

This edition focuses on the role played by Corporate Social Responsibility in alleviating rural poverty the case of Ngezi, Mhondoro District in Zimbabwe. Zimplats has initiated a number of projects which have helped in the development of the growth centre. The authors recommend that the sustainability of these projects requires a holistic approach between the various stakeholders which include, the Government, Ngezi Rural District Council and the local people.



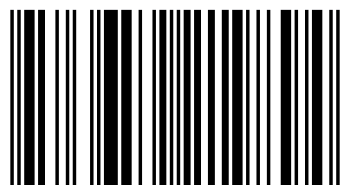
Leonard Chitongo  
Joyleen Chakadenga

# Corporate Social Responsibility experiences, Zimplats mine in Ngezi

The book examines the efficiency and effectiveness of Corporate Social Responsibility in alleviating Rural Poverty - Ngezi

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# **The significance of Corporate Social Responsibility to Rural Development the case of Zimplats Mine, Mhondoro Ngezi**

**By**

**Leonard Chitongo, Joyleen Chakadenga**

## **Dedication**

To all the Orphans and Vulnerable Children may God empower you to realise your dreams

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## **Abstract**

The research investigated on the significance of Corporate, Social Responsibility (CSR) to Rural Development. The aim of the study was to examine whether Zimplats has managed to address the social problems in Ngezi, ward 11, through the initiation of social programmes and projects. The study used both qualitative and quantitative research methodologies to collect information and stratified random sampling was used to select respondents in ward 11. It was clear from the data gathered that the community has benefited from the Zimplats projects. The projects include drilling of boreholes, road construction, agro-industrial projects as well as the establishment of the Ngezi Shopping Centre. The researcher recommends that there should be government regulations to govern CSR especially in Rural Development, organisations should undertake their CSR programmes on a household level.

## **Acronyms**

NGOs    Non- Governmental Organisations  
RDC     Rural District Council  
CSR     Corporate Social Responsibility

## **TABLE OF CONTENTS**

<b>Chapter 1 Introduction</b>	<b>3</b>
<b>Chapter 2 Conceptual Framework</b>	<b>11</b>
<b>Chapter 3 Research Methodology</b>	<b>21</b>
<b>Chapter 4 Data Presentation and Analysis</b>	<b>28</b>
<b>Chapter 5 Conclusion</b>	<b>47</b>
<b>References</b>	<b>50</b>

## **CHAPTER 1 INTRODUCTION**

### **INTRODUCTION**

This chapter outlines the background of the study, the problem statement, justification, and the aim and objectives of the research.

### **BACKGROUND OF THE STUDY**

Bowen [1983] defines Corporate Social Responsibility (CSR) as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the community and society at large. He further acknowledges that CSR is a good idea and if all business, both small and big, works to try and fulfil this definition then without doubt this world would be a better place to live.

According to Carroll and Buchltz [2003] the nature and scope of CSR has changed over time. Pearl and Ian (2002) states that the effects of the Industrial Revolution, in the 19<sup>th</sup> century, which include that millions of people obtained jobs and their standards of living greatly improved and that large organisations increased in size and acquired great power led to a philosophy that became known as Social Darwinism. This was the idea that the principles of natural selection and survival of the fittest are applicable to business and social policy (Pearl and Ian, 2002). Johnson et al (2002) believe that this type of philosophy justified out trout, even brutal competitive strategies and did not allow for much concern about the impact of successful corporations on employees, their community and the society at large. Pearl and Ian (2002) further explain that a backlash against the corporations began to gain momentum around the beginning of the 20<sup>th</sup> century, as people in the United States and Europe confronted pressing social problems such as poverty, unemployment race relations, urban blight and rapid population growth. Big companies were



criticised for being too powerful and practicing antisocial and anticompetitive practises. Laws and regulations such as the Sherman Antitrust Act were enacted in Europe and United States to rein in the large corporations and to protect employees, customers and society at large.

Boatright (2009) states that in this 21st century, American and European corporate generally have recognised a responsibility to society, but that responsibility is, most of the time, over weighed against the changes brought by technology and the demand of being competitive in readily changing global economy.

CSR has just became a new emerging topic in developing countries in the past decade and responses towards it by most corporate has varied from one company to another (Stampson and Furquhason, 2010). Through prevailing economic hardships political instability in developing countries, corporates have tended to concentrate more on their survival in business spheres and have done so little in terms of CSR. Matawa (2007) states that, in Zimbabwe, a number of developments took place in the 1990s that both raised the profile of companies and benefited the Zimbabwean community. Zimbabwe's largest mobile phone operator, Econet, set up the Carpenaum trust in 1996 to cater for its corporate responsibility programmes through which the company invested in the community as an acknowledgement for its formation. In establishing it the company set up a sector wide trend and example. Heath (2008) explained that many other companies, including Barclays, Standard Chartered, Telecel, Spar, OK Zimbabwe, Kingdom Bank and Zimplats followed with a number of businesses in the community vehicle. Some social investment programmes involve private companies working through NGOs to identify cases of great need in the society. Matawa (2001) further points out that much corporate giving used to come in form of scholarships and support for institutions such as children's homes but that trend has changed towards big projects such as

fighting diseases such as malaria, cholera and HIV and AIDS as well as participating in community construction projects such as schools and clinics in rural areas.

Following the changes that took place in the last decade it is, however, difficult to comprehend the role that has been played by corporate in the society especially in rural areas. This point is supported by Matawa (2007) who states that Zimbabwe like many other developing countries still lags behind when it comes to social responsibility. Governments remain inactive in promoting CSR beyond the promise of a tax cut, the onus of applying for which lies within companies themselves. The purpose of this study is, therefore, to investigate how much Zimplats has managed to give back to the society in an unstable economy and how the people of Ngezi have benefited from these programmes. This project research also intends to find out what has been the major source of problems that hinder effective participation of Zimplats mine in the development of Ngezi area. In summary, this research will examine the role played by Zimplats mine in the development of Ngezi area.

### **Statement of the Problem**

Freeman (1984) believes that decisions and initiatives by companies have massive effects on the lives of the ordinary people. In terms of rural development, most corporates tend to concentrate more on their profits, ignoring their responsibility on the lives of the ordinary people that they affect. Therefore, the government had to take the burden of solving these problems on itself, yet companies have a great role to play in CSR. The researcher sought to, examine whether Zimplats managed to bridge the gap between social problems and corporate responsibility. The study aimed at evaluating how the society has benefited from Zimplats' social responsibility and how these benefits have contributed to rural development

## **Aim of the Study**

To assess the contribution of Zimplats to the development of Ngezi, ward 11.

## **Objectives of the Study**

- To identify projects which were initiated by Zimplats in Ngezi.
- To assess impact of Zimplats' projects on the development of Ngezi area.
- To examine the factors that are hindering effective co-operation of Zimplats in the development of the area.
- To proffer recommendations to the problems encountered in the initiation of CSR in the area.

## **Research Questions**

What are the projects initiated by Zimplats in ward 11?

What is the significance of Zimplats projects to the community?

Has there been change in asset ownership as a result of Zimplats projects?

How is the relationship between Zimplats and the community?

Who decides on the projects to be undertaken?

Are there any changes in livelihoods brought about by Zimplats initiations?

## **Hypothesis**

Zimplats plays a significant role in the development of Ngezi.

## **Justification of the Study**

CSR is just an emerging concept in most developing countries hence there has been so little that has been studied and published about this concept. Most researchers have concentrated their efforts on corporates' effects on the environment and not on the social effects. For instance, studies on the effects of

CSR on the environment in Ngezi did not dwell much on what corporates have done to solve social problems encountered in the community. The researcher therefore sought to investigate what has been done by Zimplats to address social problems in Ngezi and to evaluate how the community has benefited from Zimplats' CSR.

