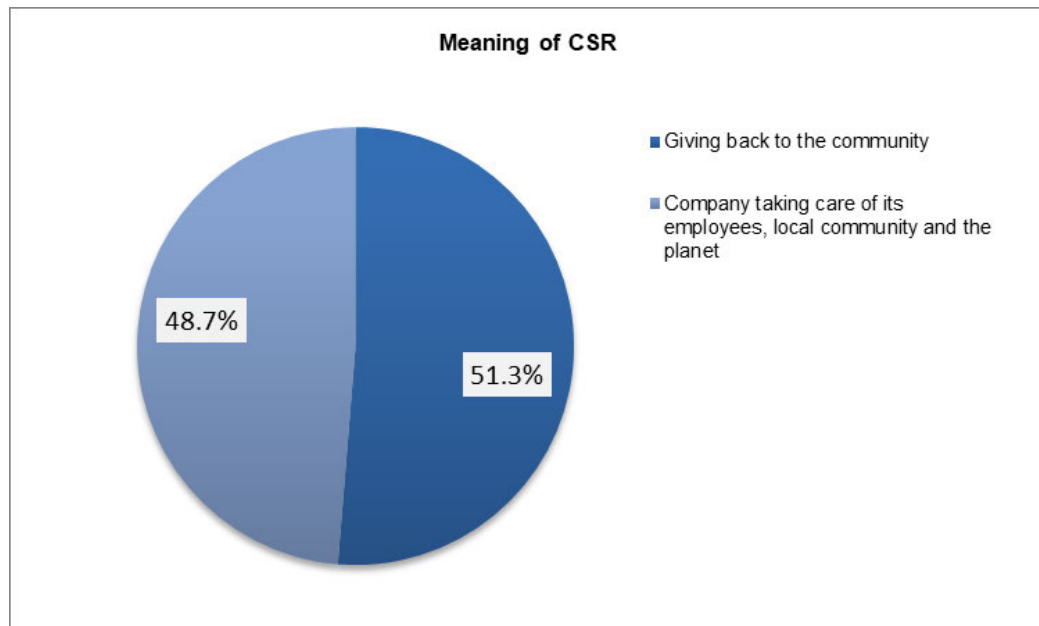
<b>Given the opportunity, I would tell others great things about Zimplats' sustainable efforts</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Neutral</b>	1	16.7	16.7	16.7
	<b>Agree</b>	2	33.3	33.3	50.0
	<b>Strongly agree</b>	3	50.0	50.0	100.0
	<b>Total</b>	6	100	100.0	

**Table 4.10: I would tell others great things about Zimplats' sustainable efforts.**

Fifty percent of the respondents strongly agreed that they would tell others about Zimplats' sustainable efforts while 33.3% agreed that they would inform others. 16.7% were neutral. Most of the respondents agreed that they would inform others about Zimplats' sustainable efforts. The findings suggest that Zimplats engages with the local community and its sustainable efforts are quite noticeable and recognised by the stakeholders. This concurs with the views of wedgwood (2019) who states that engaged stakeholders can help organisations to integrate by acting as ambassadors of the organisations.

#### 4.3.7.7 Understanding of CSR

Questions 3 of the questionnaire for community sought to investigate the meanings attached to CSR by Mhondoro-Ngezi community members. The results are analysed, interpreted, and discussed in Figure 4.3 below.



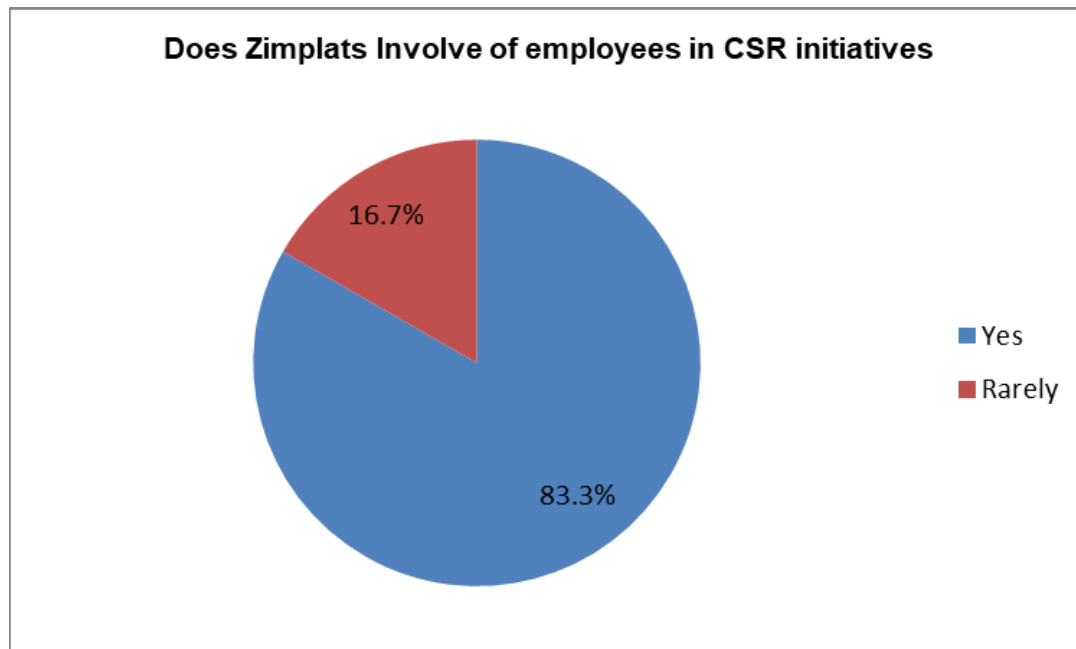
**Figure 4.11 Meaning of CSR**

The intention was to get the respondents to reveal their perceptions towards CSR, in turn establishing the attitude of the respondents towards Zimplats' corporate social responsibility involvement in community. The majority of the respondents 51.3% are of the opinion that corporate social responsibility is about giving back to the community while 48.7% strongly believe that corporate social responsibility is about the Zimplats taking care of its employees, the local community, and the planet. Most of the respondents seem to understand the meaning of CSR. This reflects the notion that resources belong to the community, hence mining corporations must maintain positive relationships with the community through CSR to operate in a peaceful manner (Thomas 2012:136).

#### 4.3.7.8 Employee involvement in CSR initiatives

Question 6 requested Zimplats employees to indicate their involvement in CSR initiatives. Figure 4.12 is a graphical representation of the findings of the study.





**Figure 4.12: Involvement of employees in CSR initiatives**

The third objective of the study was to assess stakeholder involvement and satisfaction on existing Zimplats CSR practices. When Zimplats carried out CSR projects in the community, 83.3 percent of the respondents agreed that they were constantly involved, while 16.7% said they were only occasionally consulted. The majority of employees said they were consulted during projects. The findings suggest that Zimplats involves its employees during CSR projects in the Mhondoro-Ngezi community. This is in line with literature review which states that the involvement of employees in implementing CSR is vital in that it helps them to develop positive attitudes towards CSR and the company and as a result it enhances employee commitment to achieving business goals (Bashiri, 2015:121). Amaeshi, Adegbite and Rajwani (2016: 141) concur with the above findings in that they postulate that companies that engage employees in CSR implementation have higher levels of employee motivation.

The findings reveal that stakeholder participation and involvement in developmental initiatives can help companies to build long lasting good relations with stakeholders which in turn allows them to operate peacefully.

