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THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY INVESTMENTS CARRIED OUT BY ZIMBABWE CONSOLIDATED DIAMOND COMPANY IN THE CHIADZWA COMMUNITY

BY

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER IN HUMAN RIGHTS, PEACE AND DEVELOPMENT IN THE COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

2020

Abstract

This study sought to analyze the impact of corporate social responsibility projects initiated and implemented by Zimbabwe Consolidated Diamond Company (ZCDC). The research further examined issues of community participation and the effectiveness of corporate social responsibility projects being carried out in Chiadzwa. The study adopted participatory development theory as its theoretical framework. Qualitative research design was utilized in the study. The design was chosen because the study was concerned with people's views on corporate social responsibility projects in the community. Two sampling methods were used and these are purposive and convenience sampling methods. Purposive sampling was used for the key informants and convenience was for the general community members. The study was conducted in Chiadzwa and thirty-six respondents participated from three villages namely Chishingwi, Tonhorai and Mukwada. Findings from the research showed that there are several CSR projects that were implemented but serious poverty still exist in Chiadzwa. The CSR projects include cattle rearing through artificial insemination, subsistence farming, sewing, just to mention a few. There has been no remarkable community development in form of corporate social investments in Chiadzwa. ZCDC's efforts have been riddled by a multiplicity of challenges. The researcher however, recommended that for sustainable CSR projects, there is need for a bottom up approach from project initiation phase up to closure, adequate resources and government will to transform the social and economic status of the people in the community. More so, ZCDC should engage into partnerships with non-governmental organizations which have been in the game of community development for many years. The researcher also noted that it is vital for the community members and officials at ZCDC to have enough project management training so that they become more skilled.

Key Words: Chiadzwa, Corporate Social Responsibility, Development, Sustainable, Zimbabwe Consolidated Diamond Company (ZCDC)

Definition of Key Terms

Community Development- is a concept used to indicate actions and initiatives taken to improve the standards of living in both urban and rural environments

Corporate Social Responsibility (CSR)- refers to 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 (Bowling, 2012).

Sustainability- according to IFAD (2018), is the process of people maintaining change in a balanced environment, in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations .

Declaration

I declare that this dissertation is my original work except where sources have been cited and acknowledged. The work has never been submitted, nor will it ever be submitted to another University in the awarding of a degree.
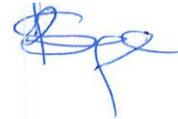
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Acknowledgements

I would like to thank my Supervisor, Mrs Bere, for her guidance and patience. I have reached this far because of her keen sense and understanding. I also want to pass my gratitude to the IPLG department.

I acknowledge the support from friends and my nuclear family. Thanks for encouraging me during all difficulties.

My acknowledgements will be incomplete if l do not thank the Almighty God, the Owner of the Universe and the foundation of everything.

I also want to thank all the participants who took part in this research, their input was of great importance in producing this document.

Dedication

This research is dedicated to my parents and all the victims of cyclone Idai in Chimanimani.

List of Acronyms and Abbreviations

AMC   Africa's Mine Corporations

CDATA   Chiadzwa Dialogue and Technology Platform

CPI   Corruption Perception Index

CSR   Corporate Social Responsibility

EMA   Environmental Management Agency

FGDs   Focus Group Discussions

IFAD   International Fund for Agricultural Development

KPC   Kimberly Process Certification

LRA   Leader of the Residents Association

MDC   Movement for Democratic Change

M&E   Monitoring and Evaluation

NANGO   National Association of Non-Governmental Organizations

NGO   Non-Governmental Organization

OECD   Organization for Economic Co-operation and Development

UDHR   Universal Declaration of Human Rights

UN   United Nations

WEF   World Economic Forum

ZCDC   Zimbabwe Consolidated Diamond Company

ZELA   Zimbabwe Environmental Laws Association

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CHAPTER 1 INTRODUCTION

1.1 Introduction

The Zimbabwe Consolidated Diamond Company (ZCDC) is a wholly government owned entity with a mandate to mine, explore, recover and sell diamonds in Zimbabwe. As such, all diamond mines, either current or future ones are under the ambit of ZCDC. As highlighted by Mbada Diamonds Report (2016), the current scope of consolidation includes, but is not limited to, the following: All concessions which fall under the current Chiadzwa diamond fields both operating and mothballed. The government has engaged with partners like Vast Resources and the Chiadzwa Trust who have demonstrated the capacity to provide adequate financing as well as technical and marketing support to maximise the value of the diamonds. Collaboration was set to create a powerful company (ZCDC) which is capable of harnessing and controlling its diamond resources for the long benefit of the nation. The Mbada Diamonds Report (2016) notes that, the Diamond Value Management standards and tenets will be easier to apply across the operations thereby harmonizing the various diamond mining and recovery processes.

The Mbada Diamonds Report (2016) revealed that, the sustainability program upon which ZCDC's business is anchored has economic, social and environmental considerations as the three pillars of strategic focus. Success in these three strategic areas ensures sustainable symbiotic relationships between the organization, key stakeholders and the environment. The company acknowledges the importance of its host community and the impact that they may have on the business and alternatively the impact that the company may have on the community. To this end, stakeholder engagement is an essential part of business operations and it is vital in managing risk and building social capital. ZCDC recognizes both internal and external stakeholders.

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The mine has invested in diamond explorations located in Chiadzwa, Manicaland Province and it is wholly State owned. However, the company's corporate social investment programmes vary in form and size.

1.2 Background to the Study

As Maguwu (2016) postulates that, corporate social responsibility (CSR) has been in constant transformation since its early emergence in the 1950s. CSR as an idea found its feet more in Europe than in the U.S. The United Nations played a significant role in universal acceptance of the notion of CSR and this concept has been captioned under many names, including strategic philanthropy, corporate conscience, corporate citizenship, social performance, sustainable responsible business.

Heath (2016) further opines that, among other countries, India has one of the deepest traditions of corporate social responsibility. Charity and philanthropy are the key drivers of CSR in India. In spite of having such good glorious examples of CSR in India, CSR is in a very much budding stage. In addition Freeman and Liedtka (2015) stresses that, in India, CSR is a process in which all companies come together as one and take part in the welfare of the society. It is often referred to as business responsibility and an organization's action on environmental, ethical, social and economic issues.

A lack of understanding, inadequately trained personnel, coverage and policy further adds to the reach and effectiveness of CSR. The OECD (2015) notes that, many Indian corporates view sustainable development as optimizing financial position while not depleting social and environmental aspects and CSR implies supporting issues related to children, women and the environment.

It is important for companies to identify, promote and implement successful CSR policies and practices. Today's businesses are an integral part of the society and corporations are also social institutions. Holme (2011) states that, the role of business is to create value for its stakeholders and also creates value for society, manifesting itself as a win-win proposition.

As noted by Holme (2011), a survey revealed that 79% of Americans prefer to buy products in companies that actively engage in CSR events. American society expects businesses to voluntarily participate in solving societal problems whether they had caused those problems or not.

The World Bank (2019) notes that, the UN and European Commission prefer a CSR that leads to a triple bottom line and that is, profits, protection of the environment and fight for social justice. While classical economists have suggested that the needs and desires of society could best be met by the free interaction of individuals and organizations in the market place. However, it is still in the nascent stage in many countries across the globe.

Friedman (2010) opines that, CSR projects have for many years been successful due to a number of factors and these include, standardization, enhanced profitability, cost effectiveness, investor attractiveness, sustainable management of resources, transparency, accountability, among other advantages. The Mbada Diamonds Report (2016) notes that, before the establishment of ZCDC, there were many companies that operated in Chiadzwa. These include Anjin, DMC, Jinan, Mbada, DTZ-OZGEO, Rera, Gye-Nyame, Kusena and Marange Resources. These companies failed to renew their Special Grants issued to them in terms of Section (291) of the Mines and Minerals Act (Chapter 21:05). Some expired as far back as 2010 and others in 2013. Maguwu (2016)

notes that, in March 2015, the government, in response to the falling output from Chiadzwa and the limited benefits derived from activities there, issued a policy directive for the diamond companies to be consolidated into one company under the banner of the Zimbabwe Consolidated Mining Company. Karnan (2010) postulates that, many corporations across the globe have left no stone unturned through their Corporate Social investment programs. There is a concordance between the information published and the activities done on the ground. The missing link of the CSR in Chiadzwa is the transparency and coherence between CSR and public relations (PR) activities.

The ZCDC Report (2016) reveals that, as a committed indigenous corporate, ZCDC holds the concepts of CSR and Corporate Social Investment (CSI). In principle and practice the company's CSI addresses the company's overall response to economic, social and environmental considerations and their CSR programmes caters for the group's communities in which it operates. The corporate's community development programmes fall into the several categories that include education, health, income generation or local initiative development. Priorities for community projects are developed in close consultation with the local communities through regular community engagement platforms. They are also based on information from independent research findings. This is done to ensure that the company responds to community needs and retains its social licence to operate.

1.3 Statement of the problem

CSR projects have been in existence since the attainment of independence in Zimbabwe. CSR is generally voluntary work by companies including mines to uplift the welfare of communities from which their businesses exist. Companies have committed considerable budgetary resources towards social responsibility and many

social and economic projects have been carried out to date. However, concerns have been raised from many quarters including government, academia and NGOs as to the sustainability of such investments. Maguwu (2016) notes that, this happens more in the mining sector where the mineral resources are finite and non-renewable. It is therefore necessary to explore or investigate the impact of CSR investments with a view to address the problem of community dependency. Previous corporate social responsibility projects that have been implemented since 2009 lacked unity of purpose on issues to do with community development. As put forward by Maguwu (2016), the Chiadzwa communities have been involved in CSR activities but serious poverty still exists. A lot still needs to be done regarding CSR programmes' sustainability, extent of involvement, existence and commitment on community development. Issues of community development have been regarded as part of corporate social responsibility initiatives hence, mining companies claimed to have no legal obligation to prioritize development of communities in which they operate in. As of now, there are no government regulations that govern CSR. This research seeks to assess the role of CSR projects in the Chiadzwa mineral rich area with particular reference to the Zimbabwe Consolidated Mining Company (ZCDC).

1.4 Research Objectives

This research seeks to:

1. Examine different corporate social responsibility projects by ZCDC.

2. Assess the effects of CSR projects in Chiadzwa on community development.

3. Examine how ZCDC promotes community rights in relation to development.

4. Recommend measures that can be taken by government and investors when implementing CSR projects in mining community

1.5 Research Questions

1. What are the CSR projects being run by ZCDC in the community?

2. What are the long and / short term effects of these CSR projects on community development?

3. How has ZCDC promoted human rights in relation to development in the community?

4. What strategies can the government and investors use to implement sustainable CSR projects for the benefit of the community?

1.6 Assumption

ZCDC plays a significant role in the development of the Chiadzwa community.

1.7 Purpose of the study

The purpose of the study is to assess the impact of corporate social responsibility projects with a view to address the problem of community dependency in the Chiadzwa community. Taking into cognisance the variables like gifts, handouts, commitment and the extent of involvement of these mining companies in the community.

1.8 Significance of the study

This research findings was of importance to the Ministry of Mines and Mining Development, Chiadzwa community, Zimunya-Marange Resident Association, ZCDC and the Academic community. Large scale mining companies in Zimbabwe have played a big role in corporate social responsibility programs. However, there are still important gaps between mining companies' corporate social responsibility (CSR) activities on one hand, and accountability, fairness and sustainability of the projects being carried out. Mining companies in Zimbabwe, particularly ZCDC have business models that consider community development as corporate socia responsibility when

in actual fact communities are supposed to be partners in the diamond mining. The Zimbabwe Consolidated Mining Company (ZCDC), a wholly State-owned mining entity has witnessed unprecedented engagement with the community. In the future the company may strengthen its relationship with the community through implementing right CSR projects that benefits the community. It therefore makes both logical and business sense to reign in and consolidate the corporate social responsibility activities through a collaborative and inclusive approach so that the financial accounting of the proceeds is made easier. The Zimbabwean government may also get an insight on what ZCDC has done so far for the community. The Marange -Zimunya community share ownership trust acquired people's perceptions on the CSR projects in the community and enquired what people wish to have from ZCDC.