### **Significance of the Study**

This research is of importance to the government and the ministry of rural development as it unveils the significance of CSR in rural areas. The Ministry of Rural Development will get an insight on what Zimplats has done so far for the community. Social problems highlighted in the research also give the government an insight on what is influencing development in Ngezi area and thus this information will be used to come up with relevant and effective solution. This research also assists the government in establishing rules and regulations governing CSR in Zimbabwe.

NGOs will also benefit from this research in that the researcher highlighted social problems that need immediate attention. For those NGOs interested this research can be used as reference in assisting the rural poor in Ngezi area.

Local authorities will get an insight on what the local people in the society want and how they feel about their social problems, as well as their perceptions on challenges faced in the community. Thus the research will assist the local authorities to turn their efforts on points of need.

Zimplats will acquire people's perceptions on its CSR, its relationship with the community and what people wish to have from Zimplats. Thus this research can be used by Zimplats to implement the right projects and programmes in the community and to strengthen its relationship with the local people.

## **Deliniation of the Study Area**

Mhondoro Ngezi is located in the Mashonaland West province in Zimbabwe. It is situated 45km (88°) east of the approximate centre of Zimbabwe and 249 km (195°) south of the capital, Harare. A 100 km<sup>2</sup> area within Ngezi has an approximate of 330 883 people and an average of 1086 m above the sea level. Ngezi is in the Chegutu district which shares its borders with Kadoma, and Harare South district. Rainfall received is approximately 750 – 1000mm per annum.

## **Justification of the study area**

Mhondoro Ngezi is a rapidly expanding growth centre. In such a community, Zimplats established its mining site and obviously there are elements of connectivity between the corporation and the community. This connectivity is thus however based on some aspects of tension and consensus. Usually the relationship is unfair and biased towards the corporation. Thus the researcher used Ngezi as a study area because it contains the correct variables that can effectively assist in testing the researcher's hypothesis that mining firms are playing significant roles in solving social problems in the community. Zimplats is located within the community that it affects, Mhondoro Ngezi thus it is therefore easier to identify its impacts on the community.

## **Assumptions**

The researcher assumed that there will be high levels of co-operation from all the intended respondents.

The researcher also assumed that the respondents will be well informed in areas of the researcher's concern.

Another assumption was that the research would not take much time and that it would go as planned.

## **Methodology**

The researcher used both qualitative and quantitative research methodologies to collect data. The research population was picked up from two villages, village 2 and village 3, both in ward 11 and the total number of the sample size was 30. The research used stratified random sampling. Primary data collection methods used were interviews, direct observation, focus group discussions and questionnaires. For secondary data the researcher used text books, journals, documented records and the internet.

## **Structure of the study**

This research is laid down in five chapters.

In chapter 1, the researcher gave the background of the study in which the researcher has highlighted the background of the study area, the significance of the study which brings out how the research will help related institutions and the research objectives that serve as the guidelines of the project.

In chapter 2, the researcher outlined the literature review in which views and ideas of other researchers were brought out. This chapter serves to bridge the gap between previous researches and current researches in the related issues.

Chapter 3 illustrates the research methodology used to collect data in the field. It brings out the population sample, sampling procedure, primary data and secondary data collection methods used. For primary data collection methods the researcher used interviews, observation, questionnaires and group discussions and for secondary data collection methods the researcher used the internet, text books and journals.

The 4<sup>th</sup> chapter contains the presentation and analysis of data collected in the field

In chapter 5 the researcher gives the research conclusion of the research and recommendations for the problems encountered in the area.

### **Chapter summary**

This chapter centred on the introduction of the research outlining the background of the study and the objectives of research. It also outlines the significance of the study and its justification.

## **CHAPTER 2; CONCEPTUAL FRAMEWORK**

### **Introduction**

In this chapter, the researcher brings out the already published data concerning Corporate Social Responsibility, rural development and other related issues. This chapter helps to bring out the knowledge gap that exists between past and recent researches.

### **Definition of key terms**

Livelihoods – These are survival strategies in rural area.

Households – a domestic unit consisting of the members of a family who live together along with non-relatives such as servants.

CSR – Corporate Social Responsibility (CSR) as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the community and society at large (bowie, 1983).

Rural development – is a concept used to denote the actions and initiatives taken to improve the standards of living in non-urban neighbourhoods, countryside and remote villages.

Sustainable development – is the management and conservation of natural resources base, and the orientation of technological and institutional change in such a manner as to ensure the attainment and continued satisfaction of human needs for present and future generations.

### **Rural development**

Tricker (2009) states that successful rural development is achieved through the joint actions of rural people, the governments and national agencies. For rural communities to access and use resources, including government funds and those



that can be leveraged by government funds, rural people need good information, increased capacity to evaluate and access to planning, implementation and monitoring support.

Rural development is everybody's business in rural areas (Sherman, 1989). This captures the multi-sectorial nature of the enterprise and the notion that rural development is the business of rural people, that they should set the agenda, the priorities and the methods to achieve them. If structures that allow the government to support the rural people are set up then one would avoid the pitfall that rural development is nobody's business

### **Goals of rural development**

According to Tricker (1991) some major goals of rural development can be defined as helping rural people set the priorities for development in their communities and supporting their access to government and non-government funding in promoting local economic development.

Creating greater equality in resources use in the rural areas especially land, through better security of tenure, restitution and reform programmes, farmer support to all producers, through extension of rights and charges in water act, financial services for production inputs, infrastructural development and access to land.

Management through training and capacity building and increasing access to services through provision of physical infrastructure and social services such as water and sanitation, transport, health services and schooling are other goals of rural development.

Added to the list is increasing farm and non-farm production in poor rural areas and increasing the incomes of poor rural men and women (Tricker, 2009).

## **Sustainable livelihoods in rural areas**

According to de Satge (2002) many earlier development opportunities assumed that rural society was homogenous, in other words that there was no differentiation between households in rural areas and that households had single purpose economies, that is, they only have one way of making a living. As a result development agencies tended to focus on narrow sectorial production-oriented strategies that open bypassed those most at risk and failed to recognise that poor households have multiple economic strategies.

Mararike (1999) states that survival strategies refer to people's activities whose main aim is to meet the physiological, spiritual, political and economic needs of everyday life, including making contingencies for the future. Included in these survival strategies are knowledge, assets and organisations.

A livelihood comprises the capabilities, assets and activities required for means of living (Chambers and Conway, 1992). A livelihood is sustainable when it can cope with capabilities and assets, and provide sustainable livelihood opportunities for the next generation, and which contribute net benefits to other livelihoods at the local and global levels in the long and short term (Chambers, 1971). Mararike (1999) adds that sustainability is enhanced by the availability of natural assets, social assets, economic assets, physical assets, institutional and political assets.

## **Income sources as part of socio-economic context of rural development**

In the communal areas diversification of sources of income serves as a buffer against crop failure. Income diversity is through off-farm employment and remittances. Remittances are of enormous importance to the communal area people. Presence or absence of can only account for a two-fold difference in per capita income either as direct reserve or as a cause of higher agricultural incomes by facilitating labour and input cost (IFAD, 1994). Since the

introduction of ESAP, remittances and opportunities for off-farm employment have been reduced significantly. In the communal area the largest source of income are the farms. A recent study by the International Fund for Agricultural Development(IFAD, 1994) shows that 96% of households in rural areas derive their income from crop production, while 67% gain their income from livestock. Carol (1999) adds that it is therefore important for corporates to turn most of their CSR programmes towards assisting the rural farmers with their livelihoods.

### **Corporate social responsibility**

Carroll (1999) states that despite enormous amounts of controversy raised in the past, it is by now fairly accepted that businesses do indeed have responsibilities beyond simply making a profit. This is based on a number of distinct, but related arguments many of which tend to be couched in terms of enlightened self-interest, that is, the corporation takes on social responsibilities in-so-far as doing so promotes their self-interest. For example, corporations perceived as socially responsible might be rewarded with extra and more satisfied customers, while perceived irresponsibility may result in boycotts or other undesirable customer action. Similarly, employees may be attracted to work for, and even be more committed to, corporations perceived as socially responsible.