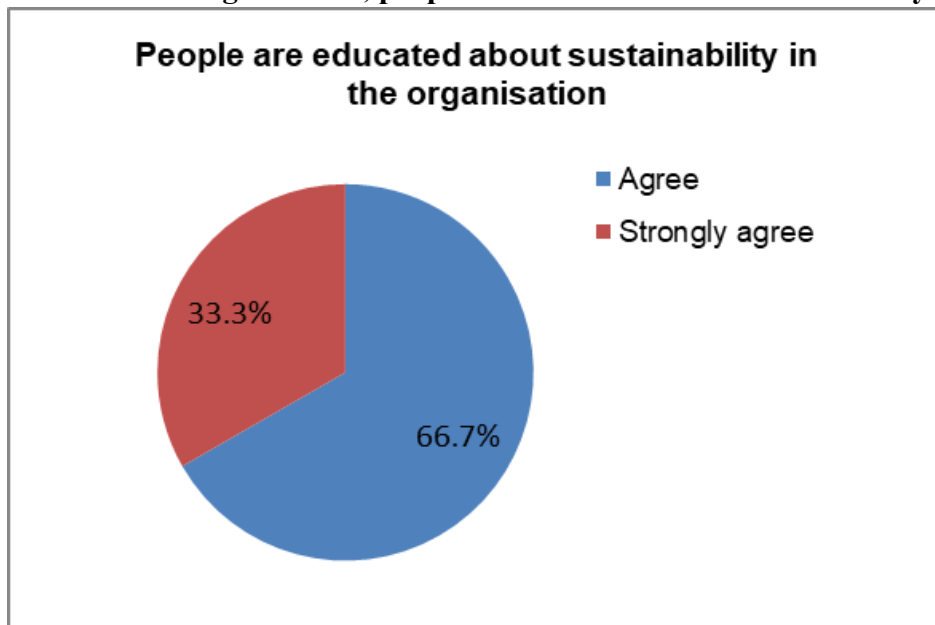


#### **4.3.8 Theme Four: The impact of Zimplats' existing CSR practices on sustainable development of local communities**

This theme sought to assess the effectiveness of the existing practices as sustainable measures of addressing community challenges. It included a combination of Questions 4, 5 and 10 of the interview schedule, question 8, 9 and 11 of the questionnaire for community and question 6, 10 and 13 of the questionnaire for Zimplats employees. The results for each of the questions are presented below.

Question 6 of the questionnaire for Zimplats employees sought to determine whether people are educated about sustainability in the organisation. Figure 4.13 is a graphical representation of the findings of the study.

##### **4.3.8.1 In the organisation, people are educated about sustainability.**



**Figure 4.13: In the organisation, people are educated about sustainability.**

The third objective of the study was to assess stakeholder involvement and satisfaction on existing Zimplats CSR practices. 66.7% of the respondents strongly agreed that they were educated about sustainability while 33.3% agreed that they were educated. The level of education about sustainability was high. The findings suggest that Zimplats had carried out educational programmes about sustainability.

Question 10 of the interview schedule sought to determine whether Zimplats invests and promotes rural education in Mhondoro-Ngezi community. A discussion of the findings is set out below.

#### **4.3.8.2 Does Zimplats invest and promote rural education in Mhondoro-Ngezi community.**

The fourth objective of this study sought to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. Findings from the structured interviews noted that Zimplats considers education as the initial or starting point in the growth and development of any community, so the company invested considerable amount of money in educational programmes. Zimplats embarked on the following education support programmes.

Zimplats contributed a significant sum of money to the construction, rehabilitation, and renovation of Mhondoro-Ngezi schools. Most schools were dilapidated before Zimplats' engagement, and as a result of Zimplats' presence in the neighborhood, education quality and delivery have considerably improved. Incentives provided to teachers in local schools have also assisted the local schools to attract qualified teachers and thereby improving the quality of education offered. Refurbishing school buildings also helped to improve children's learning environment, and this has proved to be a successful strategy for achieving high-quality education in Mhondoro-Ngezi. David Guzuzu, Marshall Hartley School, Nyangwene Primary School, St Michael's High School, Turf Primary School, Turf Secondary School, Wanganui Turf High School, and Wanganui Primary School are among the schools that have benefited from Zimplats. One of the respondents stated that.

*Zimplats has been helping to renovate local schools, particularly in Turf. The schools were turned into modern institutions similar to those seen in larger cities.*

In addition, the company supports the University of Zimbabwe's Professorial Chair in Mining and Metallurgical Engineering (UZ). This contributes to the development of post graduate students and facilitates research that will benefit the mining industry. Investing and promoting education equips students with the necessary basic knowledge and skills. According to Musarurwa (2016:17), one of the essential ways to fight poverty is education because it plays a role in equipping the community with the right skills and abilities. Maduku (2015:27), further postulates that education makes beneficiaries independent by equipping them with the necessary capabilities for survival. This is because an educated workforce can contribute to social transformation and better living

standards by taking advantage of job opportunities. The corporation made significant investments in education to prepare local youth for future employment opportunities. The goal of CSR activities, according to Trialogue (2010), is to contribute to the long-term development of communities through executing and sponsoring projects that lead to capacity building.

Question 5 of the interview schedule sought to determine whether Zimplats employs people from the local community. A discussion of the findings is set out below.

#### **4.3.8.3 Does Zimplats employ people from the local community?**

The fourth objective of this study sought to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. When businesses invest in a local community, one of the expected outcomes is job creation. According to Jenkins (2015:536), businesses can aid in the eradication of poverty by creating jobs. According to semi-structured interviews with Zimplats management, the company continues to prioritize the recruitment of people from the local communities, with the majority of employees hailing from the area. In their attempt to create employment for the local community and as part of their corporate social responsibility, the company introduced what they call the Local Enterprises Development (LEDs) . One of the respondents said the following:

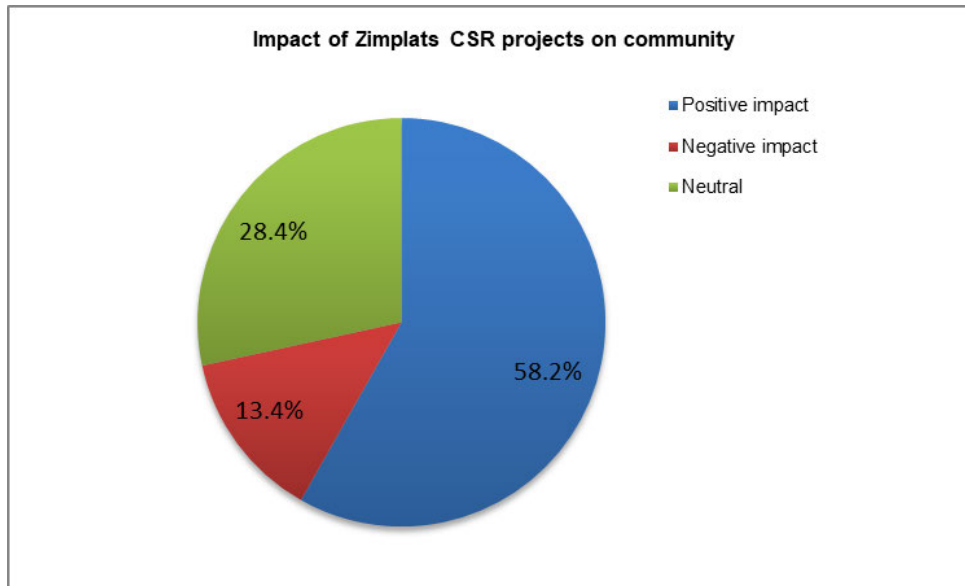
*Our company prioritizes hiring local residents, and as a result, the majority of our staff are from the area. The company continues to generate alternatives for income generation that help local communities through its established Local Enterprises Development (LEDs) initiative. The LEDs programme began in 2013 with the goal of cultivating indigenous suppliers in the Zimplats area. Through a well-structured LEDs programme, Zimplats obtains goods and services from them.*

It was also mentioned that Zimplats' labor is provided by the local workforce. The majority of the miners are chosen from various villages based on their qualifications. This is in line with Muthuri, Moon, and Idemudia's (2012:117) results, which claim that acquiring services locally is vital since it ensures that local jobs are produced. The company provides superior working conditions, medical assistance, a pension, and housing facilities, among other benefits, resulting in the greatest and most long-term employment package for locals.

#### **4.3.8.4 Impact of Zimplats CSR projects on community**

Question 8 of the questionnaire for community sought to determine the impact of Zimplats' CSR

projects on community. Figure 4.14 below exhibits the results.