The study was also helpful to policy makers to realizing that company policies alone in Zimbabwe are not enough. There is need to ensure that the policies are producing positive results and improving the delivery of CSR projects. CSR has to be a policy tool to be used to ensure that local community's benefit from the mining activities in their area. This ensured the sustainability of policies in local communities and improved the local people's livelihoods.

The impact of CSR programmes showed the challenges faced by the Chiadzwa community and the strategies on how to fully and effectively implement CSR programmes. The results of the research have assisted the local community and ZCDC on how they can improve programmes through different CSR projects in order to develop the Chiadzwa community.

1.9 Delimitation of the study

The research focuses on the impact of corporate social responsibility with a view to solving the problem of community dependency on CSR in Chiadzwa. The study therefore focuses on one diamond mining company, (ZCDC) in Marange District, Manicaland Province. It further looks into the impact of corporate social responsibility projects that have been taking place in Chiadzwa from 2016 to date. ZCDC started its diamond operations as one mining entity since 2016. The company has committed considerable budgetary resources towards CSR but however, concerns have been raised particularly on the impact of these projects in relation to the development in the community.

1.10 Limitations to the study

It is imperative to take cognisance of the fact that researching on CSR projects is very broad and it includes several issues that are essential to the study. The challenges in the research include informants who were not willing to be interviewed. Some informants chose not to disclose certain information essential to the study. The research includes directors and their subordinates, so there was a potential risk that the subordinates could have withheld information in fear of accusations by their superiors. Thus, the research probed on respondents so that they disclose necessary information. In many cases of this nature, companies may not want to be exposed on how much they are remitting to the society after all the environmental degradation. However, the researcher engaged the Marange-Zimunya Residents Association as a source of information. The Residents Association gave a neutral position on how the environment is being degraded and how much was remitted to the community. Further more, many degraded sites in the community were also shown as points of reference.

CHAPTER 2 REVIEW OF RELATED LITERATURE

2.1 Introduction

In this chapter, the researcher brings out the already known data concerning corporate social responsibility and community development. It consists of the literature that empirically supported this research. Firstly, the chapter examines the literature surrounding the effectiveness of CSR on community development. This chapter helps to bring out the knowledge gap that exist between past and recent researches. The review examined how other countries in the region and across the globe have managed to implement CSR initiatives effectively. The chapter also reviewed challenges faced by CSR projects implemented in other parts of the world and the strategies they have managed to use from implementation to closure of their community projects.

2.2 Theoretical Framework

This research employed Participatory development (PD) as its theory in order to assess the impact of corporate social responsibility projects in Chiadzwa. The first proponents of this theory were Goethe and Tarnas (1979) but the theory was later inherited and modified by Hoeper (2011) in order to suit contemporary society and complexities. Participatory development seeks to engage local populations in development projects. The theory is of relevance in this study because it informs the importance of participation to producing positive results. CSR projects carried out by any organization have to emphasize on performing in order to produce desirable change in the community.

Participatory development also entails the extent of participation in any developmental project. The theory answers questions like who should participate, to what extent, how do we see if there is serious participation or not, how are people participating, what

selection criteria is used for participation and how are people/ the community responding to issues of participation. Therefore, there is need to problematize issues of participation taking into consideration who should participate and at what stage during the implementation of different corporate social responsibility projects.

Participatory development has established various forms of developmental projects since it emerged in the 1970s, when it was recommended as a crucial part of the basic needs approach to development. Results of public participation in development seek to give the poor a part in initiatives designed for their benefit with the hope that social and economic development projects will be more sustainable and result oriented if local populations are embraced in the development process. Participatory development has become an on-going accepted method of development practice and it has been applied by a variety of organizations. Hoeper (2011) opines that, it is an alternative to mainstream top-down development. There have been questions about the proper definition of participatory development as it differs depending on the context applied. Hoeper (2011), defines participation as an inclusive approach by which individuals, groups and organizations are asked for their opinions or have a chance to become directly and actively involved in different community projects/ programs. Holme (2011), highlights that there are few perspectives that can define participatory development, and these include the Social Movement Perspective and the Institutional Perspective.

Hoeper (2011) further states that, no one is able to buy development, beneficiary communities must have the rightful possession of the projects. The Social Movement Perspective view participation as the co-ordination of people to eliminate unfavorable hierarchies of knowledge, influence, and economic distribution. Empowerment

participation is when key stakeholders in the Chiadzwa community are able and consenting to initiate the process of community development and take part in the examining of the implementation framework. This normally result in collective decision making about what should be done and how.

Hoeper (2011) further notes that, while some key stakeholders are equal partners in the development trajectory, the primary stakeholders are primus inter pares, that is, they are more and have a final say in decisions concerning their community. Possession and complete control of the development process lies in the hands of primary stakeholders. In most CSR initiatives across the globe, the movers and shakers of projects are the organizations and such is the case in Chiadzwa.

As noted by Johnson (2015), a plan is nothing unless it degenerates into work. The Institutional Perspective view participation as concerted actions and addition of inputs by different groups in the initiation and implementation of a development project. The Institutional Perspective apply the inputs and views of relevant groups, or responsible authorities in a community, as a way to achieve a pre-planned goal defined external project planners to the community involved. Holme (2011) stresses that, the social and economic development project, initiated by an experienced resource person outside the community involved, is a process by which outstanding social issues in a community can be divided into phases, and this partitioning facilitates different assessment of when and to what extent a participatory framework is relevant.

From an institutional point of view, there are basically four fundamental stages of a social and economic development project. These are the research stage, initiation stage, implementation stage, monitoring and evaluation stage that are all crucial in community development. The institutional view of projects can also be referred to as a project-based way of doing things.

Exponents of participatory development such as Hoeper (2011) stresses a difference between social inclusion and participation as an end in itself, and participatory development as a means of empowerment for the people at the peripheral ends of development. This has also been critiqued as the contrast between desirable participation for intrinsic rather than simply instrumental reasons. In the aforementioned manifestation, participants may be interviewed for them to give opinions without any surety that their opinions will have an impact or may be advised of decisions that have been made (top-down approach). In the institutional perspective, exponents assert that participatory development seeks to nurture and enhance people's capabilities to have a say in their society's development.

Participatory development adopted in these different initiatives often involves the process of results based creations. For example, UNESCO's community development projects employs information communication technology for social and economic development initiatives. Local people's efforts on content creations has resulted in the formation of different information networks. This was a bottom-up approach that involved widespread discussions, extensive conversations, and decision-making with the beneficiary community. The community members created products according to their capabilities and interests. This process initiates civic engagements with information and communication tools (ICT) and with the aim of strengthening community and social and economic development. This participatory results-based content creation is a crucial tool for poverty reduction methodologies and creating a technologically inclusive knowledge community**.**

2.2.1 Localizing Development

Putting the local communities in mainstream decisions that have serious potential that affect their lives is key to making development more rationale and effective. This has the power to transform the poor people's roles in development processes by giving them control and urgency. Moreover, employing civic participation in community development is complex. Some cases of corporate social responsibility projects in Zimbabwe have failed to be sensitive to complex issues, including social, political, economic and geographical realities and they lack effective monitoring and evaluation systems. The World Bank (2019) notes that, CSR projects require strong economic support to be effective. The report further states that, genuine efforts at inducing civic engagement require a sustained long term commitment and a clear understanding of the social and political forces at all levels of society.

It is morally unacceptable for a corporation to enjoy huge economic prosperity without considering those social and environmental agents affected by its daily actions. On-going research reveals that a multiplicity of strategies, methodologies, partnerships and approaches have been tried and tested around the globe to effectively implement CSR. Available literature also shows that although many corporations aspire to contribute positively to a better world, translating their thoughts into reality proves to be a huge challenge. Carroll (2015) opines that, the fulfilment of economic responsibilities is thus required of all companies and organizations. Several corporations have stakeholders who expect a substantial return on their investments, they also have workers who want riskless and fairly paying jobs. Hence by definition, this is the reason why businesses are established in the society. Thus, the seriousness of an organization to carry out corporate social investments can be seen through the

levels of participation by community members. Participation should by definition and principle be inclusive. However, in Chiadzwa only those at the top echelons of power are consulted before CSR projects kick start.

2.2.2 Background of CSR

Friedman (2010) postulates that, corporate social responsibility (CSR) projects have existentially been practiced since the beginning of World War 11. A concerted and collaborative effort between the U.S, Britain and Canada led to the manufacture of the first atomic bomb under the guise of the Manhattan Project. In South America, the Mazahua Indigenous Community of Mexico have also successfully implemented collaborative projects and this has proved to be beneficial in community development.

Corporate social responsibility (CSR) have gone through a plethora of development phases and today we come across many definitions that share in principle the belief that corporations have responsibility for the good of the public. The World Bank (2019) defines CSR as a company's obligation to be accountable to all of its key players in all its undertakings and operations. There is need for stakeholder involvement, sustainability and accountability. On the other hand, critics of CSR like Mugova and Sachs (2019) regard corporate social investments' actions and activities to be useless ballast that separate many companies away from the profit they make.

CSR projects have been implemented in many parts of the world. Bowen (2014), defines CSR as an endless commitment of business to respond and act ethically and invest towards social and economic development while improving the livelihoods of the workforce and their families as well as the community members at large. He further acknowledges that CSR is a good idea and if all business, both small and big, work to

try and fulfil this definition then without doubt this world would be a relatively better habitat for many. In Benin, during the summer of 2004, corporate social responsibility investments in the Adourekoman community were undertaken in promotion of education for all. For development to be realized, the project teams were required to work closely with the local population in their pursuit of free education for all (Ikelegbe, 2010).

This research is slightly different from CSR that was implemented in Benin but it took some notable lessons from there. CSR in Chiadzwa aims at reducing levels of poverty and lessening community dependency on NGOs. Different methodologies were used thus, different results obtained. Literature shows that projects in Benin were implemented way ahead of schedule, while in Chiadzwa some infrastructural development projects that were implemented back in 2010 are still incomplete (Mugova & Sachs, 2019).

In Czech Republic, the corporate social responsibility is in many cases on the interest borderline. Different corporates donate other communities, entities or are part of charity programs. Company profits in this country are certainly on the right place but less is channelled towards sustainable development in order to create a shared value for both the companies and the community. Ikelegbe (2010) states that, over 70% of the interviewed Czech firms revealed that they take good care of their employees hence CSR is playing a positive role in the companies' views and practices regarding corporate social responsibility particularly by mining companies.

The international protuberance and recognition of CSR in the mining sector can be connected to the mining's significant negative, social and environmental impact, and

the associated criticism imposed at mining corporation from governments, civic organizations and local community organizations.

2.2.3 Corporate Social Investments in West Africa

Although the oil industry started operating in 1956 in Nigeria's Oloibiri community, activities commenced six years later through a related oil company known as Agip. Santoro (1999) revealed that, the role of the multinational corporates in the oil industry increased the revenue proceeds of the Nigerian economy. Some critics however, argued that the benefits of this economic success were only apparent in the urban areas of Nigeria. These were in form of infrastructure development especially big cities located some few kilometres near the oil extraction regions.

Tricker (2016) also highlighted that, the country side, especially in oil regions have regrettably endured severe neglect, despite the destructive impact imposed on them by these oil exploratory activities. However, Mugova & Sachs, (2019) stresses that, this is more similar to the case of Chiadzwa where the community was left with nothing while major development in form of infrastructure was done outside the mining province.

Perry (2010) notes that, the huge oil extractions benefitted the Nigerian State, inhabitants of these communities do not seem to have directly or indirectly enjoyed such benefits. Majority of the people in these communities are now realizing that the oil related pollution and environmental degradation results in nothing but misfortune, extreme poverty and underdevelopment to their communities.