Voluntarily committing to social actions and programmes may forestall legislation and ensure greater corporate independence from government (Wood, 1991). Making a positive contribution to the society might be regarded as a long term investment in a safer, better educated and more equitable community which subsequently benefits the corporation by creating an improved and stable context in which to do business (Crane and Matten, 2006)

These are primarily good reasons why it might be advantageous for corporations to act in a socially responsible manner. In arguing against CSR,

Friedman (1970) in fact does not dispute the validity of such actions but rather says that when they are carried out for reasons of self-interest, are not CSR at all, but merely profit-maximisation under the cloak of social responsibility. They may well be true and to a larger extent depends on primary motivation of the decision maker (Bowie, 1991). It is not is not so much a matter of whether profit or altruism was the main reason for the action in the first place. However, Crane and Matten (2007) state that despite enormous studies, a direct relationship between social responsibility and profitability has been almost impossible to unambiguously prove. Even though the overall weight of evidence seems to suggest some kind of positive relationship, there is still the issue of casualty. When successful corporations are seen to be operating CSR programmes, it is just as reasonable to suggest that CSR does not contribute to the success, but rather the financial success frees the company to indulge in the luxury of CSR.

### **Reasons for undertaking CSR**

Crane and Matten (2007) are of the opinion that it is important to consider further moral argument for CSR such as that corporations cause social problems (such as pollution) and hence have a responsibility to solve those they have caused and to prevent further social problems arising. As powerful social actors with recourse to substantial resources, corporations should use their power and resources responsibly in society. All corporate activities have social impacts of one sort or another, whether through the provision of products and services, the employment of workers, or some other corporate activity (Fredrick, 1994). Hence corporations cannot escape responsibility for those impacts, whether they are positive, negative or neutral. Corporations rely on the contribution of a much wide set of constituencies or stakeholders in society (such as consumers, suppliers, local communities), rather than just stakeholders as well as those of shareholders.

### **Economic responsibility**

Carroll (1991) states that companies have stakeholders who demand a reasonable return on their investments, they have employees who want safe and fairly paid jobs, they also have customers who demand good quality products at a fair price and the like. This is by definition the reason why businesses are set up in the society and so the first responsibility is to be a properly functioning economic unit and to stay in business. This layer of CSR is the basis for all subsequent responsibilities, which rest on this solid basis (Crane and Matten, 2007). According to Carroll (1991), the satisfaction of economic responsibilities is thus required of all corporations.

### **Legal responsibilities**

The legal responsibility of corporations demands that businesses abide by the law and play by the rules of the game (Wood, 1991). Laws are the codification of the society's moral views, and therefore abiding by these standards is a necessary prerequisite for any further reasoning about social responsibilities. Wood (1991) further explains that in the last few years a number of high profile firms have been convicted of anti-competitive behaviour as a result of illegal strategies aimed at maintaining market share and profitability. As with economic responsibilities, then Carroll (1991) suggests that the satisfaction of legal responsibilities is required of all corporations seeking to be socially responsible.

### **Ethical responsibilities**

These responsibilities oblige corporation to what is right, just and fair even when they are not compelled to do so by the legal framework (Crane and Matten, 2007). Carroll (1991) argues that ethical responsibility therefore consist of what is generally expected by the society over and above economic and legal expectations.

## **Philanthropic responsibility**

Crane and Matten (2007) explain that the Greek word for philanthropy is ‘the love for the fellow human’. By using this idea in the business context, the model incorporates activities that are within the corporation’s discretion to improve the quality of life of employees, local communities and ultimately society in general. This aspect of CSR addresses a variety of issues, including things such as charitable donations, the building of recreational facilities for employees and their families, support of local schools, or sponsoring of art and sports event. According to Carroll (1991), philanthropic responsibilities are merely desired of corporations without being expected or required, making less important than other three categories.

## **CSR AND STRATEGY: CORPORATE SOCIAL RESPONSIVENESS.**

The idea of corporate social responsiveness conceptualises the more strategic and processional aspect of CSR, as in how corporations actively respond to social concerns and expectations. It has always been presented as the action phase of CSR (Carroll, 1979; Wood, 1991). Frederick (1994) thus defines corporate social responsiveness as the capacity of corporations to respond to social pressures.

In support, Carroll (1979) gives four philosophies or strategies of social responsiveness. The first strategy is reaction. The corporation denies any responsibility but fights it, doing the very least that seems to be required. Hence the corporation may adopt an approach based mainly superficial public relations rather than positive action. The second is accommodation. The corporation accept responsibility and does what is demanded of it by relevant groups. Pro-action is the third reaction whereby the corporation seeks to go beyond industry norms and anticipates future expectations by doing more than is expected. The last strategy is defence whereby the corporation admits responsibility but fights

it doing the very least that seems to be required. Hence the corporation may adopt an approach based mainly on superficial public relations rather than positive action.

Crane and Matten (2007) explains that many corporations appear to have shifting strategy of social responsiveness. For instance, in the past, tobacco companies have out rightly denied a link between smoking and health problems such as lung cancer (reaction). Once the health link had been publicly accepted, however, tobacco farms still fought anti-tobacco campaigns by allegedly denying knowledge of the addictive properties of nicotine, lobbying against further government regulations and delaying litigations cases (defence). Such difficulties in identifying clear cut strategies of social responsiveness have led to the development of ways of conceptualizing observable outcomes of business commitment to CSR, namely corporate performance.

### **The outcomes of CSR: Corporate social performance.**

Wood (1991) has presented a model in which Corporate Social Performance can be observed as the principle of CSR, the process of social responsiveness and outcomes of corporate behaviour. These outcomes are delineated 3 concrete areas.

### **Social policies**

Explicit and pronounced corporate social policies start with the company's values, beliefs, goals with regard to its social environment. For instance, most major now explicitly include social objectives in their mission statement and other corporate policies. Some corporations also have more explicit goals and targets in reaction to social issues, such as BP's company-wide emissions target. Back in 1977 it sought to achieve a 10% reduction in its 1990 levels of greenhouse gas commissions, which it achieved in 2001 nine years ahead of its schedule.

## **Social programmes**

There are specific social programmes for activities, measures and instruments implemented to achieve social policies. For example, many firms have implemented programmes to manage their environmental impacts based around environmental management systems such as EMAs that include measures and instruments that facilitate the auditing of the environmental performance (Crane and Matten, 2007)

## **Social impacts**

Social impacts can be traced by looking at concrete changes the corporations have achieved throughout the programme implementation in any period. Obviously this is frequently the most difficult to achieve, since much data on social impact is soft that is difficult to collect and qualify objectively and the specific impact of the corporation cannot be easily isolated from other factors (Wood, 1991). Nevertheless, same impact can be reasonably well estimated. For instance, policies aimed at benefiting local schools can examine literacy rates and exam grades, environmental policies can be assessed with employee satisfaction questionnaire and equal opportunity programmes can be evaluated by monitoring the composition of the workforce and bench marking against comparable organisations.

Clearly then, whilst the outcomes of CSR in the form of CSR is an important consideration, the actual measurement of social performance remains a complex task. (Crane and Matten, 2007)

## **Chapter summary**

This chapter focused on bringing out the knowledge gap that exists between past and recent researches. Thus related ideas and information gathered in



previous studies were highlighted. This gave the researcher an insight on what has already been studied.

## **CHAPTER 3; RESEARCH METHODOLOGY**

### **Introduction**

This chapter focuses on the methodology used by the researcher to collect data in the field. According to White (2005), methodology refers to the description of the research design, the participant population sample and the instruments and techniques adopted. The chapter explains how quantitative and qualitative methodologies were used to acquire information. There is also detailed explanation on the research instruments used, how they were used as well as advantages and challenges faced in utilising these research instruments.