**Figure 4.14: Impact of Zimplats CSR projects on community.**

Mining activities have impacted negatively on society and the environment at large. Mining firms' corporate social responsibilities, on the other hand, are seen to contribute to the development of the communities where they operate. An analysis of the impact of CSR on community development is shown in the pie chart above. The results in the pie chart above show that 58.2% of the respondents believe that CSR initiatives by Zimplats had a positive impact on the community while 28.4% were neutral. 13.4 % of the respondents think that Zimplats CSR projects had a negative impact on the community. There were fewer respondents who felt Zimplats CSR projects had a negative impact. The fourth objective of this study sought to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. The findings from the questionnaire for the community concur with the findings of the interview schedule which suggests that CSR initiatives of Zimplats have had a positive impact on the Mhondoro-Ngezi community. These results correlate with assertions from Dutta and Durgamohan (2009:213) who posited that the CSR of mining companies have an impact in the development of the local and surrounding communities. Similarly, according to Kevany (2012:46) CSR activities such as employment, environmental and health s have an impact on the development of a community.

Question 10 of the interview schedule sought to determine whether Zimplats controls the environmental impact of its mining activities in the Mhondoro-Ngezi community. A discussion of the findings is set out below.

#### **4.3.8.5 Does Zimplats control the environmental impact of its mining activities in the Mhondoro-Ngezi community.**

The fourth objective of this study sought to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. In their bid to address the environmental impact of their mining activities, Zimplats has committed to implementing its environmental management system in line with various environmental management tools aimed at improving the environment. The certified environmental management system (ISO14001:2015), the United Nations Sustainable Development Goals (UN SDGs), and other bodies such as the Radiation Protection Authority of Zimbabwe (RPAZ), the Business Council for Sustainable Development (BCSDZ), and legislation such as the Environmental Management Act (20:27) and the Water Act are among these tools (20:24). The firm works with regulatory agencies to guarantee that all license and permit applications are granted and that all requirements are met. In total Zimplats has 139 environmental licenses/permits that it complies with. One of the respondents had this to say about Zimplats' control of the environmental impact of its activities.

*We are dedicated to accountable and responsible stewardship of natural resources, as well as reducing the unavoidable environmental consequences of our mining activities. We have an ISO 14001:2015-compliant environmental management system (EMS). We make every effort to follow environmental policy, processes, regulations, legislation, and authorizations. Through various programmes such as clean-up campaigns, training, and awareness on essential environmental aspects of our activities, we disseminate environmental consciousness throughout the local community.*

The findings suggest that Zimplats has a sustainable environment management system that monitors and controls the negative impact of its mining activities in the Mhondoro-Ngezi community.

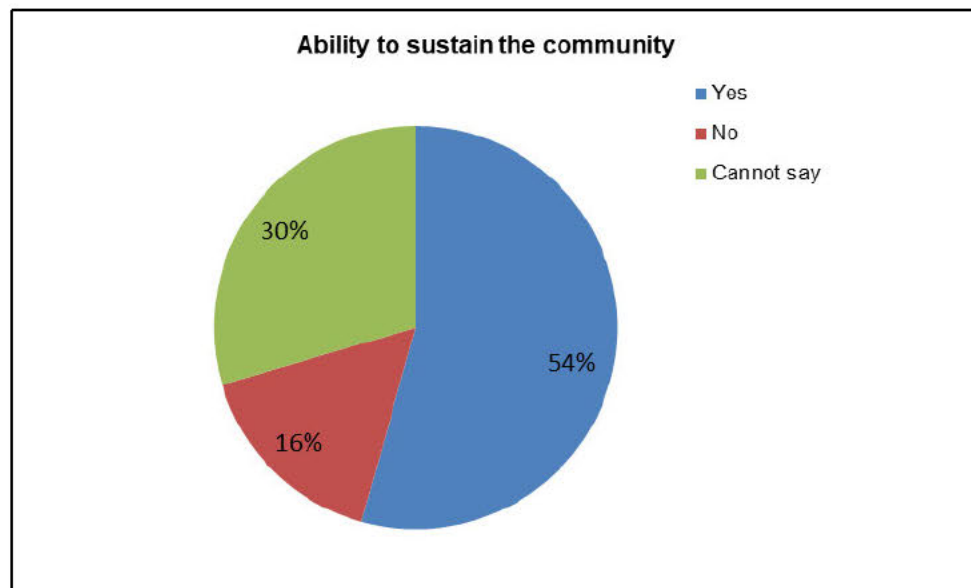
#### **4.3.8.6 Ability to sustain the community.**

Question 9 of the questionnaire for community asked respondents to indicate whether Zimplats CSR initiatives can sustain the community. Table 4.11 shows the responses of the respondents.

Figure 4.14; shows the results from the responses to the question.

<b>Given the opportunity, I would tell others great things about Zimplats' sustainable efforts</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	<b>Yes</b>	108	53.7	54.0	54.0
	<b>No</b>	32	15.9	16.0	70.0
	<b>Cannot say</b>	59	29.4	30.0	100.0
	<b>Total</b>	199	99	100.0	
<b>Missing</b>	<b>System</b>	2	1.0		
<b>Total</b>		201	100.0		

**Table 4.11: Ability to sustain the community**



**Figure 4.15: Ability to sustain the community**

The results in the table and figure above reveal that 54% of the respondents believe that the corporate social responsibility initiative of Zimplats can sustain the community while 16% did not think the initiatives are able to sustain the community and 30% were not sure. The majority of respondents believe Zimplat's CSR actions will help to sustain the community. According to the findings, Zimplats' CSR programmes are, to some extent, sustainable.

#### **4.3.8.7 Perspectives on Zimplats' CSR initiatives**

Question 11 asked Zimplats employees to indicate their perspectives on Zimplats' CSR initiatives. Table 4.12 shows the statements which respondents were asked to rate and the results from the responses to the question.

<b>Perspectives on Zimplats' CSR initiatives</b>						
	<b>Responses</b>					<b>Percent</b>
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>disagree</b>	<b>Strongly Disagree</b>	
They are relevant to community needs	15.1%	42%	9.7%	18.9%	14.3%	100.0%
Zimplats always considers community input before embarking on a project	43.4%	37.7%	14.2%	4.7%	0.0%	100.0%
They result in sustainable development	52.8%	28.3%	18.9%	0.0%	0.0%	100.0%
Zimplats' corporate social responsibility (CSR) is gender responsive	34.0%	23.6%	23.6%	9.4%	9.4%	100.0%
They have brought employment opportunities to the community	33.0%	29.2%	23.4%	9.6%	4.8%	100.0%
Zimplats has genuinely handed over development projects to the community	48.1%	28.3%	18.9%	1.5%	3.5%	100.0%
Zimplats CSR projects bring real positive change to communities	34.0%	56.0%	5.0%	1.5%	3.5%	100.0%
They improve livelihoods in the community	18.9%	42.5%	13.4%	17.8%	7.4%	100.0%

**Table 4.12: Perspectives on Zimplats' CSR initiatives**

#### **4.3.8.7.1 Relevance of initiatives to community needs**

The fourth objective of this study sought to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. 15.1 percent of respondents strongly agreed that Zimplats' CSR programmes were relevant to community needs, while 42 percent agreed they were. Only 14.3 percent strongly disagreed with the statement that they were

important. The majority of respondents thought that the CSR programmes were beneficial to the community. These findings concur with the views of Vaughan (2021) who states that CSR initiative contribute positively to the development of the community through capacity building initiatives such as employment creation, education, and training.

#### **4.3.8.7.2 Community Input**

Zimplats always considers community feedback before embarking on projects, according to 43.4 percent of key community members, while 37.7% agreed and 14.2% were neutral. Only 4.7 percent of those polled disputed that community feedback was taken into account while planning projects, with the rest agreeing. The majority of respondents believed that Zimplats took community opinion into account before engaging in developmental initiatives. The findings concur with the views of Mbirigenda (2018:32) who states that community participation in developmental projects so that community members do not feel excluded and marginalized in activities that are relevant to them.