Ikelegbe (2010) notes that, when oil extraction began in the late 1950s in the Niger Delta States, many people thought it would make a fundamental difference to their

lives. The availability of the earth moving machines and technology that indicated that their lives and communities would change positively. However, after a couple of 10 to and 30 years, they realized that 'their' oil had brought great unhappiness and misery. Ikelegbe (2010) asserts that their land was annexed for oil exploration and extraction, pipelines and platforms, then much of what was left were contaminated and degraded by indefinitely numerous oil spillages.

Subsequently, the oil companies are now being faced with the twin challenges of environment and stakeholders' trepidations for sustainable social and economic development in the community. The World Bank (2019) revealed that, besides the moral obligation that oil firms should invest in developing local communities affected by their mining activities, it has been argued that some trans-national entities are so influential that they can match many nation states as corporates with the capacity and material wealth necessary to positively or negatively impact positive/negative change in their areas of operation.

One of the key issues which have been debated over the years in the developmental process of the Niger Delta region has been who takes responsibility for developmental processes in the region. Between levels of governmental States, there are also serious disagreements with respect to community development responsibility. The Global Witness (2018) further notes that, with such vast resources at their disposal, the Niger Delta oil region has been seriously affected by massive oil related environmental degradation resulting in loss of soil fertility, depletion in agricultural, loss of forests, fisheries decline and depletion in biodiversity.

Wood (2017) asserts that, the result of the environmental pollution imposed on the oil bearing communities is the infringement of the rights to health and a healthy

environment, the right to a favourable standard of living, inclusive of the right to good food, clean water and the right to have a living through work for millions of people. This has subsequently disempowered and impoverished the local people who are heavily dependent on the primary economies of subsistence agriculture, fishing and hunting for livelihoods.

Roberts (2013) reveals that, the Niger Delta region of Nigeria has been described as an odd paradox. Despite its evident and vast resources which is inclusive of the nation's oil wealth, the communities represent serious level of extreme poverty and underdevelopment. The region is not only trailing backwards in terms of development but it is also experiencing a crisis of developmental instability. Mugova and Sachs, (2019) states that, just like in Chiadzwa, infrastructure is very low, poverty and unemployment levels are high while access to basic social and economic amenities is very limited.

In Southern Africa, the Zambian Consolidated Copper Mines (ZCCM), the Mopani Copper Mines in particular arguably believed to represent more than half of the nation's gross domestic product (GDP) plays a significant role in promoting economic development. Mopani has some problems with the CSR defence and this also include almost all companies in Zambia which are criticized for playing public relations stance far from being regarded as corporate social responsibility and are not comparable.

Apart from the public relations stances, there are accusations that the National Infrastructure development and support programs however, are not funded in host communities. These corporate social responsibility programs are to some extent commendable, but have not been fundamentally been accounted for in terms of the National development process. In the Zambian copper mines corporate social

responsibility activities have played primarily a superficial role in the context of significant economic and social interruption and uncertainty in the current phase of privatization.

2.2.4 CSR and Public Relations in Zambia

There is need for a symbiotic concordance between corporate social responsibility (CSR) and public relations. Zambian mining companies present themselves as responsible but the big question is how they really behave in terms of their corporate social responsibility programs. This is a problem in all businesses. Many companies want to be associated under the influence of privatization try to make the community see them as responsible companies. In the case of Zambian mining companies, it is just a public relations stance. If these companies want to be seen as responsible, they have to include aspects of corporate social responsibility in all their business activities and mainly their corporate culture. Freeman and Liedtka, (2015) opines that the connection between CSR and Public relations is about producing shared values and not about sharing produced values. There is a concordance between information being published and what is happening on the ground hence no ideological fluency between CSR and public relations initiatives in the Zambian copper mines. This seems to be the case with ZCDC, the company appears to be playing a public relations stunt in the community. There is limited civic participation (local people) in decision making on issues that affect their well-being.

Only through a sound CSR program could an appropriate field site Zambia, around the Mopani copper mines be established for the local communities to feel comfortable and satisfied with the CSR projects to allow them to be implemented relative to the societies' priorities in terms of services like water supply and infrastructure

development. The local population should closely be involved in all levels that is from initiation to closure of these CSR projects. While communication with the local people was also recommended in some of the communal-mining areas in Zambia, there is need to look at the how the system of CSR is being implemented. This is evidenced by the expressed interest among all parties involved in the CSR project around the Mopani Copper Mines.

Africa Mine Collaborations (AMC) is a Canada based company with African roots, established to facilitate partnerships committed to responsible and effective mining practices in Africa. The AMC is the brainchild of an African who engaged on a three-year search to determine how objective global efforts could transform the economic prospects of mineral rich African Nations. AMC was founded on the credo that the phenomenon of Africa Resource Curse can only be broken through co-ordinated international mutual efforts and therefore, works closely with world renowned mining experts involved in the development of new approaches to responsible, effective mineral development.

The cutting-edge approaches are aimed at striking the right balance among a set of interrelated factors designed to maximize the contribution of mineral development to the building, strengthening and diversification of national economies. The World Bank (2019) notes that, different community groups have different needy points, perception, hopes and desires in relation to benefits of mineral resource development. In spite of that, opportunities for mutual benefit exist. Open and transparent discussions on these differences will promote a basis for establishing mutual partnerships that reduce conflict and deliver acceptable beneficial outcomes.

In addition, the forum noted that mineral extraction is the key driver for regional and global economic growth capable of producing long term positive outcomes on people's lives, communities and nations. Although proper CSR has the potential to transform the economic status of mineral-rich developing countries, many governments and communities are increasingly critiquing the role of this sector especially their corporate social responsibility programs. Arguments over the proper allocations of operating costs and benefits, increasing resource mobilization and conflict over new CSR program show waning trust between communities and lack of positive engagement mechanisms.

2.2.5 The History of Diamond Mining in Chiadzwa

The Chiadzwa diamond fields are an area of low lying small scale diamond production in the Manicaland Province of Zimbabwe. Rough estimates of these reserves located in this area vary rapidly, some have estimated that the area may compete with many of the world's richest diamond deposits. The vastly prolific fields are viewed by some scholars as the world's largest diamond find in more than a two decades. Diamond production in Chiadzwa has been contested due to legal fights and government crackdowns on illegal miners (*magweja)* and allegations of forced labour by the Chinese firm (Anjin Investments).

The World Bank (2019) revealed that, in terms of diamonds extracted, the Marange field is arguably the biggest diamond mining project in the world, estimated to have produced 16.9 million carats in 2013 or 13% of global rough diamond supply. The World Bank (2019) notes that, Marange is estimated to have produced about 12 million pieces of diamonds in 2012, 8.7 million carats in 2011, and 8.2 million carats in 2010. The World Bank (2019) further put forward that, while many diamond mines produce

unpolished value at over one thousand dollars per carat, average production at Marange is projected at under fifty dollars per carat.

During the early 1980s, De Beers released an Exclusive Prospecting Order (EPO) over Chiadzwa via their diamond subsidiary company Kimberlitic Searches Limited. Their EPO expired in 2006 and exploration rights were scaled up further by the British-registered African Consolidated Resources. The Mbada Diamond Report (2016) also revealed that in 2006, the company was setting trial mining operations when the Zimbabwean government took over the rights through the Zimbabwe Mining Development Corporation, despite African Consolidated Resources having won a court case giving them permission to continue mining.

Maguwu (2016) further highlights that, in 2004 the Chiadzwa diamond areas were mined by seven private companies all of which were partnered with the Zimbabwe government under the associate Zimbabwe Mining Development Corporation (ZMDC). All seven of the private companies were allegedly connected with Zimbabwe ex-military or political officials. The seven companies include but are not limited to Marange Resources, Anjin Investments, Diamond Mining Company (DMC), Resources, Jinan Mining Ltd, and Mbada Diamonds.

Maguwu (2016) notes that, the diamond rush began in 2006, but rapidly progressed following the government take-over of the mining activities. By December 2006, many illegal diamond miners were working very small plots at Marange, and a serious water, sanitation and housing crisis developed. The miners first sold their proceeds to the government, but a black market later rapidly developed and more diamonds were channelled into the black market. Mugova & Sachs, (2019) opines that, although the primary plan was for the government to undertake all mining activities in Marange, in

practice mining has been carried out to the benefit of senior government and ZANU PF officials and those close to them, with little income returned to the government. Thus, little was being done in terms of corporate social responsibility programs.

In 2008, mining was being carried out by soldiers, using local villagers for forced labour. The soldiers occasionally paid the villagers with diamonds and surrender much of the produce to the senior officers (Mugova & Sachs, 2019). The Zimbabwe government launched police crack-downs against illegal miners and smugglers several times since December 2006. In response to a call by the World Diamond Council for a clampdown on smuggling in November 2008, the Air-force of Zimbabwe went after rogue police officers who were refusing orders to shoot the illegal miners. As noted by Maguwu (2016), at least 150 of the 30 000 illegal miners were shot dead.

As noted by Mbada Diamonds Report (2016), in 2009, the government unveiled plans to resettle some 4.700 villagers from Chiadzwa to the Arda Transau Farm in Odzi. Traditional leaders are alleged to have supported the idea of moving the villagers. On the contrary, the villagers protested the resettlement. The World Bank (2019) notes that in 2010, the High Court of Zimbabwe ruled that the government could sell Marange Diamonds. However, international pressure group, Global Witness warned against selling of diamonds until the Government complied to the plans approved by the diamond watch dogs that is, the Kimberly Process to reform mining conditions at Marange.

Furthermore, Mugova and Sachs, (2019) put forward that, the Kimberley Process reported that Zimbabwe has the minimum requirements of the KPCS for trade in rough diamonds. The government then resumed the selling of Marange Diamonds and buyers

came as far as Lebanon, Israel, India and Russia to capitalize on the sale of over 1,5 billion worth of diamonds.

Mugova and Sachs, (2019) postulates that, the modern thinking in terms of corporate social responsibility states that organizational literature is based on corporate participation in the development process of host communities.

Johnson (2015) opines that, the importance of a business environment that operates while exerting considerable amount of pressure on the behaviour of such business looking at the demands placed on it by the various environmental factors. As for Tricker (2016), organizations can only operate for profit maximization in an atmosphere that is favourable in terms of security and relationships. If these aspects are absent the company risks losing its name and operational efficiency. This may also pose threats on its business operations and profit maximization ability.

Social responsiveness to the needs of the community is crucial and should be seen as a major factor in the effective monitoring of modern companies. Each business adopts a strategic plan to address the needs of its surrounding environment and community. Though there is no an agreed formula for socially responsible business practices, the perceptions and expectations of the key players can be an important instrument for the corporations to formulate their CSR policies.

Tricker (2016) further stresses that, there is a correlational effect on the community and the organizations operating within it, then businesses should be ready to play the role of corporate social responsibility. The business organization should be employ a bottom up approach so that the needs and aspirations of the host community are responded to pulse of their logical sequence.

The World Bank (2019) notes that, companies that consider corporate social initiatives are more profiteering mainly because there is less impact on the host communities and the environment where their business exist. In light of this, modern companies, ZCDC not spared, have been held as irresponsible to the environmental and causing other social degradation in their host communities.

Amaeshi (2016) notes that, a good corporate social responsibility that will ensure noticeable community development requires the management which administer such firm to consider the issues that affect the livelihoods of the people they live and work with. There should also be able to understand the environmental conditions that could positively contribute to influence the lives of the people.

Freeman (2016), reports the factors that drive certain companies to engage in external perceptions, and retaining employee satisfaction promotes positive opportunities for both the employer and the employees. However, such opportunities may be grossly endangered when CSR efforts are exposed to numerous challenges.

2.2.6 Consolidation of Diamond Fields in Chiadzwa

Generally, there several approaches to conduct corporate social initiatives. The government of Zimbabwe decided in 2016 to nationalize the diamond mines with a view to promote value addition and beneficiation. Diamond mining licences were either not renewed or ultimately revoked. Mbada and Anjin Investments sued the government and the High Court ruled twice in their favour. According to Mbada Diamonds Report (2016), the government did not take heed of the ruling and did not renew any licence for the mining companies. This came after recommendations from Kimberly Process that the Zimbabwe Government should prevent exports, curb illegal digging, smuggling of diamonds, be accountable of the Marange Diamonds and

supervising exports from the mines. Several NGOs in Manicaland came out in support of the government stance, while many others protested it for ignoring the alleged human rights abuses. The Kimberly Process Certification Scheme certified the diamonds from Marange to be sold on the International market.