### **Research design**

According to Kant (1998) the research design is the conceptual structure within which the research was conducted. The researcher used non-experimental or descriptive research. Merwe (1996) states that descriptive research is concerned with conditions that exist, practices that prevail, beliefs, points of view or attitudes that help processes that are going on, effects that are being felt or trends that are developing.

The researcher also used both qualitative and quantitative research methods. Quantitative research generates numerical data or information can be converted into numbers (Experiment resources, 2009). Qualitative research focuses on gathering of mainly verbal data than measurements. Table 3.1 below shows the specific research design.

**TABLE 3.1 SPECIFIC RESEARCH DESIGN MATRIX**

OBJECTIVES	TARGET GROUP	SPECIFIC RESEARCH QUESTION	SPECIFIC RESEARCH INSTRUMENT
1. To identify projects which were initiated by Zimplats in the Ngezi.	Household heads Key informants (Zimplats, RDC)	1. Are there any projects initiated by Zimplats in the area? 2. How many projects are completed?	Questionnaire Interviews Focus group discussion Observation
2. To assess the impact of these projects on the community.	Household heads Key informants	1. What are the social problems that are being faced in the community? 2. List projects that were initiated by Zimplats in the area? 3. Are the projects acceptable to the people in community? 4. Have your assets increased since the initiation of the Zimplats projects? 5. What are your sources of income? 6. Are there any changes in livelihood strategies since the initiation of the Zimplats projects? 7. What are the community's coping strategies in times of drought?	Questionnaire Interviews Focus group discussions Observation
3. To examine factors hindering effective cooperation of Zimplats in the development of the community.	Household heads Key informants	1. Who decides on the projects to be under taken? 2. How is the relationship between Zimplats and the community 3. What are the challenges faced by Zimplats in undertaking their social responsibility in the community? 4. Are there any other stakeholders taking part in the development of the area?	Questionnaires Interviews Focus group discussions
4. Prefer recommendations to problems hindering the initiation of CSR in the community.	Household heads Key informants	1. What other social problems should be addressed in the area? 2. What are the best solutions to these problems? 3. What advice can be given to Zimplats concerning CSR?	Questionnaires Interviews Focus group discussions

### **Population and Sample**

Population is a collection of objects, events or individuals having the same characteristics that the researcher is interested in studying (Stoker, 1968). The

population can also be described as the possible demerits that can be included in the research (White, 2005). The population of Ngezi is approximately 330 883 people whilst Mashonaland West province is estimated to have a population slightly above 1 million people, (Radolph, 2011). The ward under study has 35 villages. Households in village 2 and village 3 have a population ranging from 5 to 16. Household heads of these villages were interviewed including key informants from Zimplats and Rural District Council.

Sample is a subset containing the characteristics of a large population. Samples are used in statistical testing when population sizes are too large to include all possible members or observations. A sample should represent the whole population and not reflect bias towards a specific attribute (White, 2005).

Sampling means to make a selection from the sampling frame that is a concrete listing of elements in the population in order for the people or issue to be included in the research (Neuman, 2006). A sample is described as a portion of elements in a population (White, 2005).

### **Sampling Procedure**

Due to limited time and resources the researcher chose two villages out of 35 villages in ward 11. Village 2 and village 3 were selected using the stratified random sampling procedure Stratified random sampling was also used to select 15 respondents from each village. Names of all households in village 2 were put in a hat and shuffled, the researcher then picked out 15 names at random to come up with the respondents. The same was done for village 3. The total number of respondents added all together was 30.

### **Pilot Study/Preliminary Field Survey**

The researcher carried out a pilot study before undertaking the real study. A pilot study is also called a preliminary field survey which means it's a small

survey which is done prior to the main study (White, 2005). The researcher carried out a pilot study to make sure that there was a rightful set up for the actual study, and to survey on the study area for any anticipation or any other elements of the study that might have been skipped and needed rectifications before the actual study. Through the pilot study the researcher found out that there were transport problems and thus made arrangements with the Zimplats authorities that the researcher would travel on the company's staff bus. This, therefore, proves that the pilot study was of significance to the research.

## **Research Instruments**

### **Primary data collection methods**

Primary data collection methods used by the researcher in this research are questionnaires, key informant interviews, observations and group discussions.

### **Questionnaires**

McLead (1998) defined a questionnaire as a general document containing designed to collect information for analysis. The researcher used hand distributed questionnaires so as to minimise costs and time as well as to ensure that all questionnaires are returned from the respondents. These questionnaires were given to household heads because development of an area can best be detected on a household level. Thus 30 questionnaires were distributed to randomly selected household heads. The researcher used both close ended and open ended so that the questions which needed clarification were catered for. These questionnaires were used to attain demographic information of the households, information on Zimplats projects and their influence on the development of Ngezi area as well as information on social problems in community that are not yet addressed. The researcher found this research instrument advantageous in that it enables the capturing of more data in a more specified way using less time and resources. However the researcher faced

challenges which included that some respondents found it difficult to comprehend and understand the questions, some respondent were not familiar with the some issues which the researcher was concerned with and it was difficult to locate some of the household head respondents. To overcome these challenges the researcher had to use vernacular to explain the demands of the questions to the respondents and also conducted focus group discussions and interviews to cover up for those who had no adequate information needed by the researcher. The researcher also arranged another day for those who were not available on the initial day of the research.

### **Interviews**

According to McLead (1998) an interview is an interpersonal rate in which the interviewer asks the askes the respondents questions designed to solicit answers. The researcher used face to face interviews with three Zimplats members, the village headmen and one district council employee. The questions used were structured to give out the direct demands of the questions and this was necessary for time management. Information attained from the interviews included how much Zimplats has done to solve social problems in the area, what is hindering effective participation of Zimplats in the development of Ngezi area as well as the relationship between Zimplats mine and the Ngezi community. This instrument was advantageous in that key informants had all the detailed information required by the researcher. However it was quite expensive as the respondents were not located in one area. The researcher had to travel from Ngezi to Chegutu to find the key informants from the rural district offices.

### **Focus group discussions**

The researcher used this to gather information which includes social problems encountered in ward 11, projects initiated by Zimplats in the community,

sustainability of livelihoods and community participation in the Zimplats projects. 4 group discussions were carried out in this research. According to Dennis (1988), the optimal number of participants in a focus group discussion can range from 6–10. Smaller groups 3 or 4 people make participants feel pressurised to constantly comment whether or not they have something relevant to say. Moreover the discussion is vulnerable to domination by one influential participant. Dennis (1988) also notes that large groups of at least 12 people leave little time for individuals to respond spontaneously or to have a chance to fully present their points of view. In large groups participants often lose interest entirely or form subgroups which engage in fragmented conversations outside the moderator's control. Thus for this study, the respondents were grouped according to intervention measures implemented by CRS. Groups of the different intervention measures consisted of 9 people excluding the researcher

### **Direct observation**

Observation is a data collection technique which involves systematically selecting, watching and recording behaviour and characteristics of human beings, objects and phenomenon (Neuman, 1994). This tool was used by the researcher to identify phenomenon or events in the community that would give information related to the research. Direct observation was used to find out which projects were being undertaken by Zimplats mine and to see how the standards of living had changed since Zimplats projects. The advantage of this research tool was that it gives proof of what is seen by the respondents and it is easy to carry out. However this research could not be undertaken before interviews and questionnaires because the researcher would not have known what to look at and what to identify.

## **Secondary Data Collection Methods**

Secondary data was collected from text books, documented records from Zimplats and rural district councils and internet. These methods are easy to use as the researcher was referring to already published data from other researchers and authors. Data gathered from secondary methods was mostly used for literature review.

## **Chapter Summary**

This chapter centred mostly on highlighting the research design, sampling procedure, population and the data collection methods by the researcher. These methods were carefully incorporated and therefore managed to gather the relevant data from the field.