#### **4.3.8.7.3 Sustainable development**

The fourth objective of this study sought to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. 28.3% of respondents agreed that Zimplats' CSR actions had resulted in sustainable development in their communities, with 52.8 percent strongly agreeing and 18.9% neutral. There were no respondents who disagreed that they had brought sustainable development and no respondents strongly disagreed. There were no responders who disputed that Zimplats' CSR initiatives had contributed to their community's long-term growth. This aligns with the views of Shayan (2022:12) who suggests that CSR initiatives should help companies to save the environment, society and economy thereby contributing to sustainable development.

#### **4.3.8.7.4 Gender responsive**

34 percent strongly agreed that Zimplats' CSR programmes are gender responsive, 23.6 percent agreed, and 23.6 percent were neutral. 9.4% disagreed that they were not gender responsive and only 9.4% strongly disagreed. Most of the respondents agreed that Zimplats' CSR were gender responsive. The findings suggest that Zimplats' CSR are gender responsive. This is in line with



content from Zimplats 2020 annual report which postulates that 20% of Zimplats' LEDs are led by females and this aligns with Zimplats' commitment to promoting gender equality as espoused by Sustainable Development Goal 5 (Zimplats Annual Report, 2020).

#### **4.3.8.7.5 Employment opportunities**

One of the expected roles of mining companies when they contribute to local community development is the creation of employment opportunities. According to Murwisi (2015:36) companies can help eradicate poverty through employment creation. According to the table above, 33% of respondents strongly agreed that Zimplats' CSR actions have resulted in job prospects for the community, while 29.2% agreed and 23.4 percent were neutral. Only 4.8 percent strongly disagreed that they had brought job possibilities, while 9.6 percent disagreed. The majority of respondents agreed that Zimplats' CSR had resulted in job prospects. The study's fourth objective was to investigate the efficacy of existing practices as long-term solutions to community problems. According to the findings, Zimplats' CSR resulted in the creation of jobs in the communities where they operate. This corresponds to statistics from Zimplats' 2020 annual report, which indicated that in 2020, Zimplats directly employed a total of 2 450 individuals, with 1 400 on long-term contracts and 1 050 on seasonal contracts (Zimplats Annual Report, 2020).

#### **4.3.8.7.6 Handed over development projects to the community.**

48.1% of the respondents strongly agreed that developments done by Zimplats had been handed over to the community while 28.3% agreed, 18.9% were neutral, 1.5% disagreed and 3.5% strongly disagreed. Most of the respondents agreed that development projects had been handed over to the community. The findings are consistent with the views of Maseru (2015:47) who states that companies should include stakeholders in developmental projects that affect them to enable them to continue with the projects when the company leaves.

#### **4.3.8.7.7 Real positive change to communities**

34.00% of the respondents strongly agreed that Zimplats CSR initiatives brought real change to communities while 56% agreed and 5% were neutral. 1.5% disagreed that they brought real positive change and 3.5% strongly disagreed. Most of the respondents agreed that Zimplats' CSR initiatives brought real positive change to communities. The findings suggest that Zimplats CSR

initiatives brought real positive change to communities where they were implemented for example road construction has made it possible for locals to travel to other towns and cities and through income generating projects locals are able to improve their standards of living.

#### **4.3.8.7.8 Improvement of livelihoods**

18.9% of respondents strongly agreed that Zimplats' CSR actions helped people's livelihoods, while 42.5 percent agreed and 13.4% were neutral. 17.8% disagreed that they enhanced people's lives, and 7.4% strongly disagreed. The majority of responders agreed that Zimplats' CSR actions helped their communities' livelihoods. According to the findings, Zimplats CSR activities benefited the lives of the communities in which they were executed, particularly through the creation of jobs, education sponsorships, and income-generating projects.

#### **4.3.8.8 The organisation's CSR efforts have long-term value for the community.**

Question 6 sought to determine the long-term value of Zimplats' CSR efforts for the community. Table 4.13 indicates the results obtained.

<b>The organisation's CSR efforts have long term value for the community</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Agree</b>	2	33.3	33.3	33.3
	<b>Strongly agree</b>	4	66.7	66.7	100.0
	<b>Total</b>	6	100.0	100.0	

**Table 4.13: The organisation's CSR efforts have long term value for the community.**

The fourth objective of this study sought to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. 66.7% of the respondents strongly agreed that Zimplats' CSR efforts have long term value for the community while 33.3% agreed that they have long term value. Most of the respondents agree that Zimplats' CSR efforts have long term value for the community. The findings suggest that Zimplats's CSR initiatives are

sustainable due to the long-term benefits of capacity building initiatives undertaken by Zimplats such as income generating projects and education sponsorships. These findings are consistent with the views of Babarinde (2009: 358) who states that CSR is about investing in social causes thereby addressing social and environmental concerns.

#### 4.3.8.9 Perspectives on Zimplats' CSR initiatives

Question 13 sought to determine the perspectives of respondents on Zimplats' corporate social responsibility. Table 4.14 indicates the results obtained. This is followed by an analysis of results and discussion of the findings.

<b>Perspectives on Zimplats' CSR initiatives</b>						
	<b>Responses</b>					<b>Percent</b>
	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>disagree</b>	<b>Strongly Disagree</b>	
Zimplats CSR has improved livelihoods in our community	66.6%	16.7%	16.7%	0.0%	0.0%	100.0%
The projects delivered can be replicated without further input from Zimplats	50.0%	33.3%	0.0%	16.7%	0.0%	100.0%
The projects have helped to increase family incomes	50.0%	33.3%	16.7%	0.0%	0.0%	100.0%
The projects generate meaningful employment	16.7%	50.0%	16.7%	16.7%	0.0%	100.0%
Projects delivered can be sustained without further input from Zimplats	66.6%	16.7%	0.0%	16.7%	0.0%	100.0%

**Table 4.14: Perspectives on Zimplats' CSR initiatives**

##### 4.3.8.9.1 Improvement in livelihoods

The fourth objective of this study sought to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. 66.6 percent of respondents strongly agreed that Zimplats' CSR actions had helped their communities' livelihood, while 16.7% agreed and 16.7% were neutral. The majority of respondents agreed that CSR programmes enhanced

people's lives. This shows that Zimplats' CSR actions increased the community's standard of living. This is in line with the content of the Zimplats annual report, which states that Zimplats has equipped the local community through skills transfer, financial and technical capacity building, resulting in an improved lifestyle for the local communities through the local enterprise development programme (LEDs) (Zimplats Annual report, 2020).

#### **4.3.8.9.2 Replication Effects**

Fifty percent of respondents strongly believed that Zimplats' developments could be duplicated without their involvement, whereas 33.3 percent agreed and 16.7% disapproved. The majority of responders agreed these developments could be duplicated without the need for additional Zimplats participation. The study's fourth objective was to look into the efficacy of existing practices as long-term solutions to community problems. The findings show that development might be replicated in other areas without the involvement of Zimplats.

#### **4.3.8.9.3 Increase in family incomes**

The fourth objective of this study sought to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. 50% of respondents strongly agreed that Zimplats' CSR programmes have aided in raising family incomes, while 33.3% agreed and 16.7% were neutral. The majority of respondents felt that Zimplats' CSR programmes aided in increasing community household incomes. According to the findings, Zimplats' CSR initiatives resulted in increases in family income.

#### **4.3.8.9.4 Employment generation**

Access to employment opportunities is one of the essential tools for income generation for the poor. This can help them to escape the effects of poverty according to Scoones (2009:211). In addition to that according to Mapange (2016:71) for poor people in the rural areas to fight poverty and ensure sustainable livelihoods there is need to ensure that they have access to vital social and economic assets. According to the table above, 50% of respondents agreed that Zimplats' CSR programmes resulted in meaningful employment, with 16.7% strongly agreeing and 16.7% unsure. 16.7% of respondents disagreed that Zimplats' projects resulted in significant employment. The majority of respondents agreed that Zimplats' CSR programmes resulted in meaningful employment. According to the findings, Zimplats implemented CSR projects that resulted in meaningful employment, as evidenced by the Zimplats annual report 2020.