2.3.6 Harnessing diamonds for the public good

This involves putting people at the centre of development and distribute economic opportunities equitably while involving the host communities in decisions that affect their lives is through sustainable utilization of the underground mineral ores. For development to be more effective people should be prioritized since they are the custodians of the environment in their community. This will also give the local people the voice in decisions that transform their lives. Through community participation, there is accountability. Although there are remarkable differences in the scope and the degree of the corporate approaches shown in the literature, further research can be carried out to promote CSR Practitioners and researchers on sustainable project initiation and implementation.

There is a realization that looking after the community as well as its environment are all relevant to long term business viability. CSR can be a way of aligning corporate operations with societal values at a time when these parameters are constantly changing. Therefore, ethical behaviour is a requirement for strategic CSR. A company's ethical behaviour gives them a good corporate image aligned to its culture, a shared set of values and guiding principles deeply ingrained throughout the organization. The ethical behaviour and culture is intertwined in the of the corporate identity.

2.3.7 Social Responsibility and Accountability

Involves a company's track record in terms of CSR accounting. This can be effective when approaches to CSR measures are included in its internal as well as its supply-chain activities. As for Maguwu (2016), social accountability reflects that there is need for a positive interaction between the stakeholders and the community. There is also need for effective strategy from communities to demand corporate accountability. On the other hand, for community based strategies to be successful there must be a right combination of societal and corporate factors, that is a solid social contract between the community and the organization.

Dennis (2018) stresses the point that, accountability is more than making false promises. In addition, Ikelegbe (2010) also reveals that despite the CSR promise from the Niger's oil, gas and mining sectors and the spending of over 500 million in (2001) alone on a long list of community development programs and other CSR initiatives, the effectiveness of these initiatives has been increasingly questioned. There is mounting evidence of a gap between the stated intentions of business leaders and their actual behaviour and impact in the real world of financing funding.

CSR requires accountability by all leaders, individuals, organizations, stakeholders, customers and community members and yet accountability is complex. The factors which influence the effectiveness of corporate accountability are multiple and tightly interconnected.

2.2.7 Partnering with Stakeholders

Corporate social responsibility is strictly embedded with a multitude of business actors. With the call for sustainability and the new role of business in society, with increased expectations, new rules and tactics leadership is bound to come in contact

and conflict with key stakeholders in the arena of responsible business and local needs. As put forward by Maguwu (2016), the concept of stakeholder engagement and communication with stakeholders looks like a catch. Although companies strive to engage in CSR together with their stakeholders, they are simultaneously struggling to understand the true relationship behind this marriage. An alternative approach is based on substantial attention and engagement with the stakeholders to reach CSR goals. Corporations need to engage with stakeholders to develop valuable CSR-related actions.

Stakeholders that face challenges and threats are more likely to partner with corporations on CSR-related issues and corporations and stakeholders are more likely to succeed when a long-term vision is embraced. Literature shows that corporate leadership should have a holistic approach to engage with stakeholders and that the vital link between business and stakeholder management is leadership.

NANGO (2019) notes that, there are conflicting interests in many instances, with EMA seeking to protect the environment and all its ecosystems while on the other hand the Ministry of Mines and Mining Development is mandated to excavate all mineral ores. This has produced positive results over the years in improving the country's GDP.

The Ministry of Mines also superintends the Mines and Minerals Act (Chapter 21:05) which regulates CSR activities in the mining sector with the aim of remedying unfavourable conditions of life caused by ZCDC in the community. However, the Mbada Diamond Report (2016) argues that, there are allegations of selective application of this Act and little has been done to protect people and the environment from serious levels of air pollution, land degradation and the depletion of the ecosystems in Chiadzwa.

The Environmental Management Agency (EMA) monitors adherence to legislations that protect the social and environmental rights of communities as one of the objectives of its mandate, however, implementation of the provisions of the governing Act remains problematic. Both EMA and the Ministry of Mines and Mining Development are strategic government units, they approve all environmental and mining activities respectively. The former monitors and regulates all environmental degradations and the latter approves ZCDC's baselines and they are interested in knowing ZCDC's project deliverables in the community. It is pertinent to note that these and other stakeholders are important throughout the project life cycles implemented by ZCDC.

2.3.9 CSR and Leadership- a good leader should guide an organization towards sustainable corporate social responsibility even in complex situation. This entails that the leader/ manager should be technical, strategic and in possession of astute leadership qualities. Technical skills include knowing what needs to be done, how and when. It is important for ZCDC to have project managers with the knowledge and expertise in the industry of CSR so that there is enhanced performance and better project outcomes.

The leaders should be able to incorporate ethical, social and environmental values in their business practice through CSR. More so, they should be able to anticipate changes and be catalysts for shifting CSR towards a sustainable and value added society. It is pertinent for CSR project managers to aim for economic and environmental goals. Dennis (2018) opines that, a good business needs a successful community, not only to create demand for its products but also to provide public assets and a supportive environment. The diagram below Fig.1 (PMI Talent triangle) summarizes the qualities of a good leader.
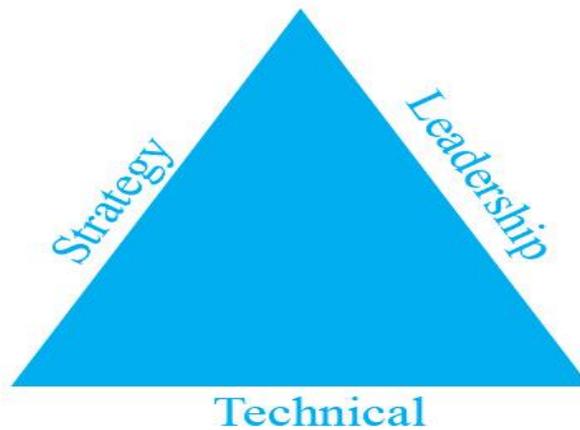
Figure 1 PMI Talent Triangle. (PMBOK Guide, 2017)

Managing CSR projects requires a unique array of leadership skills and competencies. Thus, a change in management skills should trickle down from planning to concrete action and also from process to people. Competent project managers are characterized by high levels of integrity and deep understanding of key issues such as sustainable development, committed to building concrete projects in association with their immediate communities. Bowlin (2012) notes that, managers of socially responsible establishments have been allied with charismatic leadership style.

2.3 Monitoring and Evaluation (M & E)

These are a requisite in successful CSR projects. Monitoring is important in order to see whether results are being achieved in terms of the sustainability of different CSR projects spearheaded by ZCDC in Chiadzwa. Madhekeni (2012) notes that, monitoring assesses the amount of resources being used and how they are used while evaluation assesses the affected results. Monitoring and Evaluation (M&E) has been instrumental in Czech Republic and is a pre-requisite in all departments and agencies. Monitoring and Evaluation has been ongoing and it helps in providing feedback on the results. As

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put forward by Hague (2011), monitoring and evaluation has been vital in the budgeting process. It shows the results in relation to the funding and expenditure.

2.3.1 Importance of M&E in CSR Projects

Monitoring, control and evaluation provides feedback on performance of the corporate social responsibility projects in Chiadzwa, project managers, relevant stakeholders and the entire community will benefit. It ensures that all the processes or activities have been done effectively in order to achieve the project aims and objectives. Perry (2010) also notes that, monitoring and evaluation provide consolidated information on progress of the corporate social responsibility projects. The Mbada Diamonds Report (2016) also reveals that, it is important to note that several CSR projects have been implemented in Chiadzwa in order to empower the locals. Poultry projects for example, were implemented by Mbada Diamonds in 2013 but failed to produce tangible results. However, with proper monitoring and evaluation, some mistakes are revealed, problems or bottlenecks or even challenges that have been faced during the implementation of the projects in Chiadzwa.

The PMBOK Guide (2017) notes that, monitoring of projects ensures that resources such as financial, material and equipment are used efficiently and effectively. More still, there is evidence of the impact of the project to the community and relevant stakeholders. There is need to have sustainable projects that can last a life time. Critics of the CSR in Chiadzwa notes that there is no tangible development that shows that diamonds are being extracted in Chiadzwa.

2.3.2 Evaluation During the Implementation of the Projects

This is done to enable the project planners / implementers to progressively review the project strategies according to the changing circumstances. However, it is imperative to note that evaluation should also be done before the project starts or before the

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projects are initiated. This kind of evaluation is associated with feasibility studies of the projects to be undertaken in Chiadzwa.

There is need to carry out need assessments to see whether it is necessary to start new projects or to continue with those that were initiated before. This need assessment can be done by carrying out a survey using questionnaires and interviews while asking the community what they want in terms of the project. The feasibility study will also help the project implementers (ZCDC) to assess whether they have the skills, knowledge and technology to do the corporate social responsibility projects.

2.3.3 Challenges to CSR at both local and national level

Companies face challenges and limitations as they implement CSR. They often relate either to political issues or to organizational level concerns. The complexity of operating in a global society places new demands on organizations and their leadership. As the roles and responsibilities of government are being redefined and the boundaries between business and government become less clear, the literature shows that business leaders are facing a daunting array of challenges.

McLead (2015), considers the biggest challenge in the field of CSR implementation to be the development of leaders for a sustainable global society, asking what kind of leader is needed for building a sustainable global society and how we can best develop individuals with these leadership capabilities. Thus, according to Pearl and Ian (2012), responsible leadership is the art of building and sustaining relationships with all relevant stakeholders, and it requires socialized and not personalized leaders.

Outcomes from interventions are highly variable across communities, local inequality, history, political systems and the nature of social interactions all have strong influence. The differences of these variable social corporate contexts is sometimes so expansive,

and the associated impact is so unpredictable, that corporate social projects that function well usually become more successful because they have solid built in systems of learning and great inclination and sensitivity to variations in the host community.

Montes (2013) states that, in Zimbabwe, party driven CSR projects usually face less bureaucratic challenges due to this party-client relationship and the political benefits associated. More often than not, there are clear, assessable and usually predictable outcomes which can be delivered within a scheduled time frame. Hence, there is a risk that such projects may fail not because of what they are able to achieve, but from unworkable expectations and objectives.

There is need for evaluation of corporate social responsibility projects during their implementation (mid-term review), this is important because there might be risks that might surface which need to be controlled. Risks, be it positive or negative should be managed or exploited and this will help projects implementers to change their strategy or introduce some new strategies for the benefit of the project and the community at large.

2.3.4 Coping Mechanisms

Stakeholder Engagement- include issue of stakeholder identity, who are the key players and the extent of involvement and level of influence in the project activities. Project leaders are accountable for their corporation's bearing on society and the immediate environment. The project managers develop project environmental management, safety and health policies and work instructions on a project. This should be informed with legislations that guards the triple bottom line (environment, business and the society). CSR influences organizational behaviour, strategy and culture of an

organization. These norms powerfully shape the behaviours of the team that implement these CSR projects in the community.

Stakeholder participation- is critical in the implementation of CSR. NANGO (2019) opines that, the participation of stakeholders has to be from both within and outside the organization. This will promote sustainability through building commitment and trust. Participation by the locals also helps to indicate problems and how they can be solved.

A stakeholder participatory approach is recommended because it will enable citizens to be well informed on the operations of the local organizations. In Chiadzwa for instance, sufficient resources including time and money should be available to ensure the full incorporation of stakeholders in the analysis of problems, collection of data on problems and specification of projects results.

It is also important to note that citizen participation has produced favourable results in Mexico. NANGO (2019) reveals that, in Mexico, it is a mandate of local organizations to strengthen their systems of participatory governance. Citizens participated immensely in the policy making process of local companies. In addition Mayne (2017) notes that, in 1988 Mexico passed the Citizen Participation Law. The law led to the introduction of 'Neighbourhood Committees' which were the main pillars for citizen participation. These committees represent the people and they are the links between the residents and the local companies. However, it was revealed that these committees faced legislative weaknesses, for example other companies owned by politicians did not recognize them, hence could not represent residents effectively.