## Chapter 4 Data Presentation and analysis

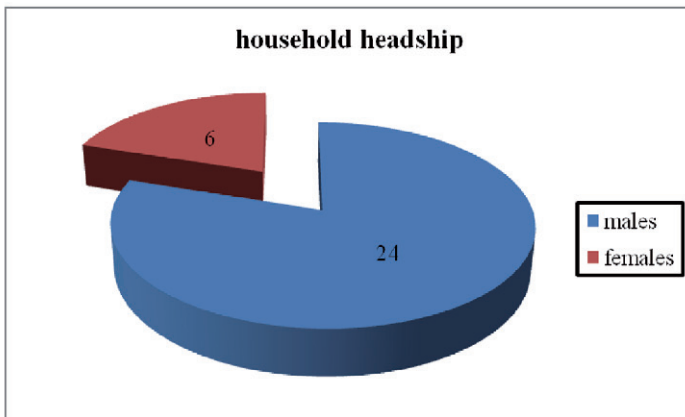
### Introduction

This chapter is mainly concerned with the presentation, interpretation and analysis of data and information obtained from the field. Data presentation is defined as the laying down of data in a logical and understandable manner to indicate what has been found or discovered on the ground (Nachimias and Nachimias, 1996). Data analysis is the interpretation of data collected relating it to the major aims and objectives of the research (Neuman, 1994).

### Demographic Information

#### Headship in the households by gender

Figure 4.1 below shows household headship



Source: survey results (2012)

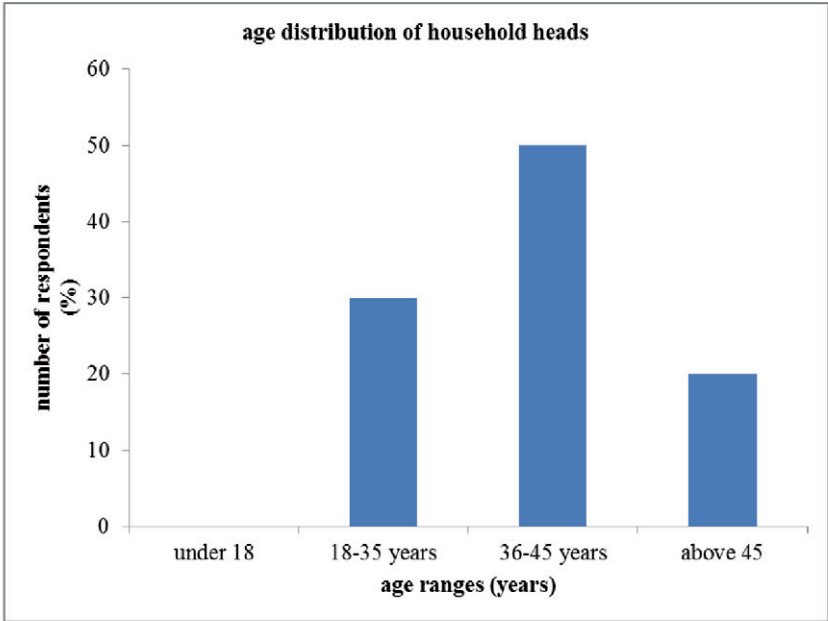
#### Figure 4.1: Household Headship by gender

The data in the table shows that most of the households in the ward are male headed. It therefore means that households are still stable with a father figure to control and take care of the family and also, following the Zimbabwean culture,

the information shows that the males in Ngezi still dominate in the households and make most of the decisions. In the female headed households women take the leadership not because they dominate the males but because they are divorced, widowed or separated. This supports the above point that Ngezi society is still patriarchal. This is also necessary for development of the area as most decisions and participation is done by the males because women lack the power and capacity to take part in public meetings or to share their ideas in public.

**Age distribution of respondents**

Figure 4.2 below shows age distribution of respondents



Sources: survey results 2012

**Figure 4.2 Age ranges of household heads**

From this information gathered lack of household heads under the age of 18 means that there are no child headed households in the area. This is significant for the development in that there is stability in the household through adult decision making and control. It is also shown that a large number of respondents are on the 36 to 45 age range which is an indication that most household heads are still energetic and therefore are able to work and look after their families.

### **Health status of respondents**

Table 4.1 below shows physical abilities of respondents

**Table 4.1 physical abilities of household heads**

Physical ability	Total number of respondents	% of sample
Normal	29	96.7
Disabled	0	0
Chronically ill	1	3.3
Total	30	100

**Source: survey results 2012**

The table shows that 29 household heads were normal meaning that they are without any physical disabilities or chronic illnesses. There was only one respondent who was chronically ill and none of the respondents were disabled. This data indicated that most of the household heads are still able bodied with the capacity and strength to undertake livelihood strategies. In support of this Chambers and Conway (1992) state that physical ability is one of the prerequisites for social capital. Therefore, this information proves that development of the area is still possible judging on the number of able bodied individuals in the area.

## Occupation of household heads

Table 4.2 below shows types of occupation in households

**Table 4.2 Occupation of household heads in Ngezi**

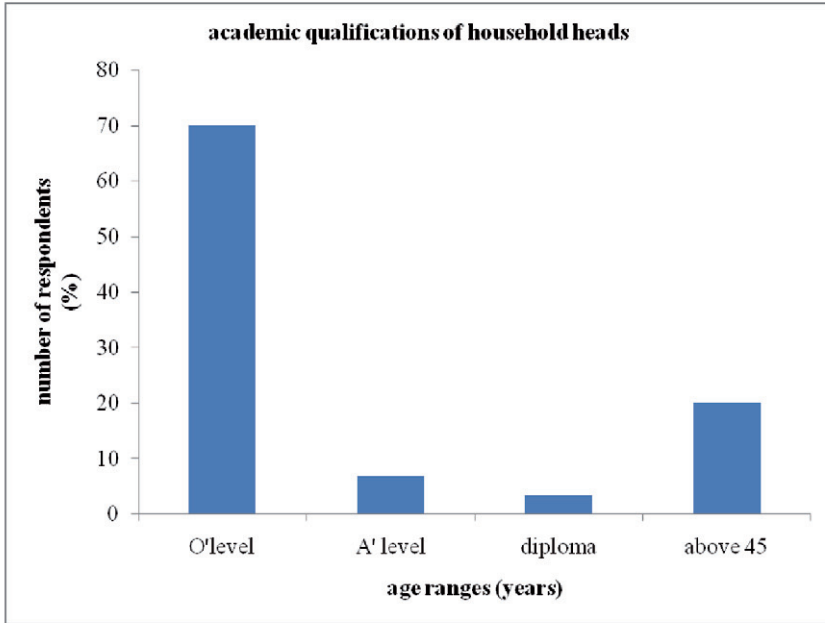
Occupation	Total number of respondents	% of sample
Formally employed	14	
Self employed	11	
Unemployed	5	
Student	0	
Total	30	100

**Source: survey results 2012**

The results are a clear indication that most of the household heads are either formally employed or self-employed. This significant for rural development in that household heads are employed they are able to cater for their families' needs and thus stability prevails in the households. Stable households can therefore make up better communities and are relevant for rural development.

## Academic qualifications

Figure below shows academic qualifications of respondents in ward 11.