#### **4.3.8.9.5 Sustainability**

The fourth objective of this study sought to investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges. 66.6 percent strongly agreed that the achievements brought about by Zimplats' CSR initiatives could be sustained without their additional input, while 16.7% agreed. 16.7% of those polled disagreed that the current trends could be sustained without Zimplats' involvement. The findings show that developments sparked by Zimplats' CSR could be sustained without their involvement in the future.

#### **4.3.8.10 Does Zimplats have measuring models for assessing and evaluating the outcomes of its CSR s on sustainable community development?**

Question 8 of the interview schedule sought to determine the measuring models for assessing and evaluating the outcomes of Zimplats' CSR s on sustainable community development. The findings from the structured interviews are discussed below.

Findings from the structured interview indicated that Zimplats does not currently have a measuring model which enables it to measure the impact of its CSR s on sustainable community development. However, evidence suggests that the company recognizes the need to develop an effective model in order to overcome challenges associated with CSR implementation. The findings are consistent with the views of Merham and Skinner (2016: 120) who postulate that CSR has been hindered by absence of measuring models and benchmarks that enable companies to adequately measure the impact and effectiveness of CSR s. The above findings are also in line with the views of Rampersad (2015: 315) who also concurs that the lack of an effective mechanism that measures effectiveness of community development s has hindered CSR. It is important that companies put in place CSR measuring models in order to assess and evaluate the sustainability of their CSR initiatives.

#### **4.3.8.11 Areas where CSR implementation is most challenging.**

Question 9 of the interview schedule sought to determine areas where CSR implementation is most challenging for Zimplats. The findings of the structured interview are discussed below.

The findings from the structured interview indicated that Zimplats had to deal with certain challenges when implementing their CSR policies. The results noted legal compliance, financial constraints, governmental interference, and weak regulatory systems as some of the challenges that the company encounters. This concurs with the views articulated by Andrews (2016: 13) who

observes that on the African continent there is often conflict between the state and traditional authorities a system he referred to as 'legal pluralism'. This is due to weak regulatory systems. The findings are also in line with the views of Wixley and Everingham (2010: 204) who noted legal compliance as a major challenge that companies face. According to Waweru (2014: 456), developing countries face a slew of issues, including insufficient legal constraints and investor protection, as well as frequent government meddling. It is therefore important that host governments together with companies put in place strong regulatory systems and legal controls to overcome the challenges in CSR implementation.

#### **4.4 Discussion of findings**

The public was well-informed about Zimplats' corporate social responsibility programmes. In line with Deng, Kang, and Low (2013:24), the organization implemented actions which it saw as compatible with their core business to improve the welfare of the community. The findings backed up Jablonkai's (2013) claim that a company's corporate social responsibility can only thrive if it is adequately conveyed to recipients. In support of this assertion, Peloza, and Shang (2011) called for CSR to be presented to all stakeholders without discrimination.

Zimplats engaged the community in their CSR programmes, according to many of the responders. Zimplats' method is in accordance with Orlitzky, Siegel, and Waldman (2011), who claim that involving communities in CSR projects increases their sense of ownership of the developments that result. The majority of community people said they were consulted during projects. Their reactions were unaffected by their social roles. The findings are consistent with Renouard (2011), who stated that including communities in CSR without giving them decision-making power is pointless. Zimplats' corporate social responsibility, according to the majority of respondents, was done in a transparent manner and involved community members.

The majority of respondents thought that the CSR programmes were beneficial to the community. The findings support Chu and Majumdar's (2012) conclusion that community involvement provides a more realistic picture of the problem. The majority of responders agreed that Zimplats' CSR actions helped their communities' livelihoods. Fewer people disagreed that Zimplats' CSR actions had resulted in sustainable development in their community. The findings support Zamagni's (2012) assertion that the most important output of corporate social responsibility is sustainable development. The majority of respondents agreed that Zimplats' CSR had resulted in

job prospects. Working days were created in this scenario, according to Chu and Majumdar (2012), suggesting sustainable development.

Zimplats, according to the majority of respondents, considers community input before engaging in projects. The findings support the arguments of Aguinis and Glavas (2012), who claim that development projects cannot succeed if community voices are silenced. The majority of responders agreed these developments could be duplicated without the need for additional Zimplats participation. This is in line with Du, Battachaya, and Sen (2011), who suggested that for livelihoods to improve, developments in other communities should be replicable without additional external input. None of the respondents disagreed that the current trends could be maintained without Zimplats' continued involvement. The findings support Du, Battachaya, and Sen (2011)'s argument that for improved livelihoods to be accomplished, development must be sustained without additional external input. The majority of respondents agreed that Zimplats' CSR projects resulted in significant job creation. The majority of respondents believed that Zimplats' CSR efforts had a positive impact on the community's family incomes. CSR initiatives, according to the majority of responders, benefited the livelihoods of communities. The findings back Du, Battachaya, and Sen's (2011) assertion that sustainable development is impossible without improved livelihoods.

There is a strong link between regulated corporate social responsibility efforts and long-term sustainable development. According to Aguinis and Glavas (2012), sustainable development can only be realized if sustainable CSR is regulated, and beneficiaries have a sense of ownership over the development. The findings support Chu and Majumdar's (2012) findings that suggested that regulating CSR and involving the community in project design improves project acceptability and contributes to sustainability.

#### **4.5 Conclusion**

The study's findings were discussed in this chapter. The results were presented graphically as pie charts and tables, as well as statistically as percentages and proportions. To interpret the results, the findings were discussed in light of the relevant literature. The study's summary, conclusion, and suggestions will be presented in the following chapter.

Semi-structured interviews with the management of Zimplats indicated that the company has managed to contribute to various sustainable development initiatives in the Mhondoro-Ngezi community. empirical evidence from the company's representative noted that Zimplats has spent millions of dollars on community development projects as part of its CSR activities.

According to semi-structured interviews with Zimplats management, the company has been able to contribute to a variety of sustainable development efforts in the Mhondoro-Ngezi community. Zimplats has invested millions of dollars in community development projects as part of its CSR operations, according to empirical information provided by the company's representative.



## **CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The goal of this study was to investigate Zimplats' corporate social responsibility in terms of sustainable community development in impoverished countries such as Zimbabwe. The preceding chapter's study supports the notion that a company's CSR activities can help to bring sustainable development to the areas in which it operates. However, the analysis reveals that the extent to which CSR efforts may contribute to long-term development is primarily determined by how they are designed and how they respond to local circumstances. The study discovered disparities in participants' reactions and perceptions of whether the projects contribute to sustainable community development. As a result, this chapter provides conclusions as well as a description of the research objectives achieved, and recommendations for how mining firms might accomplish sustainable development through their CSR efforts. The chapter will conclude by outlining some research topics that could lead to real solutions for effective sustainable development through CSR s.

### **5.2 Overview of the theoretical orientation of study**

Chapter two of this study contained the literature review, which provided a broad view on the concepts of corporate social responsibility and sustainable development from an international, African, and national perspective. The chapter provided a historical review of sustainable development and CSR practices. The policies directing CSR in Africa, South Africa and Zimbabwe were identified and analysed. The correlation between CSR and sustainable development was highlighted. In addition, the correlation between CSR and sustainable development goals was explained. The need for mining companies in Zimbabwe to engage in sustainable CSR was presented in the study.

The literature review provided an overview of the various legislative frameworks guiding CSR implementation in South Africa and Zimbabwe to ensure that companies become more socially responsible in a sustainable way. The chapter presented various challenges associated with the implementation of corporate social responsibility by Zimbabwean companies. The chapter further discussed theories associated with CSR, thereby laying out the theoretical framework of the concept. In this regard, the study outlined the different theories related to CSR, which are the Legitimacy theory, Stakeholder theory and Institutional theory. The definitions ascribed to the

concepts were discussed and the fact that there is no single acceptable definition for the concepts was clearly demonstrated.