Stakeholder Management- is the process of integrating different interests into operational resolutions and activities of an organization. Also involves the day to day

communication of socially responsible organizational structures. ZCDC business model considers community development as social responsibility when in actual fact communities are supposed to be partners in diamond mining. If key players such as the community, the Ministry of mines, EMA and suppliers of key products and materials needed to spearhead different corporate social responsibility projects are not managed properly, ultimately there will be no sustainable corporate social responsibility in Chiadzwa.

Capacity Building Initiatives- includes several strategies that have been employed by different organizations to cater for societal needs. Mugova and Sachs (2019) notes that, in Zimbabwe mining companies like Zimplats have capacitated the locals through projects such as weaving, welding, basketry and many youths are employed. Host communities should be supported for self-help. The capacity building programmes amend local norms, culture and roles to transform the traditional contexts in which relegated groups live.

2.3.5 Evaluation After the Project Close

This is also called ex-post evaluation and is carried out to identify the problems, challenges, constraints that have been faced during the cause of the project. This assesses the actual benefits of the project and the number of people who have benefitted from the project. The PMBOK Guide (2017) notes that, ex-post evaluation helps to determine whether the beneficiaries of corporate social responsibility projects or the target group (community) have benefitted from the projects. Therefore, evaluation of CSR projects should be done before, during and after the project termination and this should be done periodically in order to look at the importance, efficiency, sustainability and impact of the project.

2.3.6 Benefits of CSR to the Community

There is corporate involvement in community education. As noted by Mugova and Sachs, (2019) in Chiadzwa, the community has benefitted from the construction of school blocks at Gandauta Primary school by ZCDC. Thus, many children will benefit. There are also other charitable contributions that can be brought about by corporate social responsibility in the community. These include development in form of good infrastructure, roads, schools, clinics and dip-tanks.

Corporate social investments follow what is referred to as the results chain. As put forward by NANGO (2019), for activities to be undertaken, inputs are needed for outputs to be produced, which will produce short and medium-term outcomes to long term impacts. It is essential for the planning phase. See figure 2 below.

Fig 2. Results Chain

Results Based M & E (PMBOK Guide, 2017)
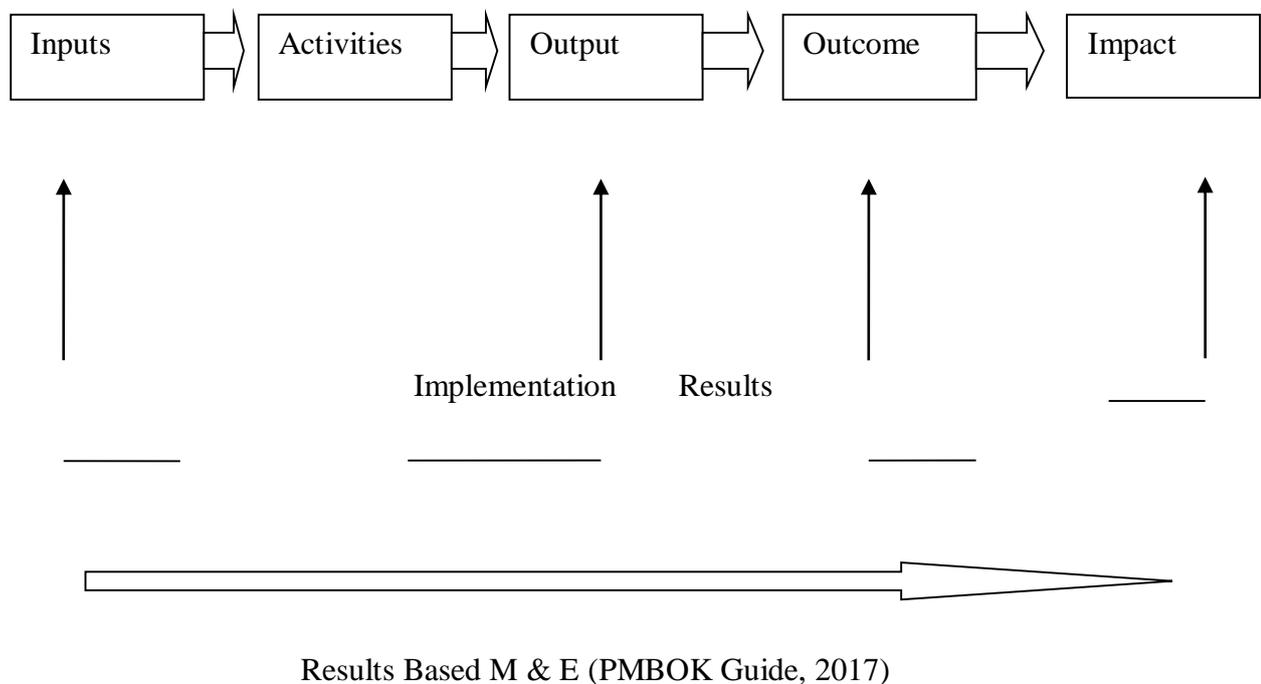
The components of the results chain used in this study are the following:

Inputs

The PMBOK Guide (2017) assets that, these include the financial, human and material resources for an intervention. May also include the staff, time and other related resources.

Activity

Actions taken or work performed through which inputs such as funds, technical assistance and other types of resources are mobilized to produce specific outputs. Activities are time bound, they follow a sequential and logical relationship in a project.

Output

These are the products, capital goods and services which result from an intervention. They are simply immediate products of project activities.

Impact

This can be positive or negative, primary and secondary long-term effects produced by an intervention, directly or indirectly, intended or unintended. They are the desired end goals of the project.

2.4 Summary

The chapter absorbed the existing literature surrounding the area of corporate social responsibility in and outside Zimbabwe. It looked at participatory development and focused on the findings from other studies on the sustainability of CSR on community development. Although many scholars have investigated the effectiveness of CSR on community development, there is inadequate literature looking specifically on the sustainability of these initiatives in relation to community development.

CHAPTER 3 METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology employed by the researcher to collect data in the field. Bergley (2008) opines that, methodology is the portrayal of the research design, the participant population sample and the instruments and techniques adopted. The chapter explains how qualitative methodology was used in the study. Barbie (2011) notes that, qualitative research design is more concerned with how people view and define their lives and provides a clear picture and understanding of their social contexts. This ensured a closer interaction between the researcher and the community members in order to understand the social phenomena. There is also detailed explanation on the research instruments used, how they were used as well as advantages and challenges faced in utilizing the research instruments. Instruments used include focus group discussions (FGDs), key informant interviews and field observation. Ethical considerations were also explained. The data presentation, interpretation and analysis procedures were explained.

3.2 Research Design

This study was grounded on qualitative research design. Barbie (2011) states that, qualitative methodology also focuses on attempting to openly describe, decode and interpret the meaning of phenomena existing in their own social contexts. This methodology was useful to the study in the sense that, it allowed probing an in- depth understanding concerning the current situation in Chiadzwa pertaining the impact of corporate social responsibility initiatives which were not analyzed statistically or numerically. The data collection tools used in the study were key informant interviews, field observation, and focus group discussions (FGDs). These tools were flexible in data collection, subsequent analysis and interpretation of gathered information.

The study also falls within the case study research paradigm because it allows an in-depth understanding of an issue or phenomenon of interest. The method is often subjective and findings were gathered in written format. It was used to obtain information concerning the current status of the phenomena and to describe what exist with respect to variables and conditions in Chiadzwa. To a significant extent, it was also useful in gathering more in-depth information about how people view issues of corporate social responsibility in relation to developmental projects in the community.

3.3 Population and Sampling

The research's target population was made up of the general populace in Chiadzwa's Ward 29 and 30 which are at the epicenter of the diamond mining activities. These two wards provide a total of seven villages and out of the seven, only three were conveniently selected because they are adjacent to the mine hence, they are mostly involved in CSR projects in Chiadzwa and these are Tonhorai, Mukwada and Chishingwi village. The people in these three villages also suffer the most in terms of mining activities, environmental pollution and unlawful relocations. There are approximately 250 households with an approximate population of 1500 people in these three villages. A total number of thirty-six (36) respondents participated. However, this was because there was data saturation and no new data could be obtained concerning the research study hence the number (36) was sufficient for data gathering with regards to CSR projects in Chiadzwa. More so, a case study research approach should be comprised of 35-40 respondents (Barbie, 2011).

3.3.1 Purposive Sampling

The research employed purposive and convenience sampling. Purposive sampling was used for the key informants. Boatridge (2009) contends that, the power of purposive

sampling lies in selecting information rich -cases for in-depth analysis related to the central issues being studied. This sampling method was helpful in the study because it reached the targeted sample quickly and provided options.

However, elements of bias were associated with purposive sampling. Some informants provided polarized information. Thus, in this study the researcher exercised caution in judging the reliability of the information provided by the informants. This was addressed by asking the same issues to different respondents in order to get various perspectives on the topic.

3.3.2 Convenience Sampling

It is a sampling technique in which you collect samples of data from people who are easily accessible to you. Convenience sampling was conducted to different people at the bus stop and around the shops in Chiadzwa. The major advantage of convenience sampling is the convenience with which it can be carried out. Subjects for this study were easily available within the proximity of the researcher. Hence, the researcher did not have to do any extra effort to go out of way to gather data. Convenience sampling was conducted for this research because it saves time and with this technique, the interviewed were conducted in a short span of time. Therefore, the researcher interviewed three community members from each of the three selected villages.

3.4 Data Collection Instruments

The study made use of three data collection tools and these include focus group discussions, key informant interviews and field observations. The researcher understands that no data collection tool is the best, all instruments are not perfect. Hence, these various instruments complimented each other in this study. Justification for each instrument was given in detail together with its advantages and flaws.

3.4.1 Key Informant Interview Guide

The researcher interviewed five key informants that is, the Chief, two village Heads, ZCDC representative and the Leader of the Marange- Zimunya Residents Association. These key informants were drawn from the Chiadzwa community. The company ZCDC was represented and some of its employees were regarded as part of the community. Key informant interviews gave the researcher a vivid picture of the situation in Chiadzwa in terms of the CSR projects and community development. This was made possible because the key informants (community experts) have relevant knowledge and first-hand information about the community. More so, the key informants described the nature of problems in the community and gave recommendations on how best CSR can be effective.

However, one weakness of key informant interviews is that the data they provide may be misleading. There is potential for the interviewer to unwittingly influence the responses given by informants. The researcher had to rely on the data provided by the respondents as the only truth.

3.4.2 Focus Group Discussions (FGDs)

The study also used FGDs as a data gathering technique. Three focus group discussions were carried and these group discussions represented the views of many people in the community. The first discussion was held at the bus stop near Tonhorai village with nine people, the second at Chishingwi Primary school with ten participants and the third at Mukwada clinic with a total number of eight people. Bester (2012) notes that, a focus group discussion is a good way to gather together people from similar backgrounds or experiences to discuss a specific topic of interest. The group of participants was guided by the facilitator (researcher) who introduced the topic for discussion and assisted the group to speak in a lively manner.

The answers were written down by the facilitator (researcher). Neville (2015) opines that, the strength of a focus group lies on allowing the participants to agree or disagree with each other so that it provides an insight into how a group thinks about an issue, about the range of opinion and ideas and the inconsistencies and variation that exist in a particular community in terms of beliefs, their experiences and practices.

FGDs were essential in that they provided in-depth discussions. Being with others made some participants feel more comfortable as they are used to group discussions pertaining different issues in their real life. The respondents gave their views or responses in their own words. This also helped to get an overview of what the community has benefitted from CSR projects spearheaded by ZCDC. More so, by having three focus group discussions, the researcher managed to have a comparative analysis.