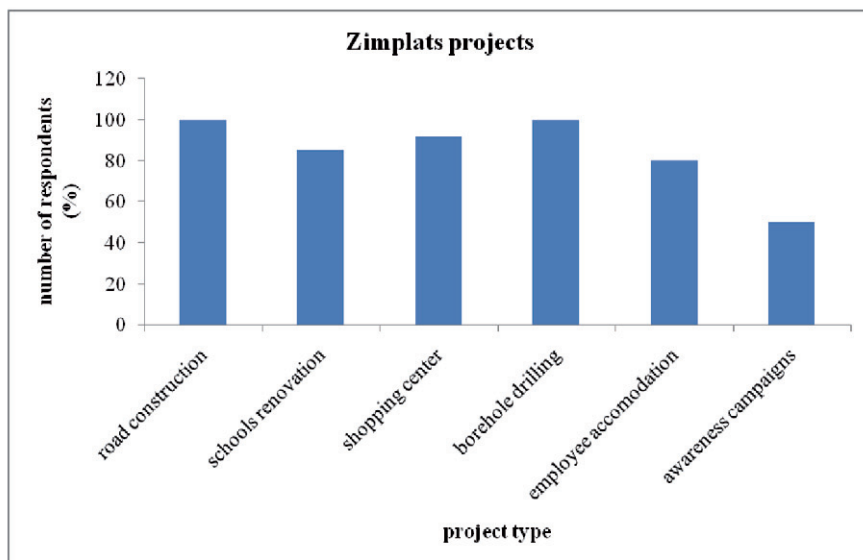


**Source: survey results 2012**

**Figure 4.3 academic qualifications of the household heads**

This information indicates that most household heads are literate and have a greater chance of being formally employed or carry out small businesses on their own. It also shows that they are able to contribute to the development of the area through effective decision making in planning for projects and programmes in the community.

## Projects initiated by Zimplats



Source: survey results 2012

**Figure 4.4 Projects and programmes initiated by Zimplats**

The graph above shows that all participants indicated that Zimplats has initiated road construction and drilling of boreholes in Ngezi area. 85% and 92% of the respondents indicated that Zimplats initiated the renovation of schools and establishment of Ngezi shopping centre respectively. Construction of employee accommodation was also indicated by 80% of the respondents as another initiative of Zimplats mine. 50% of the respondents stated that Zimplats mine carried out awareness campaigns in Ngezi that includes a dynamic HIV and AIDS work place campaigns. It has also established a fibre optic line to Ngezi and telecommunications switching equipment. It has also put in place Ngezi Weir and water reticulation project for Turf village. Employment creation is also another programme initiated by Zimplats.

In partnership with the local power company ZESA, several projects have been undertaken to ensure continuity in electrical supplies including the 135 kV power line from Selous to Ngezi for the construction of a new 330kV sub-station for the national power utility ZESA.

It has also embarked upon the Ngezi Agro-industrial projects that focus on growing maize and small grain with local small grain farmer.

These programmes initiated are a clear sign of an effort by Zimplats to solve social problems in Ngezi area as part of its corporate social responsibility projects and programmes. From the interviews carried out, the researcher gathered that all these programmes initiated mainly centres the social aspects of the people in the area to enhance their social upkeep as well as to aid in the development of the households.

However, it is clear from the projects indicated above that they are initiated on the community level village level not at the household level. This might become problematic in that not all people in the area have access to these facilities offered maybe due social constrains such as social exclusion or lack of capital. Development, according to Multz 1994, should start at the household level going up to the national level.

### **Social problems in Ngezi area**

The respondents in ward 11 indicated that social problems that they are facing include water shortages, poor sanitation, unemployment, lack of proper health facilities, low levels of education, poverty, high illiteracy among adults, high prices on commodities, high school fees as well as HIV and AIDS.

These problems can be a barrier to rural development in that they hinder the effective functioning of rural households. Lack of capabilities and assets hinder people from engaging into self-sustaining projects. Unemployment may also

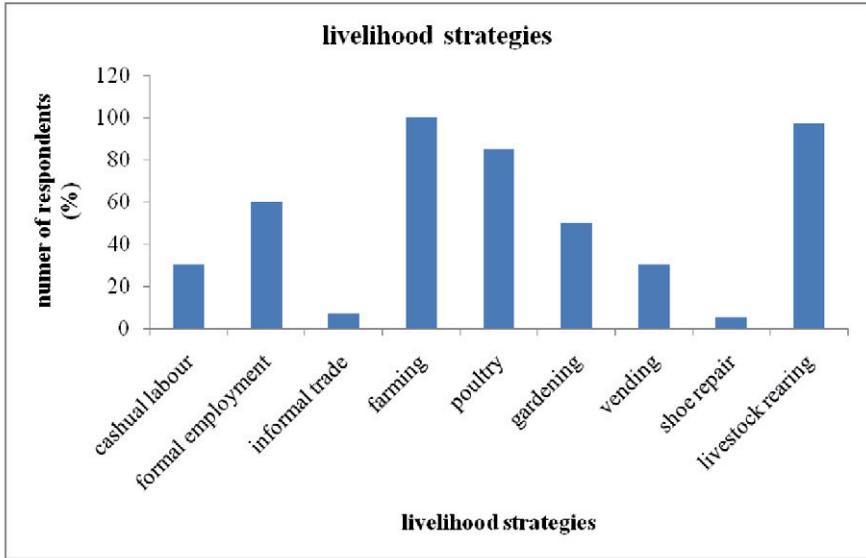
cause financial deficit and may lead to poverty which is an indication of underdevelopment. Water shortages and lack of health facilities can lead to diseases such as cholera or typhoid and more medication is a threat to human lives. These health related problems may also affect performance of the workers at work places and can distract people from diversifying their livelihoods. This therefore shows that corporates should give a hand in the society's health issues.

Moreover, most of the problems mentioned above by the respondents are far more beyond the control of the local people themselves. Most are not financially able to address the issues of water shortages, poor sanitation, high prices on goods and commodities and attending specialised and expensive health centres such as dentist and optical surgeries. This is a clear indication that Zimplats has to address these problems so as to achieve the goals of rural development.

### **Livelihood strategies in Ngezi**

Figure 4.5 below indicates the livelihood strategies in ward 11.





**Source: survey results 2012**

**Figure 4.5 Livelihood strategies in Ngezi**

The graph above indicates that farming, poultry, livestock rearing, are the most practised livelihoods in Ngezi with 100%, 85% and 96.8 % respondents respectively. Shoe making and repairing as well as informal trade are the least practised with 5% and 7% respondents respectively. Despite most people being employed at Zimplats those left in the farms continue to practise farming and other livelihood strategies. However, from the discussions carried out most participants indicated that farming activities have been affected since 3most energetic men and boys now go for formal work. Mostly women, the elderly and children are left at home to undertake these farming activities. In addition most people working for Zimplats have been relocated to employees' accommodation offered by Zimplats and thus farming activities have been greatly disturbed.

The researcher also gathered that although Zimplats has embarked on the Agro-industrial project the effectiveness of these projects has not yet been clear due to lack of intervention support from Zimplats itself and other related stakeholders.

### **Diversification of livelihoods through Zimplats projects**

From the research the researcher found out that Zimplats projects brought about some opportunities for other livelihood strategies in the community. Availability of boreholes in the community has assisted the local people to start up vegetable gardens. Produce from these gardens are then sold to earn money. However not all are engaging in these gardening projects. Some are using these vending tables as fleemarkets where they sell clothes and other non-food items. This is necessary as availability of other goods that may lead to improved quality of life and for livelihood diversification.

The construction of a tarred road has provided people with access to Selous where they can sell their fresh produce along the Harare–Bulawayo road. It has also brought about easy transportation of goods and people to and from Ngezi.

Zimplats and OK supermarket have provided the local people with employment. OK has employed the local people as till operators, shop assistants as well as general hand cleaners. This has helped the local people in diversification of livelihoods. Availability of electricity has enhanced some households to engage in peanut butter projects they have purchased peanut butter making machines and are making peanut butter for sell.

Boreholes have enabled most people in the community to start up gardening projects for self sustainance and for fresh produce to sell.