### **5.3 Research problem/questions**

The critical problem that this study sought to highlight was the influence that CSR has on sustainable development of communities in which mining companies operate. The findings revealed that the research problem/questions are answered satisfactorily. This is confirmed by the responses given by participants and respondents regarding the role of CSR in sustainable development of adjacent communities. The findings revealed that CSR has the potential to bring sustainable development in local communities if it is properly implemented through various CSR tools such as sustainable CSR policies, stakeholder engagement and participation. The findings also revealed that there is need for effective measuring and evaluation tools to be developed for and by companies wishing to determine the impact of their CSR implementation on their company's triple bottom line.

### **5.4 Summary of findings**

This study set out to assess the influence of CSR on Sustainable Development in Zimbabwe mining sector with the intention of determining the effectiveness of current CSR initiatives of Zimplats in achieving sustainable community development. The study was categorised into four themes and data collected from the questionnaires and structured interviews was analysed in accordance with the identified themes. The findings from the self-administered questionnaires and the interview were then compared to the literature on the themes to determine whether the findings were consistent or inconsistent with the literature. The summary of the research findings is presented below.

- Zimplats view CSR implementation as an important aspect of their company. The company has invested millions of US dollars in CSR projects.
- Zimplats has a transparent CSR policy, which addresses three strategic issues namely environmental protection, social development, and economic development. The findings reveal that the company takes sustainability issues seriously.
- Zimplats engages with both internal and external stakeholders on CSR matters. The findings reveal that the company values the importance of stakeholder engagement as part of its business operations.

- Zimplats' CSR initiatives contribute to sustainable community development. The company invested considerably in projects that lead to capacity building, namely, education, employment creation, income generating projects and health and safety.
- The company is yet to develop measuring and evaluating tools to adequately measure and evaluate the influence of CSR on sustainable community development. The findings reveal that when CSR's contribution to sustainable development of local communities is adequately measured and evaluated, companies will have the propensity to spend more on CSR related activities, particularly if a direct relationship between CSR implementation and company profitability is established.

The next section will outline the achievement of the study objectives and an explanation of how the objectives were attained.

### **5.5 Achievement of research aims and objectives of the study.**

The study's goal was to evaluate the impact of corporate social responsibility on sustainable development, with a particular focus on Zimplats' activities in Mhondoro Ngezi district. The researcher was able to administer the questionnaire to community members in the 16 wards of the district and Zimplats employees and conduct Interviews with Zimplats management. The findings are presented:

#### **5.5.1 Objective One: To determine the CSR practices of Zimplats.**

The objective was tested and examined under theme one of the study in order to determine the success of this objective. This theme sought to determine the CSR practices implemented by Zimplats. It included a combination of question 2 and question 3 of the interview schedule and Question 6 and 7 of the questionnaire for the community. The findings for this theme indicate that Zimplats has invested millions of dollars on CSR projects, which include Income generating projects, Covid-19 community support, Community project on albinism, Health and safety, sports development, and education. These findings suggest that Zimplats has implemented a number of development activities in the local community as part of its CSR initiatives. In order to verify these findings correlation tests were done and the results revealed a significant relationship between regulated CSR initiatives and sustainable development. This implies that there is a significant relationship between CSR initiatives and sustainable development.

From the above, it is implied that the objective was achieved successfully. The findings identified that Zimplats has implemented a number of CSR initiatives in the local communities.

#### **5.5.2 Objective two: To assess the CSR policy of Zimplats with reference to sustainable development.**

In order to determine the success of this objective, the objective was tested under theme two of the study. This theme sought to determine the sustainability of Zimplats' CSR policy. The theme included a combination of question 4 and 5 from the questionnaire for the community and question 3 and 4 from the questionnaire for Zimplats employees and question from interview schedule for Zimplats management. The findings indicate that Zimplats has a sustainable CSR policy which addresses three strategic issues namely environmental protection, social development, and economic development. The evidence also suggests that Zimplats has a transparent CSR policy which is effectively communicated to stakeholders. further the sustainable CSR policy is transparent and well communicated to stakeholders. A correlation test was done to validate the findings and the results showed a statistically significant relationship between the two variables namely CSR policy and sustainable development. This implies that an effective CSR policy will lead to sustainable development of the local community.

#### **5.5.3 Objective three: To assess stakeholder participation and satisfaction with existing CSR practices.**

This objective was tested and examined in theme three of the study. This theme sought to assess stakeholder participation and satisfaction with existing CSR practices. The theme included a combination of question 10 of the questionnaire for community, Questions 5,7,9 and 11 of the questionnaire for Zimplats' employees and question 6 of the interview schedule. The findings indicate Zimplats has an effective stakeholder engagement policy as most of the respondents agreed that they always participate in discussions on how to solve their community development challenges with Zimplats. This reveals that Zimplats engages the community on how to address community development challenges which is vital for sustainable community development to be effective. The findings were subjected to the correlation test to determine whether stakeholder participation contributes to sustainable development of the local community. The test revealed that there was a positive relationship between stakeholder participation and sustainable community

development. This implies that when stakeholders are involved in CSR projects this strengthens company CSR implementation thereby leading to sustainable community development.

#### **5.5.4 Objective four: To investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges.**

This objective was tested in theme four of the study. This theme sought to assess the effectiveness of the existing practices as sustainable measures of addressing community challenges. It included a combination of questions 4, 5 and 10 of the interview schedule, questions 8, 9 and 11 of the questionnaire for community and questions 6, 10 and 13 of the questionnaire for Zimplats employees. The findings suggest that Zimplats' CSR initiatives can contribute to sustainable community development. The company invested considerable in projects that lead to capacity building namely, education, employment creation, income generating projects and health and safety. and it is evident that Zimplats' CSR initiatives can sustain the community. findings revealed that Zimplats' CSR initiatives were relevant to community needs, gender responsive, create jobs, lead to improvement of livelihoods and have long term value for the community therefore sustainable. The above findings were subjected to the correlation test to determine the effectiveness of existing Zimplats CSR initiatives in achieving sustainable development. On the variable relating to education the test revealed that there is a statistically significant positive relationship between this variable and sustainable development. This implies that when a company engages in projects that lead to capacity building this can lead to sustainable community development.

On the variable relating to employment creation, the correlation test revealed a statistically significant, positive relationship between this variable and those relating to sustainable development. This implies that when a company engages in initiatives that create jobs for the local community that consequently leads to the socio-economic development of the local communities.

### **5.6 Conclusion**

This study sought to assess the effectiveness of corporate social responsibility in achieving sustainable development in the mining sector in Zimbabwe. A case study of Zimplats. The following are the conclusions derived from the findings of the study.

#### **5.6.1 Objective One: To determine the CSR practices of Zimplats.**

The following conclusions emerged from the study with regard to this objective:

- In the Mhondoro Ngezi district, Zimplats has established several corporate social responsibility activities. According to the findings, Zimplats engaged in corporate social responsibility activities in the district over the previous 12 months.
- The CSR budget of Zimplats has grown in the last five years because of increase in funding towards health and safety, sports development and income generating projects. The increase in CSR budget in the last five years is a sign that Zimplats is making a meaningful contribution in addressing economic, social, and environmental problems in Mhondoro-Ngezi community including the fight against the spread of COVID-19.

**5.6.2 Objective two: To assess the CSR policy of Zimplats with reference to sustainable development.**

- Zimplats' CSR policy addresses three strategic issues namely, economic development, social development and environmental protection.
- Zimplats effectively communicates its CSR policy to stakeholders.
- Zimplats has a sustainable CSR policy.
- Zimplats' corporate social responsibility was conducted transparently.

The study further concludes that companies must have sound and well communicated CSR policies that try to meet the growing needs of stakeholders sustainably.