However, FGDs leaves no room for arguments and the facilitator could not take all observations during the session into consideration. Group interviews are less reliable as they open arguments and in many instances respondents may conform to peer pressure and end up lying to impress other group members. This weakness was combated by the researcher's use of a comparative analysis where information from different groups was compared for further clarifications.

3.4.3 Field Observation

In complimenting key informant interviews and focus group discussions, the researcher employed field observation. This is a type of correlational (non-experimental) research in which the researcher observed on-going trends in the society (Bergley, 2008). Key Informant interviews lacked authenticity since there were one on one interviews. The researcher then employed a direct observation of phenomena in

their natural and present setting in Chiadzwa. The researcher moved around in these villages observing the state of infrastructure, the roads, schools, clinics and also the projects being implemented by ZCDC. These projects include cattle rearing (artificial insemination), sewing and weaving projects, just to mention a few.

There was no attempt to manipulate variables since the researcher judged what was available in the community. However, the researcher noted that this method was to some extent limited in its inability in discovering the actual causes of poverty and other unjust social phenomena in Chiadzwa.

Further, the method failed to examine if a given observation was truly symbolic of what typically happens. The site of Headman Chiadzwa's house did not give a true reflection of the entire Chiadzwa's human settlements. To cope with this, the researcher further intervened in the environment whereby the researcher inserted himself as a member of the Chiadzwa community with the aim of observing community development issues.

3.5 Analysis and Organization of Data

3.5.1 Document Analysis

Secondary sources were used to inquire more information pertaining corporate social responsibility projects around the world. Books, newspapers and journals were used to gather data on corporate social responsibility. Internationally, instruments such as the Universal Declaration of Human Rights (1948) , Convention on the Rights of the Child (1990) and the World Economic Forum (2019) on stakeholder capitalism and trade governance were referred to inorder to substantiate the arguments put forward in the study. Thematic Analysis was also used to analyze data.

3.5.2 Thematic Analysis

Denzin and Lincoln (2014), define thematic analysis as a method for identifying, analyzing and report patterns within data. Thematic analysis was a good approach for this research in the sense that, the research is trying to find out something about people's views, opinions, knowledge and experiences from a set of qualitative data from interviews and discussions.

3.6 Ethical Considerations

These are fundamental principles which the researcher adhered to in order not to deceive people in any aspect of the research process. Research ethics like honesty, fairness, privacy, among others ensure that people are respected and appreciated for their participation in the study. The research observed the principle of informed consent. For Claridge (2016), this is when people understand fully why they are participating in research, what will happen to the data they contribute and whether there are any negative or positive consequences of their participation before they consent to the requirements of taking part in the research. The researcher advised the participants that the research is being carried out only for academic purposes and hence there were no benefits to be given to participants.

Participants were assured of their safety. Privacy, anonymity and confidentiality factors were seriously observed throughout all the research. McLead (2015), intellectualized privacy as ensuring that information given by participants is not used in any way other than the originally intended or in any way that would infringe on their right to privacy.

Anonymity was also observed in the research. This was done through the use of pseudonyms since the research penetrated certain operations and protocols at ZCDC. At the same time confidentiality (the trust placed in the researcher to use information

responsibly, not to share it in ways that could prejudice subjects' interests) was also considered. Confidentiality, anonymity and privacy were to ensure that whatever information divulged by participants was to the best of their knowledge, and must be protected from getting to those in control of community projects at ZCDC.

3.7 Summary

The chapter looked at the target population, data collection process, data collection instruments and the sampling procedure used to gather information from the field. Ethical considerations were also illustrated and were also observed in the research and this shows the importance of treating participants with humility, not just as data providers. The data analysis process was also explained.

CHAPTER 4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter is going to present, analyse, discuss and interpret the research findings that were collected from interviews and discussions with the Chiadzwa community. Main findings of the study came from the Chiadzwa residents' view on corporate social responsibility and its impact on their lives and their community at large. The findings are presented and discussed below in a systematic way.

4.2 Data Presentation

4.2.1 Corporate Social Responsibility (CSR) Projects in Chiadzwa

According to ZCDC Representative, corporate social responsibility includes the provision of good infrastructure, improving people's livelihoods through capacity building, women empowerment and value addition and beneficiation of the host community. In terms of leisure and entertainment, there was the formation of the Manica Diamond Football Club which was established in 2017 as part of the Diamond Company's corporate social responsibility initiative.

The ZCDC representative further highlighted that, undoubtedly the local community, especially women in Chiadzwa need their capacity to be built so that women entrepreneurs can competitively supply the services and goods within the diamond value chain. Capacity building projects have been initiated and these include sewing projects, subsistence farming, basketry, among others.

The representative also revealed that, ZCDC is not a successor of the former mining companies (Mbada, Marange Resources, Jinan, Anjin, DMC,etc) but it represents consolidation of the diamond fields. By being not a successor, ZCDC has no mandate to complete unfinished projects implemented by the former mining companies in Chiadzwa. This clearly shows that ZCDC is changing goal posts from what it promised

the community soon after their take over from the previous mining companies in Chiadzwa.

One key informant, a Headman, revealed that support services for the community were also carried out, thus refurbishment of dip tanks and access roads. One hundred (100) households were relocated to the new houses and each household was given a food hamper after every three months until such a time when they could sustain themselves. The same households also received agricultural inputs for the 2011/12 farming season with each household receiving 50kgs maize seed and 100kgs of fertilizers.

The Leader of the Residents Association (LRA) indicated that water availability was fast becoming a daily challenge due to boreholes malfunctioning. The informant further blamed ZCDC for failing even to provide minor services like lubricants (grease) for the boreholes. The LRA criticized ZCDC's failure to provide such trivial aid.

The LRA further revealed that, apart from borehole drilling and other essential services in the community, previous corporate social responsibility projects included the construction of schools in the community. However, at the time of contract termination for the previous mining entities who had embarked on the projects, construction of the schools had not been completed with some classroom blocks having been constructed half way.

The researcher observed that the company has recently stepped up effort to empower the community through self-sustaining projects meant to transform the area into an entrepreneurial hub. However, despite efforts from ZCDC to turn around the lives of many people in Chiadzwa, the community has failed to acknowledge the projects being implemented. The researcher observed that ZCDC inherited unresolved grievances in

the community. People's expectations are so high and difficult to meet regardless of ZCDC's community development initiatives.

One respondent from the focus group discussion held in Tonhorai village revealed that, before the formation of ZCDC, Mbada Diamonds carried out extensive social responsibility projects for the families that were relocated from Chiadzwa community to ARDA Transau. The funding for the projects was also done by Mbada Diamonds. There was construction of the state of the art houses for communities which were relocated. The construction companies, Mutual Construction and Murray and Roberts were awarded the contracts for the construction of the houses.

One respondent from Tonhorai village stressed that, at the time of their departure, Mbada Diamonds had installed a total of thirty-three boreholes in a bid to avail clean water sources to the community and to avoid the community walking long distances to fetch water. However, at present, most of the boreholes are malfunctioning due to lack of maintenance and service.

As reported by one of the respondents from Chishingwi village, the community expected ZCDC to take over and complete the incomplete school buildings. This forced the community to proceed to finishing up these buildings only to habitable standards just to allow lessons to proceed.

One respondent from Mukwada village asserted that, before termination of their mining license, Mbada Diamonds was working on the construction of additional classroom blocks for both primary and secondary respectively while plans for the construction of teachers' houses had already been approved.

The researcher observed that the status of roads is not favourable. This was supported by respondents from a focus group discussion held at Chishingwi primary school as

the respondents highlighted that the roads were bad to an extent that the roads have open pits, dusty and are hazardous to people and livestock. Dust roads have an impact on the health of many people. This was also supported by respondents from the focus group discussion held in Tonhorai village who complained that ZCDC is failing to construct better roads and dams. Diseases like malaria can be controlled if there are better sources of water for residents. One respondent note, "*Zvirinani vachigadzirisa hawo dust road yacho, zvetara atichazvitauri heduba" (*it's better for ZCDC to refurbish the existing dust road because they have failed to construct tarred roads).

One respondent from Mukwada village revealed that when ZCDC was formed, there was a general expectation that as a State-owned company, it would take measures to respect and protect the rights of the community/ people in Chiadzwa.

One respondent from Tonhorai village who is also a ZCDC employee highlighted that only 10% of ZCDC mine workers are women. The ZCDC representative however, acknowledged that this is an area which needed improvement but did not explain what it is that they are doing or would do in future to rectify that. They also failed to identify barriers that are inhibiting women from being employed in the diamond sector and yet women bear the brunt of the negative environmental, social and cultural implications of diamond mining.

4.2.2 Income Generating Projects in Chiadzwa

ZCDC representative reported that, before ZCDC was formed there was initiation of a conservation farming project to train relocated families to increase productivity. This also covered horticulture as an income generating project for the relocated families. This was supported by the Chief who highlighted that, Mbada Diamonds company spent a total of 160 000 (USD) on training only for the relocated families. These

projects were sustainable and many villagers were capacitated. A respondent from Mukwada village and also a former employee at ZCDC reported that in 2018, the company initiated a poultry project as an income generating project for the community and the relocated families.

ZCDC's representative highlighted that, there are several community projects the company is undertaking and these include cattle rearing through artificial insemination, sewing, borehole drilling, refurbishment of roads, construction of dip tanks, just to mention but a few. In addition, plans for infrastructural development is underway. The company has redesigned its CSR projects from consumptive to entrepreneurship in a bid to capacitate the community. In 2019, ZCDC commissioned a sewing factory to Chiadzwa to capacitate and enable the community to sustain its livelihoods beyond the lifetime of the diamond mine.

He also further highlighted that, ZCDC has trained 109 beneficiaries who will benefit from the sewing project that will manufacture garments and school uniforms, among others. Further, he said as part of CSR, the company has acquired three tractors for tillage and small holder farmers will be assisted with input handouts. Rehabilitation of dip tanks that have been affected by mining operations is also underway under the livestock revitalization programme. These projects are sustainable and are undoubtedly a clear testimony that ZCDC indeed cares for the community.

Moreso, ZCDC in partnership with the Zimbabwe Agricultural Society launched an artificial insemination initiative meant to increase cattle breeding in Chiadzwa and Manicaland as a whole. This has impacted positively on the community, there are now new breeds of cattle in Chiadzwa.

The LRA however, said that information on the projects and how money is being used has to be transparent and be available. This is essential because from the results obtained from the focus group discussions conducted, residents in Mukwada village complained that either ZCDC or the Marange- Zimunya Community Share Ownership Trust or the Marange Residents Association are squandering the money meant for corporate social responsibility.

4.2.3 Human Rights Violations in the context of CSR

The ZCDC representative clearly opined that, issues of human rights violations should be contextualized. For instance, there are issues of security at the company premises. The company deals with a precious mineral which if there are no serious security checks, the company will be in danger of being raided as happened a few years ago in Chiadzwa (Maguwu, 2016). He further highlighted that, it is from this background that led to the establishment of check points, issues of passes for motorists and the general public. In this regard, all these measures cannot be classified as human rights violations, but rather, internal controls that mitigate business risk at ZCDC.

The LRA reported that, there are overlapping issues of democracy, resource extraction, human rights and sustainable development. Just like other nations in Africa, Zimbabwe is rich in variety of minerals but the blessings of this natural wealth have neither percolated up or gravitated down to benefit the people of Chiadzwa.

The LRA further reported that, the Global Witness (2018), noted with concern that evictees to date are 1300 families (7000 people affected). More so, previous evictions and relocation of villagers have been accompanied by opaque compensation arrangements, and serious disruptions of the affected villagers' livelihoods and way of life. From the focus group discussions conducted it was found out that since ZCDC effectively commenced mining operations in March (2016), the company reneged on

its obligations and liabilities. Moreover, Tinoengana villagers were not consulted and engaged in any way and worse still ZCDC went against a court order for to expand mining operations.

This was further on supported by another respondent from Mukwada village who postulated that, Tinoengana and Chishingwi villages, within Marange diamond fields took ZCDC to court after given eviction notices. ZCDC expanded its mining operations in the villagers' agricultural land and in some instances within the villager's backyards.