### **The significance of Ngezi shopping centre and other Zimplats projects**

The Ngezi shopping centre which comprises of OK shop, CABS, Interfin and ZB banks, an optician surgery, fleemarket and vendors' market facilities and a

public toilet has played a significant role in the development of the area. These facilities have assisted in improving the living standards of the people in Ngezi. OK shop provides people with goods and services required for domestic and agricultural purposes. These goods such as high quality, nutritious food and other household facilities provided by OK have a positive effect on the standards of living of the ordinary people in the rural areas. Banks are necessary for people's monetary transactions and this has lessened the burdens of travelling into towns such as Chegutu in order to attain banking services. A surgery at the shopping centre serves to provide the optical health services for the people in the area. Fleemarket and vending tables have managed to address the problem of unemployment by providing infrastructure for self-sustaining jobs. This has managed to reduce the number of unemployed people in the area. OK on the other hand has provided people with employment through recruiting the local people as shop assistants, till operators and general hand cleaners.

The mine has initially 3000 houses and construction of additional houses is currently underway. It is envisaged that 3000 more will be built within the next 5 years and this would increase by another 6000 houses in 10 years. This has improved shelter quality for Zimplats employees.

The reconstruction of the 70km Selous/Ngezi tarred road has benefited the local public, chrome miners in the area, farmers and schools by enhancing improved and effective transportation of people and goods into and out of the area.

The availability of boreholes has minimised the shortages of water in the area and also enabled the local people to start up gardening programmes. These gardens produce supplementary income.

### **People's perceptions on Zimplats projects**

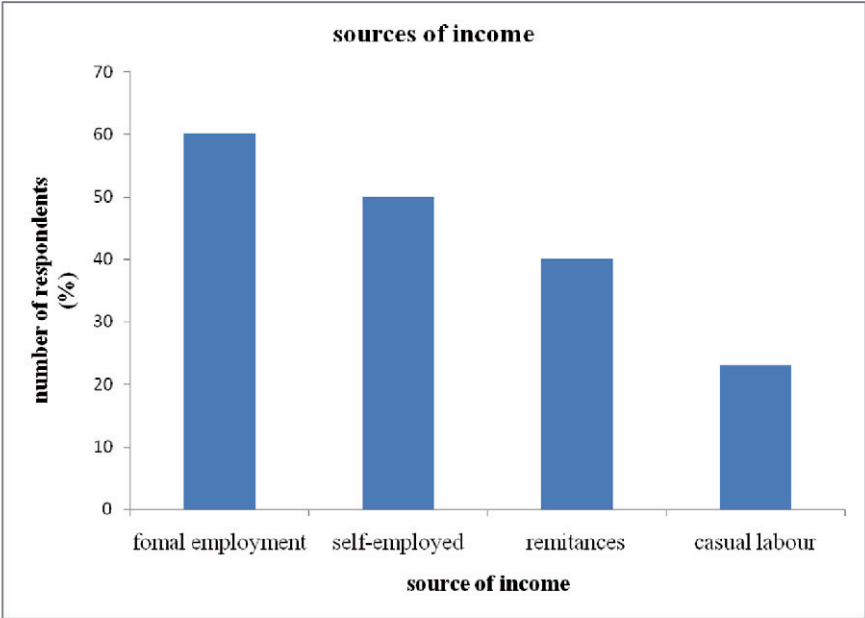
The Ngezi community is so much contented with the projects initiated by Zimplats in the area. Most respondents acknowledge that Zimplats has bought

positive changes to the community such as better water, transport, communication and energy facilities. However some respondent pointed out that there is need for a revisit on the relationship between Zimplats and the community. Some also advocated for the involvement of the local people in Zimplats projects.

**Impact of Zimplats projects.**

**Sources of income**

Figure 4.6 below shows the sources of income in ward 11.



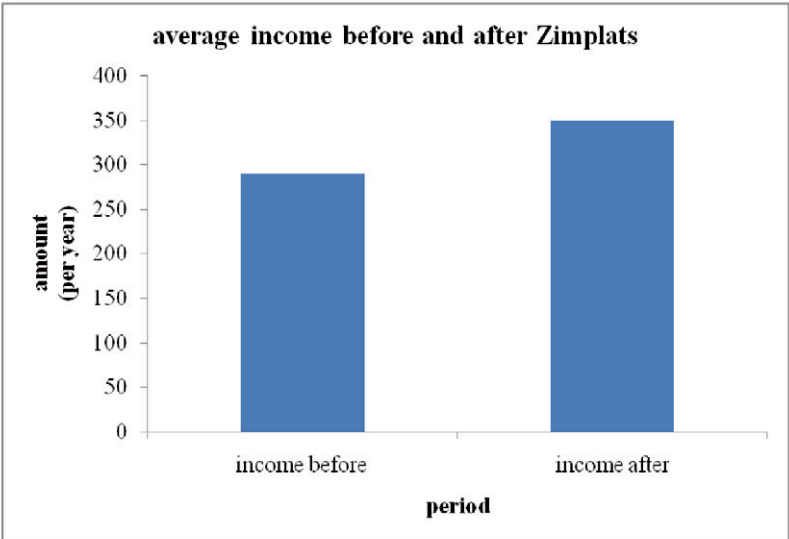
**Source: survey results 2012**

**Figure 4.6 sources of income in Ngezi.**

These results indicate that most people in the area largely depend on formal employment and self-employment. This is significant for the development of the community as most of the people work within the community. Thus most efforts by the local people directly or indirectly contributed to the good of the community.

**Average income before and after Zimplats**

Figure 4.7 shows average income before and after Zimplats



Source: survey results 2012

**Figure 4.7 Average income before and after Zimplats**

The average income rose significantly from 290 to 350 US dollars.

**Changes in asset ownership since Zimplats projects.**

Table 4.3 below shows the changes in asset ownership since Zimplats projects

**Table 4.3 asset ownership since Zimplats projects**

Type of asset	Change	% of sample	No change	% of sample
Livestock	19	63	11	37
Scotch cart	3	10	27	90
Hoes	25	83.3	5	17
Harrows	6	20	24	80
Ploughs	9	30	21	70

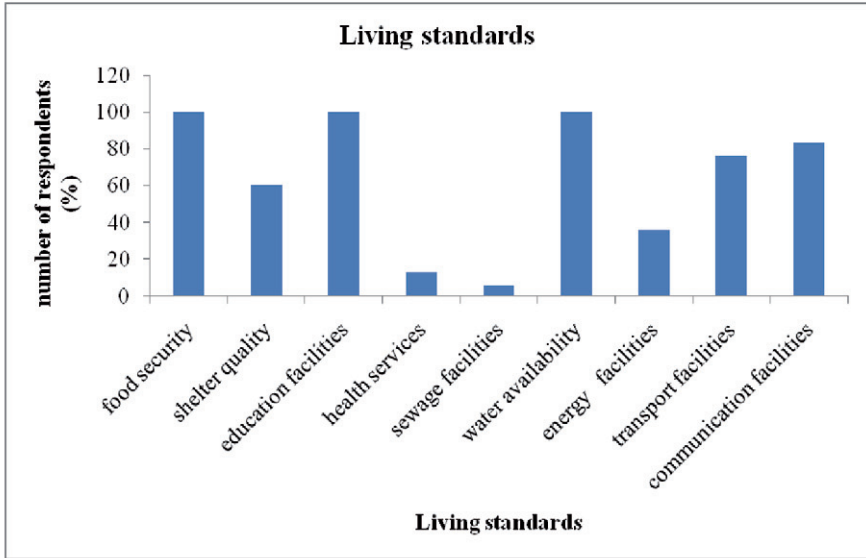
**Source: survey results 2012**

The table shows that 19 respondents agreed that their livestock has increase in number and 11 said that there was no change. Only 3 respondents indicated that there has been an increase in scotchcart ownership. 25 out of 30 respondents agreed that ownership of hoes has positively changed then 6 and 9 respondents indicated change in harrows and ploughs ownership respectively.