**5.6.3 Objective three: To assess stakeholder participation and satisfaction with existing CSR practices.**

- Zimplats involves stakeholders in its corporate social responsibility projects.
- Zimplats' stakeholder engagement policy integrates all stakeholder's expectations thus showing how committed the company is to building good relations with the local community.
- Zimplats engages with the surrounding community and tries to build a good relationship with stakeholders during CRS projects in their wards.

**5.6.4 Objective four: To investigate the effectiveness of the existing practices as sustainable measures of addressing community challenges.**

- Effective implementation of Zimplats' CSR initiative can contribute towards sustainable development of local communities.
- Zimplats invest and promotes projects that lead to capacity building and consequently sustainable development namely, rural education and job creation.
- Zimplats' CSR initiatives have had a positive impact on the Mhondoro Ngezi community.

- Zimplats has a world class environmental management system which is based on the ISO 14001:2015 standard requirements.
- Zimplats CSR initiatives can sustain the community.
- The organisation's CSR efforts have long-term value for the community.
- Zimplats' CSR initiatives had improved livelihood in their communities.

The next section discusses the researcher's suggested recommendations derived from this study.

## **5.7 Recommendations**

This study, according to the researcher, has laid the groundwork for future research in the subject of CSR and sustainable community development. The following recommendations are provided to the government, management, stakeholders, and CSR professionals based on the study's findings:

- 5.7.1 Recommendation 1:** The current Zimbabwean laws do not oblige companies to engage in CSR projects therefore the adoption of a mandatory approach to CSR implementation in Zimbabwe especially in the mining sector would benefit the communities. The recommendation is based on the fact that mining companies harm the environment and also the focus of CSR is shifting to include sustainable community development issues.
- 5.7.2 Recommendation 2:** Sustainable Development and Corporate Social Responsibility are related management tools. Therefore, Top management together with the government and communities should develop policies and frameworks that ensure that CSR projects bring sustainable development. There should be a synergy between businesses, government and communities at every stage of CSR implementation in order to ensure sustainable community development.
- 5.7.3 Recommendation 3:** Given that community involvement in CSR initiatives has been shown to result in long-term development, it is suggested that the organization form a committee comprised of technical personnel and members of the community to recommend projects that more correctly and broadly address the community's requirements.
- 5.7.4 Recommendation 4:** Stakeholder inclusiveness policies, processes and strategies should be developed and implemented by all mining companies. Stakeholders should be consulted and involved in company decision making, particularly in the area of CSR implementation.

Communication structures and systems should be set up for stakeholders to communicate their concerns with the company.

**5.7.5 Recommendation 5:** Mining firms must invest in capacity building for long-term sustainability in order to ensure that communities can run operations independently after they have left. Given the extent of poverty and underdevelopment, as well as the need for development in rural areas such as Mhondoro Ngezi, this is particularly crucial.

**5.7.6 Recommendation 6:** Mining companies should be in the forefront of developing long-term sustainable CSR initiatives, which can be built upon by successive management. Company management should avoid situations where they engage in short-term projects where they completely hands off once the projects are completed. Long-term sustainable CSR projects will allow the executing companies to continue to have a stake in the project and therefore be able to intervene, fix, maintain, alter, amend, or expand on the projects for the benefit of communities.

**5.7.7 Recommendation 7:** A generic CSR measuring and evaluation tool that can be adapted to meet the different business peculiarities should be developed for and by companies wishing to determine the impact of their CSR implementation on their company triple bottom line. The recommendation is based on the fact that Zimplats does not currently have a measuring and evaluation tool to measure the contribution of its CSR projects to sustainable development.

**5.7.8 Recommendation 8:** Baseline studies should be conducted in the area to ensure that the need for such an intervention is clearly established before the project is executed, in order to avoid development that does not meet the requirements of the people.

**5.7.9 Recommendation 9:** To guarantee that development is divided evenly among the many wards in the districts, a strategic master plan should be devised to ensure that development is delivered to all wards over a defined period before a new phase begins.

## **5.8 Future Research direction**

The results from this study form a foundation for future research to be conducted throughout all companies operating in Zimbabwe in order to address further aspects of CSR. More research is required on the following:



- What constitutes successful sustainable community development. Definitions on sustainable community development vary depending on the development priority of the research. Being able to define community development theory and practice from an academic perspective would add tangible value to international and Zimbabwean development agenda.
- Further studies to develop a generic technology-based measuring tool that can be modelled to fit specific company needs to measure the direct impact of CSR on sustainable community development.
- Devising a Zimbabwean standard of CSR that is contextually and locally relevant to the prevailing socio-economic development requirements of Zimbabwean communities where businesses operate is necessary.
- Given the need to expand development to more rural populations, future research might focus on building a framework for collaboration among development agencies to facilitate resource sharing and, as a result, more fast and long-term development.
- More research should concentrate on building a framework for utilizing more local resources during development projects to reduce project costs and provide more working days for local populations.
- Among the various areas on which CSR and skills development might be investigated, the role of CSR in economic and human development and sustainability would be valuable to Zimbabwe. The literature review on CSR revealed that most research has been done in the developed economies. Therefore, to understand how CSR could promote development, it would therefore require that its manifestation is understood within the African and the Zimbabwean contexts.
- Finally, this study was meant as a preliminary inquiry into a CSR issue within Zimplats; nonetheless, it is clear that it cannot address all of the difficulties' ramifications. As a result, more quantitative research might be conducted to investigate CSR-related difficulties, such as exploring a local community's CSR goal and strategy, CSR improvement, and learning.

## **5.9 Contribution to the body of knowledge**

The study's findings add to the growing body of knowledge in Zimbabwe about corporate social responsibility and sustainable development. There is a scarcity of research on the impact of CSR on sustainable community development. The majority of Zimbabwean literature on CSR and

Sustainable Development discusses the issues from a single point of view. Corporate social responsibility, according to this study, contributes to sustainable community development.

This study adds to the body of knowledge on CSR and Sustainable Development by proposing and constructing a methodology to ensure that CSR projects contribute to the long-term development of neighboring communities.

#### **5.10 Research Limitations**

- The first limitation of the study was the process of data collection. It was a very difficult exercise due to COVID-19 regulations which prevented the researcher from travelling to certain areas to conduct research. Many potential respondents could not be approached by the researcher due to fear of the covid-19 virus. This slowed down the completion of the research.
- The second limitation was the nature of the sample itself. The target population for the study is very diverse and spread across the sixteen wards of Mhondoro Ngezi district. It therefore implies that the findings cannot be generalized but can be used to add to the theory of CSR and its influence on sustainable community development.
- Focus group discussions could have also been effective in generating community consensus assessments of Zimplats' corporate social responsibility.

#### **5.11 Final Conclusions and Recommendations**

The study's major objective was to examine CSR's effectiveness as a vehicle for attaining long-term development. Ultimately, the study's main goal was to promote sustainable CSR as a tool for attaining long-term sustainable development in areas where mining firms operate. Stakeholder participation is required in all CSR programmes to assure their continuous existence and long-term viability, according to the study, to achieve sustainable community development. Overall, the outcomes of this study suggest that through CSR, mining corporations can make a significant contribution to sustainable community development.

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## APPENDIX I: QUESTIONNAIRE FOR COMMUNITY

### QUESTIONNAIRE FOR COMMUNITY

#### Instructions to Respondents

- Answer all questions.
- Place only one ✓ or circle for each answer.
- Please do not leave any question/statement blank.