A woman from Chishingwi village complained on issues pertaining the ignorance of health and safety issues in Chiadzwa area. She further on highlighted that, they suffer from dust and noise. Mining operations are just where their crop gardens used to be.

A respondent from Tonhorai village fumed that, Tinoengana villagers' evictions were unlawful and unprocedural. He further on highlighted that, this was against Section (66) of the Zimbabwean Constitution which provides for freedom of movement and residence. Section 66 (2a) notes that every Zimbabwean citizen and everyone else who is legally in Zimbabwe has the right to move freely within Zimbabwe. Further, Article 13 of the Universal Declaration of Human Rights (1948) says, everyone has the right to freedom of movement and residence within the borders of each State.

This was further on supported by another respondent from the focus group discussion held in Tonhorai village who highlighted that, the industrial diamond mining in Chiadzwa has led to the arbitral displacement of people since 2009. This also affected people in many ways. He further notes that Section 71 (2) of the Zimbabwean constitution states that every person has the right to acquire property. Part (3) further provides that no person may be compulsorily deprived of their property. Many

Chiadzwa residents were evicted from their homesteads to pave way for mining activities.

Another respondent from Chishingwi village, a former worker at Mbada diamonds company revealed that, human rights abuses and violations have been exercised. More so he further asserted that, the Global Witness (2018) has exposed rights abuses and violations by both private security companies hired by the mining company in Marange as well as the Zimbabwean Army, Police and CIO operatives. This was supported by another respondent from the same focus group discussion, highlighting that in 2019, resettled families came out guns blazing to the Parliament Portfolio Committee on Mines and Energy expressing their displeasure and anger over the failure by ZCDC and the former mining companies to honour their pledges. The Committee noted the concerns and expressed readiness to engage ZCDC and the community to resolve the problems. The families complained that their houses have developed huge cracks posing dangers to their families.

From the focus group discussion held in Tonhorai village, respondents expected ZCDC to create employment for them but that didn't happen. One respondent from the focus group discussion stated that, our country's constitution assets that, the government is obliged to create employment for its citizens. Furthermore, Article 23 of the UDHR (1948) states that, everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment. Headman Mukwada revealed that, there are high levels of unemployment in Chiadzwa. He further on narrated that, our relationship with ZCDC is hostile because they are not community oriented, they wrote that they care for the community on their billboards yet in actual fact the opposite is true. Many of our youths here are unemployed while people from other parts of the country are given

primary preference. However, this was immediately dismissed by ZCDC's representative, who revealed that the company has a total of 1260 employees and out of that number 608 are locals. He further highlighted that, most people in Chiadzwa lacked special skills required in diamond mining. By employing the locals, ZCDC did exceptionally well, unlike the previous mining companies that operated in Chiadzwa, hence we care for the community. He commended.

One respondent from Mukwada village, echoed that, people are being interrogated and this is a direct infringement on our freedom of movement. Villagers are asked to produce national identity cards, passports and those with cars are asked to produce permits in order to pass through the 'block'. One respondent from the Tonhorai village revealed that they are seriously shocked by the fact that people are being treated like foreigners in the community where they were born. He further highlighted that, previous mining companies had stronger security because locals were part of the security team and this reduced diamond leakage to the black market. This was supported by the LRA who lamented that, Article 13 of the UDHR provides the right to freedom of movement and residence within the borders of each State. Development in the community is moving at a slow pace while the company focus on strict legislations. The community would have preferred sustainable development in form of good infrastructure in the community.

4.2.4 Constraints that Affect the Implementation of CSR in Chiadzwa

The ZCDC representative revealed that, the implementation of CSR in Chiadzwa has been confirmed by the findings that it improved the participation of stakeholders. ZCDC has nominated community representatives that link the company with their host community. He further on said that, by so doing, the community has been incorporated

in the business units of ZCDC. From the FGDs conducted in Tonhorai village, locals were in a position to participate in the decision and policy making processes of ZCDC.

Participation also ensured that residents were part of the decision-making process, they were in a position to bring out their grievances and problems and suggested possible solutions and stakeholders should be included in the business of ZCDC. However, one respondent from Tonhorai village argued that, the sentiments were only on paper but not in practice. Community is requesting for their participation in the budget process which they indicated that they are being side lined. They want to know how much is being remitted by ZCDC for community projects that they have promised.

The ZCDC representative highlighted that, CSR is ineffective if there are no proper monitoring and evaluation (M & E) techniques. He further on highlighted that, ZCDC is in a position to monitor and evaluate their projects effectively and in a position to measure progress being made. The Leader of the Residents Association cautioned that, M&E has to be on-going rather than it being carried out at the end of a project. All projects, large or small have to be monitored and he gave an example of livestock projects which he emphasized require serious monitoring and evaluation. M&E help reduce corruption. Reports from the community reveals that there has been an increase in corruption cases at ZCDC. One respondent from Mukwada village revealed that, they were asked to pay a bribe of 300 United States Dollars in order to benefit from the artificial insemination project and also get employment.

This was supported by respondents from another focus group held in Mukwada village who also complained about corruption. They revealed that the officials at ZCDC were corrupt at the expense of providing real corporate social responsibility. This was further supported by a representative from ZCDC who stated that, some employees

were dismissed after being caught in corrupt activities. They sold some agricultural inputs meant to help the elderly in the community. Respondents from the focus group discussion in Mukwada village also agreed that with monitored CSR, opportunities of corruption will be reduced because the focus will be on producing results in improving people's lives. Hence by so doing, inputs will then be used effectively.

One respondent from Chishingwi village added that, this is vital since there were previous tendencies of misuse of funds by certain individuals and some of the projects are not accounted for. Thus, CSR projects cannot be funded without clear justifications and no project can be carried out that is based on personal purposes. All CSR projects should focus on benefitting the community and not ZCDC Officials or powerful individuals in the community. In addition, in order to reduce corruption, respondents in Tonhorai put forward that, there was need to ensure transparency and accountability. It was unanimously agreed from the focus group discussions held that, the only way to address the problem of corruption was to create a transparent and accountable environment. Transparency and accountability are typical elements of monitoring and evaluation.

In line with the issue of participation, is the issue of communication. The findings revealed that there is no information symmetry between ZCDC and the community. The researcher observed that the company wrote on its bill boards 'We Care for the Community', however, the respondents argued that the company must remove that part because they don't care about them, their children and their environment too, hence, it's just a public relations stance.

4.2.5 The Potential of CSR in Improving Livelihoods in Chiadzwa
ZCDC representative highlighted that, to ensure there is enough communication with stakeholders, they have created a dialogue platform called CDATA (Chiadzwa

Dialogue and Technology for Accountability). This communication framework is helping in addressing the relationship between ZCDC and the residents which according to the residents its sour. The majority of the respondents from the focus group discussions indicated that ZCDC does not communicate with them at all.

According to the ZCDC representative, corporate social responsibility projects should be time framed. Projects should be executed within a specified period of time and this is ideal for the budget of ZCDC. The budget will have to be time specific and money will have to be channelled towards projects which have to be implemented. The issue of time is essential given that there are several projects the company has promised to undertake.

However, LRA argued that, their worry is that ZCDC Officials do not give specific time frames as to when these projects should be done that is, there are no timelines from project initiation to closure. Headman Tonhorai further suggested that, there is need for ZCDC officials to come up with realistic projects schedules that are based on time periods. The ZCDC representative highlighted that, apart from failing to follow a sequential structure in the monitoring of CSR projects, ZCDC adopted a matrix structure in the running of their business. However, the Leader of the Residents Association (LRA) argued that, this structure is too bureaucratic. This automatically affects the planning and implementation of CSR projects since more employees focus on their specific duties and not corporate social responsibility.

The Leader of the Residents Association (LRA) further put forward that, through proper CSR many lives will change in the long term, people have so many expectations and the least they can expect are basic services that benefit all of us, the present generation as well as the future. One respondent from Chishingwi village blamed

ZCDC for failing to work with donors such as World Vision International, Oxfam, Safire, Plan International, among others. The issue of experienced personnel is a challenge. CSR's implementation by ZCDC may face a challenge of lack of experienced people. Headman Mukwada highlighted that, the company has failed to attract and recruit more experienced workers. The blame has been put on the directive by government that interferes with recruitment matters at the company. ZCDC representative revealed that, the department of Human Resources and CSR has been affected by this scenario.

The Chief asserted that, brain drain has caused the experienced people in many quarters to flee for greener pastures. The shortage of administrative personnel affects the implementation of CSR. Respondents from Mukwada village also lamented the issue of indirect rule to silence villagers using their own keith and kin. They highlighted that, under normal circumstances some ZCDC workers should be on our side but surprisingly, they side with the company yet they are one of us, born and bred in this community.

The Chief further highlighted that, the issue of materials and vaccines is a challenge for the implementation of CSR. Projects like artificial insemination needs imported vaccines like the transdermal delivery gels. It was revealed that the artificial insemination / cattle breeding project is being riddled by lack of vaccines. These vaccines require foreign currency. This was further on supported by the ZCDC representative who stated that, it is a public secret that we are all affected in one way or another by sanctions from America, we cannot afford to buy vaccines and drugs needed for the breeding of livestock.

The LRA highlighted that ZCDC requires a stand-alone Project Management Office (PMO) specifically responsible for CSR projects alone. The PMO must be technical, strategic and should have leadership abilities to run CSR projects in the community. The PMO should focus on the core values of the M&E framework in order to achieve sustainable project results.

The LRA also highlighted that, the political environment also affects the implementation of CSR. The company is wholly government owned, so it is very clear to determine who gets what and why in form of corporate social responsibility. Chiadzwa community is divided. He further purported that, there are several villages that were grossly affected by the mining activities and these include Rombe, Muedzengwa, Chirasika, Tonhorai, Chishingwi, Mwapamba village. Some people are alleged to be affiliated to one political party or the other.

There has been too much politicization of CSR and governance issues at the expense of development. Politics have destroyed the governance system of Chiadzwa and Manicaland as a whole. One respondent from Tonhorai village indicated that, the power the Member of Parliament (MP) has over the operations of ZCDC is so unprecedented and alarming. He can make changes to certain programmes which the company intends to implement, as well as influencing appointments of senior personnel at the company. This has been detrimental to the governance at ZCDC, hence affecting the implementation of CSR projects.

The LRA further lamented that, politicians can also affect the effectiveness of CSR projects. The Chiadzwa community is divided on political grounds with some belonging to the ruling party (Zanu PF) while others to the opposition (MDC). This was supported by one respondent from Mukwada village who revealed that, working

together towards one goal and one vision has been a challenge, some of the talented and experienced personnel who are alleged to belonging to MDC are left out in carrying out specific duties that they are good at. There are elements of greed and grievance in Chiadzwa and CSR in some instances is used as a weapon to settle political scores or to strengthen or weaken one political party at the expense of another, one respondent said.

Respondents from the three focus groups emphasized that, CSR in Chiadzwa is critical in ensuring better ways of life in Chiadzwa. The local population through the uptake of CSR will be in a position to change their life styles. From the FGDs conducted, residents complained that ZCDC is failing to meet the standards set by Mbada Diamonds in terms of corporate social responsibility. However, some respondents in Chishingwi appreciated efforts made by ZCDC in as far as corporate social responsibility is concerned. They applauded the company for the successful launching of the sewing project which will see many lives changing. In addition, new breeds of cattle were brought to the community through artificial insemination projects.

Respondents from the focus groups further indicated that, the greatest challenge is that once the MP is elected into office, he becomes more concerned about the next election instead of the welfare of the people. Many respondents said they do not have a chance to engage with their MP yet the Member of Parliament is the middle point between the residents and ZCDC. Headman Tonhorai highlighted that the company is failing to engage with the community in CSR pre-budget consultations in order to get the views and information from the residents and relate it to CSR projects meant for the community.

One respondent from Chishingwi village further lamented on the impact of politics in the business of ZCDC which has an effect on the implementation of CSR projects. He criticized the influence of politics with specific reference to the directive by the Minister of Local Government in (2017) to sponsor election campaigns in 2018.