Greater number of respondents who indicated that there has been increase in livestock and asserts. However for other asserts such as scotchcarts, harrows and ploughs only a small number of respondents indicated that there has been change in ownership of these asserts. This is mostly because most men now spend most of their time attending formal employment such that they have little time to spend in the fields. Usually women are left at home to engage in subsistence farming which however needs little or no ploughs and harrows at all. Thus there has not been much change in the ownership of larger farm implements.

### **Living standards in the community since Zimplats projects**

Figure 4.8 shows the living standards in Ngezi



Source: survey results 2012

**Figure 4.8 living standards in Ngezi**

Food security, education and water facilities have the highest number of respondents indicating that they have shown change since the Zimplats projects. Sewage and health facilities have the lowest number of respondents showing that they have changed. Shelter, transport facilities and communication were also indicated that they have changed with 18, 23 and 15 respondents respectively.

The establishment of the ok shop has enhanced improvement in availability of quality food for the local people in Ngezi. Also through diversification of livelihoods people in Ngezi can now purchase quality food from the market and can now produce more from their gardens and fields.

Education quality and facilities have improved due to the support given to the local schools by Zimplats. Teachers' incentives provided by Zimplats have

assisted the local schools to accommodate highly qualified teachers and thereby improving the quality of education offered in these schools. Improvement in school facilities also helped in creating conducive learning environment for the school children and this has proved to be an effective move towards attaining high quality education in Ngezi.

The drilling of boreholes in Ngezi area also assisted in improving the water quality and availability. These boreholes provide safe water for the local people for both domestic and agricultural purposes. The local people have also managed to establish gardens in which they produce vegetables and other fresh produce essential for the improvement of standards of living.

For most, especially those employed at Zimplats mine shelter quality has also improved through the construction of houses for employees and through livelihood diversification most can now afford to renovate and reconstruct their homes.

Transport facilities have also been improved. Zimplats mine has also initiated the grading of local roads and the construction of a tarred road. This has managed to improve the peoples' standards of living in that there is now easy access to transport and to markets for farmers.

Sewage and health facilities are two areas that have not been effectively improved. There are less health facilities in the area and this is hazardous to development. Health facilities have to be readily available in case of emergencies such as disease outbreaks because health problems are a barrier to development.

\



## **Challenges encountered by Zimplats**

### **Community participation in the project**

All the respondents in the research confirmed that Zimplats authorities are the ones who decide on the projects to be undertaken. These results show that there is no room for the locals to make decisions in the projects being undertaken by Zimplats mine. This means that it is more of a top down approach to development than a bottom up approach. It might also mean that Zimplats undertake these projects for its own benefits and not with the community at heart. Carroll (1999) noted that some corporations take on social responsibility assistance offered for the individuals in the community or capital given to individuals willing to start up their own businesses or projects. Projects undertaken, for instance, road construction and a shopping centre are aimed at benefiting directly and indirectly Zimplats. The road ends were the mine site ends and the shopping centre is located near the houses built for the employees and is also near the Zimplats site. It is therefore clear that these projects are carried out to benefit Zimplats in the name of CSR.

The researcher also found out that Zimplats' CSR is limited to mine workers. The communities surrounding the mines are largely ignored. Most respondents in group discussions stated that the communities have no clear strategy to engage with them and when do they launch one of their sporadic intervention, they do not take the local people's preferences into account. Respondents explained that when Zimplats interacts with the communities, the vast imbalances in knowledge, skills and resource tips lays firmly in favour of the mines. For example, when the mining company hold compulsory environmental impact assessment meetings with the local communities, the representatives of the mine boast a far greater concentration on the environmental, geological and geographical knowledge that any of the communities, with their low level of

literacy and lack of understanding of the long term impact of the mining, could hope to have. These power imbalances can only work to the companies' advantage.

Zimplats also finds it difficult to deal with issues of transparency. The broader citizenry is marginalised from consultation and decision making progress on mines' CSR issues and other development issues that directly affect their livelihoods.

However it is worth noting that Zimbabwe is to bad practises by industries due to weak state capacity to monitor the industry, limited civil society industry, limited civil society participation and weak legal and institutional framework.

### **Problems yet to be solved in the community and proposed solutions**

People in the Ngezi community are advocated for the construction of proper roads in the villages. Since most are employed at Zimplats, there is need for reconstruction of roads leading into the villages to enable the transportation of people to and from work. These roads will also assist in the transportation of goods and people from the innermost areas to the growth centre which will give them access to the Ngezi/Selous highway.

From the discussion carried out in the survey the researcher found out that there is a problem of high school fees being charged by the local schools, both primary and secondary schools. This was said by the respondents to have started after the renovation of the local school. The high fees rates are therefore depriving children from most poor households' access to education.

The researcher also found out that shops are also charging exorbitant prices on commodities. Most respondents mentioned that prices on commodities have sky rocketed since the establishment of the Ngezi shopping centre beyond the reach of many poor households.

Another problem that was mentioned by the respondent was that there is no intervention support from Zimplats, the government and other related stakeholders. This is therefore affecting the sustainability of the projects and programmes initiated in the community. For instance, respondents indicated that there is no follow up by anyone on the maintenance of boreholes and no intervention on price and fees control by the government.

Lack of health services in the area was also indicated as another problem that needs to be solved in the community. Respondents indicated that there are no clinics in the area such that they depend on the Mamina hospital which is as well far from the community. This has caused lack attendance of diseases in the area and has led to increase in human lives.

## **Chapter 5: Conclusion and Recommendations**

### **Introduction**

This chapter mainly focuses on the conclusion of the study and recommendations for the problems in the community.

### **Conclusion**

This study has proved that Corporate social responsibility is a significant significant for rural development. Zimplats has put efforts to fulfil its social responsibility goals and this has brought about positive impacts on development of Ngezi.

The study managed to identify projects that were initiated by Zimplats in the ward 11. These projects include drilling of boreholes, road construction, employees' accommodation, electrical supplies projects, agro-industrial projects as well as the establishment of the Ngezi shopping centre. These projects are a clear indication of the effort by Zimplats to take part in the development of the area and to give back to the society.

Zimplats' CSR has also proved to be significant enhancing livelihood diversification in Ngezi area. Its projects have brought along other livelihoods for the community and have enabled supplementation of incomes in the households.

These projects are however initiated at the community level hence not much has been done at household level to cater for individual farmers. The research has also brought out that not much has been done to solve environmental problems. Pollution from the Zimplats mine is obviously hazardous to human health thereby causing it to become a social matter. Thus Zimplats should introduce environmental programmes that are direct causes of social problems.

Another problem indicated by the research is that there is lack of transparent in Zimplats projects. Community involvement is initially not achieved and this has led to Zimplats to come up with projects that mostly benefit the corporation without fully addressing the social problems in Ngezi.

### **Recommendations**

The researcher has come up with recommendations for the problems and challenges faced in the initiation of CSR in the Ngezi area

#### **- Agricultural intervention.**

There is need for more agricultural intervention by Zimplats mine, the government and other related stakeholders. Agriculture is one of the major livelihood strategies in rural areas and thus development should start at this level. Therefore, there should be more agricultural projects and assistance to ensure effective rural development.

#### **- CSR at household level.**

Projects and programmes initiated by corporates should be on the household...Corporates should initiate their CSR projects and programmes at household level. This will ensure that each member of the society has benefited. Development at household level brings out effective results than that on community level

#### **-Regulations on CSR.**

The government is recommended to come up with regulations that govern CSR especially in rural areas. This will give direct enforcement for every corporate to give something back to the community that it affects. This will also serve to ensure that all corporates are not undertaking projects and programmes in societies for their own benefit in the name of corporate social responsibility.

### **-CSR on the environment**

CSR should also expand to the environment. Corporates are therefore recommended to undertake CSR projects and programmes on the environment. Organisations should be able to cater for the problems environmental problems that they cause in the society such as pollution which is hazardous to human health

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