#### 1. Please indicate your age

	Responses
Under 25	
25-30	
31-35	
36-40	
41-45	
46-50	
51-55	
56-60	
Over 60	

#### 2. Please indicate your gender.

	Response
Male	
Female	

#### 3. What is your understanding of Corporate Social Responsibility?


#### 4. How familiar are you with Zimplats' corporate social responsibility policy?

	Response
Not at all	
Slightly familiar	
Familiar	
Very familiar	

#### 5. Would you agree that Zimplats' corporate social responsibility is done in a



**transparent manner?**

	Response
Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

**6. Are you aware of any corporate social responsibility initiatives by Zimplats in the community in the last 12 months?**

Strongly Agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

**7. Please list any Zimplats' CSR Interventions that you are aware of.**


**8. What impact has Zimplats had on the community with its CSR projects?**

Positive impact	
Negative impact	
Neutral	

**9. Do you think that Zimplats CSR initiatives are able to sustain the community**

	Response
Yes	
No	
Cannot say	

**10. Do you participate in discussions on how to solve community development challenges with Zimplats**

	Response
--	----------

Always	
Sometimes	
Rarely	
Never	

**11. For the statements listed in the table below indicate your level of agreement that each statement describes your perception of Zimplats' corporate social responsibility initiatives**

	Responses				
	Strongly Agree	Agree	Neutral	disagree	Strongly Disagree
They are relevant to community needs					
Zimplats always considers community input before embarking on a project					
They result in sustainable development					
Zimplats' corporate social responsibility (CSR) is gender responsive					
They have brought employment opportunities to the community					
Zimplats has genuinely handed over development projects to the community					
Zimplats CSR projects bring real positive change to communities					
They improve livelihoods in the community					

Thank you for your cooperation

## APPENDIX II: QUESTIONNAIRE FOR ZIMPLATS EMPLOYEES

### QUESTIONNAIRE FOR ZIMPLATS EMPLOYEES

#### Instructions to Respondents

- Answer all questions.
- Place only one ✓ or circle for each answer.
- Please do not leave any question/statement blank.

#### 1. Please indicate your highest educational qualification obtained.

3.1	National Diploma or equivalent	
3.2	Bachelors Degree or equivalent	
3.3	Honours Degree or equivalent	
3.4	Masters degree or equivalent	
3.5	Others	

#### 2. What Position do you currently hold in the organisation

	Responses
General employee	
Public Relations employee	
Other	

#### 3. Do you agree that Zimplats has a sustainable CSR policy

	response
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

#### 4. Would you agree that Zimplats' corporate social responsibility is done in a transparent manner?

	response
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

- 5. Are you familiar with the initiatives and actions related to CSR that have been introduced at the workplace**

	Responses
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

- 6. Would you agree that the organisation's CSR efforts have long term value for the community**

	Responses
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

- 7. Do you agree that the Zimplats involves the community in its corporate social responsibility projects?**

	Response
Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

- 8. Does the organisation have a good relationship with the local communities**

	response
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

**9. In the organisation, are people educated about sustainability**

	response
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

**10. Do you agree that CSR has an impact on sustainable community development**

	response
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

**11. Does Zimplats Involve its employees in CSR initiatives**

	response
Yes	
Rarely	
Neutral	
Never	

**12. Given the opportunity, I would tell others great things about Zimplats' sustainable efforts**

	Response
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly Disagree	

**13. For the statements listed in the table below indicate your level of agreement that each statement applies to Zimplats' corporate social responsibility.**

	Responses
--	-----------

	Strongly Agree	Agree	Neutral	disagree	Strongly Disagree
Zimplats CSR has improved livelihoods in our community.					
The projects delivered can be replicated without further input from Zimplats					
The projects have helped to increase family incomes					
The projects generate meaningful employment					
Projects delivered can be sustained without further input from Zimplats					

### APPENDIX III: INTERVIEW SCHEDULE FOR ZIMPLATS MANAGEMENT

#### 1. Position currently held in the Organisation

Position	response
----------	----------

Public Relations Manager	
General employee	

2. Please give an estimation on Zimplats' expenditure on corporate social responsibility in the last five years
3. Please give an overview of community development activities which have been implemented by Zimplats in the last twelve months?
4. Does Zimplats invest and promote rural education in Mhondoro-Ngezi community
5. Does Zimplats employ people from the local community?
6. Does Zimplats engage with the local community?
7. Describe Zimplats' CSR policy
8. Does Zimplats have measuring models for assessing and evaluating the outcomes of its CSR s on sustainable community development?
9. Please give an indication of the areas where CSR implementation is most challenging
10. Does Zimplats control the environmental impact of its mining activities in the Mhondoro-Ngezi community

\*\*\*\*\*Thank you for your participation\*\*\*\*\*



## APPENDIX IV CONSENT LETTER

### Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, **CHRISTOPHER MUHWAVA** about the nature, conduct, benefits and risks of this study.
- I have also received, read and understood the Participant Letter of Information regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

I, herewith confirm that I have been informed fully about the nature, conduct and risks of the above study.

---

**Participant signature**

---

**Date**



## Appendix V: Letter of information



**Title of the Research study:** An assessment of corporate social responsibility practices on sustainable community development in the Zimbabwe mining sector: a case study of Zimplats

**Principal Investigators/ researcher** Mr Christopher Muhwava (BTech)

**Co-Investigator/s/supervisors:** Prof R Rampersad

### **Brief Introduction and Purpose of the Study**

This study aims to explore the community's and key Zimplats staff, experiences of the contribution of Zimplats' CSR initiatives in achieving sustainable community development. The study will be delimited to the Mhondoro-Ngezi community in which Zimplats operates. The researcher believes that this community would provide interesting, target groups from which differences and similarities of experience could be drawn. It will seek to know the extent to which the current CSR initiatives of Zimplats are positioned to bring about sustainable community development.

### **Outline of the procedure**

The researcher will compile a set of questions and interview schedule that will be submitted to staff and the community where it is applicable. The researcher will request permission from Zimplats management and community heads to personally administer the questionnaire to community members and Zimplats staff. On receipt of ethical clearance, the researcher will conduct interviews with the 384 participants. With your permission the interview process will be recorded to make sure that accurate information is captured, which in accordance with the guidelines proposed by Ghauri and Gronhaug (2010: 40), the interview is expected to last between 30 minutes to two hours to achieve the most promising results. A research assistant will be present during the interview process. This will be adopted during the study to ensure that the researcher's position and any personal beliefs are shaped.

### **Risks and Discomforts to the Participant**

As a participant to this research, you will not be exposed to any risks or discomforts.

### **Benefits to you and the Researcher**

As a researcher, I will gain knowledge and understanding of sustainable CSR initiatives that should be adopted in order to achieve sustainable development. Sustainable CSR initiatives of Zimplats when effectively implemented will ensure a sustainable environment and uplift the socio-economic status of Zimplats staff and community members. Community members and Zimplats staff will use this as a platform to share and express their views and opinions regarding the role of Zimplats in the community.

**Participants May Withdraw from the Study**

Any participants who feels uncomfortable or unwilling to continue with the study will be allowed to withdraw. All participation is totally voluntary.

**Remuneration**

No monetary value will be awarded to participants.

**Costs of the study**

You will not be liable for any costs by participating in this study. All expenses will be paid by the researcher.

**Confidentiality**

Confidentiality and anonymity will be guaranteed such that no one will be able to identify the participants. No names will be used. The information will not be disclosed to anyone except the supervisors and will be used only for research purposes. Staff will be interviewed separately and privately. This will ensure that you are protected against any form of victimization. All completed questionnaires and tape recording of interviews will be stored in a locked cupboard and disposed by shredding after 5 years.

**Research-related injury**

The study is purely interactive discussion sessions and will not be exposing the participants to any form of injury.

**Persons to Contact in the Event of Any Problems or Queries**

Please contact the researcher on (0611354113), my supervisor Prof Rampersad (+27 (0) 021 460 8339) or the Institutional Research Ethics Administrator on 031 373 2375. Complaints can be reported to the Director: Research and Postgraduate Support, Dr LZ Liganiso on 031 373 2326, [researchdirector@dut.ac.za](mailto:researchdirector@dut.ac.za). DUT P.O. Box 1334, Durban 4001.

## APPENDIX VI: TURNITIN REPORT

### AN ASSESSMENT OF CORPORATE SOCIAL RESPONSIBILITY PRACTICES ON SUSTAINABLE COMMUNITY DEVELOPMENT IN THE ZIMBABWE MINING SECTOR: A CASE STUDY OF ZIMPLATS

1

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