4.2.6 Coping Strategies

ZCDC representative highlighted that, ZCDC has introduced CDATA, which is an instrument tool that is used to ensure the engagement and participation of the community. It is a dialogue platform where ZCDC will provide residents and other relevant stakeholders with relevant information and the residents also give their views and grievances. This creates and interface system between ZCDC and the community.

The LRA revealed that, citizen engagement is crucial in the implementation of corporate social responsibility and in Zimbabwe, CSR in the mining sector is mandatory according to the Mines and Minerals Act. He further revealed that, for ZCDC to be effective on its CSR projects, they have to engage with the community. The community is important in that they are the movers and shakers of these projects.

Another respondent from Chishingwi village indicated, the community has been there before ZCDC came into being. Therefore, it is important to include the community in all levels of CSR activities. The community are the custodians of everything that exist in Chiadzwa including the projects funded by ZCDC. However, one respondent from Tonhorai village stated that, ZCDC seem to have adopted a top-down approach to community development. In essence, any form of development should be bottom up, thus including those that benefit from the CSR projects.

Respondents from Tonhorai village indicated that resource mobilization is crucial in the implementation of CSR projects in Chiadzwa. ZCDC has to mobilize enough

resources. They need to seek partnership with local Non-Governmental Organizations (NGOs) who have been assisting the community for many years. The researcher observed that organizations such as Goal Zimbabwe, World Vision International, Plan International, Oxfam, Family Aids Caring Trust (FACT), among others have been assisting the Chiadzwa community with capacity building projects. Many children have been sent to school while the elderly have been given groceries. Thus, NGOs have a mandate to reduce poverty and end injustices in communities across the country.

The LRA stated that, if ZCDC partners with NGO's, the organisations may help in any of the project that they are in capacity to do. However, the government has limited the operations of NGOs for fear of regime change agendas. NGOs have the technical expertise; they are the game changers and very accountable of every dollar they spend. In some instance they can also provide grants and loans.

Respondents from the focus group discussions called for the government to assist villagers in Chiadzwa with more funding. Headman Tonhorai stated that, there is need for the Public Sector Investor Programme to be revived and fund community projects.

The LRA also raised the issue of benchmarking as a strategy to address the challenges faced. ZCDC is urged to learn from other companies' CSR programmes. They can learn from mining companies like Zimplats which has been very successful in its CSR projects. ZCDC can get more important ideas that they can use in the implementation of corporate social responsibility. However, one respondent from Chishingwi village stated that, benchmarking cannot be local only, they can visit or invite members from other foreign countries in the region who have managed to successfully implement CSR and have produced tangible results.

Training and capacity building are a requisite for the implementation of CSR. Capacity building has been regarded by Headman Mukwada as a fundamental strategy. The staff members have to get enough training and education on the concept of CSR. This ensures that the staff will be capacitated and have the knowledge on CSR and how to implement it. Trainings and education are vital given the idea that the respondents pointed out that the framework of CSR is confusing.

The LRA revealed that, the CSR framework is made up of too much jargon and it is so confusing, terms like outcomes, scrum meeting, milestones, deliverables, outcomes, outputs, among others, are difficult to differentiate. Thus, with trainings, they will be in a position to understand it and they called the use of consultants in the area of CSR to come and advise more on the concept of corporate social responsibility.

One respondent from Chishingwi village stressed the importance of leadership. The residents themselves and the Resident Association are not happy with the leadership at ZCDC. He further noted that, leadership affect the implementation of CSR projects because leadership on itself affects the performance of workers. They called for the leadership to be committed to the implementation of CSR projects.

Another respondent from Tonhorai village added that, ZCDC has dismally failed to maintain the standards set by Mbada Diamonds in terms of corporate social responsibility projects. The company (Mbada) has built orphanages, gave scholarships, drilled boreholes, constructed Mafararikwa school, among other projects. This was also highlighted by respondents from Mukwada village in Ward 29 who revealed that, if ZCDC had a leader from their community the story could have been different, tarred roads, better sanitation, schools, clinics, among others would have been constructed.

Respondents from Mukwada village further highlighted that, at the beginning of every farming season, farming inputs were given to the community in order to alleviate hunger. However, some respondents in Chishingwi and Tonhorai also praised ZCDC for their CSR projects, for instance sewing projects that empowers women and children in the community.

4.3 Discussion of findings

The findings obtained in the research will be analysed basing on the themes obtained from the objectives of the research. The discussion of the findings is based on Hoeper's (2011) Participatory Development theory, related literature and the researcher's own views or perceptions in relation to what was obtained in the research.

Infrastructure development remain unchanged since the departure of Mbada Diamonds. It was observed and anticipated that the construction of good roads in Chiadzwa will necessitate the movement of people from all the villages, thus increasing the easy of doing business in Chiadzwa. Many villagers will capitalize on the good road network to sell different farm produce. They will produce more and be able to sell to other villages and even for the mine workers. Dump trucks from the mine are damaging roads, and roads are impassable during rain seasons due to gulleys created by the mine vehicles.

The quality of education has been depleted and facilities have also been destroyed to pave way for mining. Rombe Secondary and Chishingwi Primary school were also destroyed and pupils are now walking an approximate distance of twelve kilometres to a school in Hotsprings. This is violation of the Zimbabwean education policy which advocates compulsory primary education for all children since some pupils are now unable to attend school classes due long distance, hunger, starvation and

uncomfortable learning school premises. However, ZCDC managed to renovate Gandauta Primary school with the aid of parents but pupils are being affected by air pollution hence learning is being disturbed due to the blastings from the mine. ZCDC uses dynamites for blasting, and these produce a lot of noise.

The constitution of Zimbabwe (Chapter 25:04) provides the right to education for all particularly elementary education. Most children dropped out of school due to long distances. It is becoming difficult for many children to be attentive in class while tired and at the same time hungry. The government through its Ministry of Primary and Secondary Education or through other development partners should built more schools in Chiadzwa. Respondents lamented that ZCDC should transport their kids to school as part of corporate social responsibility.

Zero grade pupils are walking an approximate distance of nine-twelve kilometres to Tonhorai Primary school. This was caused by the destruction of Chirasika Primary school which was also destroyed in order to pave way for mining activities by ZCDC. A greater number of parents complained that ZCDC bus refuse to ferry their kids to school yet they are (ZCDC) who destroyed the schools which were in their communities. The future of children is being compromised.

The World Bank (2019) postulates that, inhibition to accessing education is violation of the Convention on the Rights of Children (CRC,1990) which Zimbabwe has ratified. Sustainable development (SDG) number six (6) calls for education for all. The government should account for children's needs and invest in their future than focusing on mining diamonds. There is need for sustainable development. The World Bank (2019) opines that CRC (1990) constitute formidable codes of rights for all children and the government of Zimbabwe is a duty bearer which has a mandate to spell out

basic human rights that children have in accessing health care facilities, education, legal, civil and social services.

More so, the government should establish feeding points for children in the community or should provide food in schools particularly in rural areas. Many children lack concentration during lessons due to hunger. There is need for supportive nutritional policies targeting children in schools in Chiadzwa. NANGO (2019) states that, in the late 90s, children were given maheu or sadza and beans in schools. This was done to curb malnutrition. The situation currently in Chiadzwa is tragic, the researcher witnessed different households coming to Headman Chiadzwa's homestead asking for a plate of mealie-meal to cook for the day. This to some extent, shows that ZCDC has not been monitoring CSR projects since their take over from Mbada. It is also important to take cognisance of the fact that people in Chiadzwa are not passive recipients, they expect to see the kind of development that the company promised them. However, regardless of their expectations, they should bear in mind that ZCDC is not only for Chiadzwa, but for the government of Zimbabwe. It is the duty of the government to look after its citizens, including the Chiadzwa residents hence the residents in Chiadzwa should balance their expectations.

From the testimonies given during focus group discussions conducted, it is clear that the situation in Chiadzwa has not improved since the closure of Mbada diamonds, rather the situation worsened instead. One villager, a former mine worker in Chiadzwa revealed that, the company is so unresponsive to public concerns over community impacts. Therefore, if the villagers are able to engage with the company, they will be able to indicate what they want in their community in terms of corporate social responsibility. This shows that ZCDC and the community are not working together, there is no proper engagement between the two.

There are several enforcement mechanisms that the government of Zimbabwe put in place to protect people from environmental pollution. There is the Atmospheric Pollution Prevention Act (1971) and the Environmental Management Act (Chapter 20:27). These provides for the establishment of the monitoring of projects and other matters relative to management and conservation of the environment. However, applying these laws on government entities such as ZCDC seems to be problematic.

Globally there is the United Nations Stockholm Declaration (1972), Resolution (45/94) gives a positive narrative on the right to a clean and safe environment. It states that all individuals are entitled to live in an environment adequate for their health and well-being. The instrument seeks to prevent pollution and other land degradation. It also provides for the sustainable management of natural resources and protection of the environment.

4.3.1 Livelihood Strategies

Results from the research shows that most people in Chiadzwa live largely on commodity broking (kukiyakiya) and self-employment. This is insignificant for the development of the community since most of the people live on subsistence farming and also from hand to mouth. ZCDC on the other hand is not utilizing its capacity, the company representative highlighted that ZCDC has the potential to employ more than 4000 workers. He further highlighted that, if the company maximize its capacity in terms of production, more people in Chiadzwa will be employed and by employing more people, lives will change thus reducing economic inequalities which are currently witnessed there.

There is also excess labour capacity in Chiadzwa, with over 90% of the youth unemployed. The World Bank (2019) states that, it is every government's obligation to employ its citizens if need be. However, high levels of unemployment have effected

a low aggregate demand that is, there is no circulation of money in the society. This has led to social cahiers such as high crime rate and youth drug abuse. There is need for broad money supply activities by the government in order to fund people's projects like poultry, bee-keeping and farming which are generates income.

Many people in both wards 29 and 30 are relying on selling fire wood, subsistence farming and only a few are in the business of transporting people from one place to the other. NANGO (2019) notes that, people in Chiadzwa are rationale and active, they are not passive recipients, they know how to shape their destiny and they have the urgency to transform their future and their society. This was witnessed by the fact that after losing their jobs with many mining companies closing by end of 2015, many ventured into different self-sustaining projects. Officials in Chiadzwa propose the projects which the community should have. Evidence from the Niger Delta mining projects show that a top down approach to development is less effective than the bottom up approach which is people centred.

Freeman and Liedtka (2015) states that, every economy functions on the aspect of participation from those intended to benefit from the projects. Community development calls for astute leadership. There is a broken-down social contract between some sects of the community and the Chiadzwa chieftancy. Thus, certain projects are given to people based on political grounds. This has effected negative peace between residents in the community, with some benefitting while others are denied assistance. This violates the UDHR (1948) principle of equality amongst all human beings.

Many people in Chiadzwa are involved in informal economic activities. ZCDC has the potential to formalize the economy through sponsoring of different projects as was

done by Mbada Diamonds which sponsored different community projects like basketry, weaving, farming, bee-keeping, livestock rearing, among others. By funding these projects, the benefits will trickle down to families, then village and then community as a whole.

Several economists through the World Economic Forum (2018) uttered sentiments from classical economists like Smith (1776) that rational and modern reform programme, economic behaviour in society is influenced by economic incentives and disincentives. The Chiadzwa community should be funded or supported up until people are self-reliant. People should be urged to submit business proposals in order to get loans funded by ZCDC or by the government.

Information obtained from the findings shows that gender is a development issue in Chiadzwa. Opportunities seem to be tilting in favour of men yet both men and women should benefit/ enjoy equal rights, responsibilities and opportunities. ZCDC should promote gender equity where fairness and just treatment of both men and women should be considered for their different needs. Gender equity will become a step towards gender equality. However, according to NANGO (2019), ZCDC has failed to promote women's rights in that only a few women out of a total number of 1268 of employees only 150 are women. It is clear to note that women in Chiadzwa are being put at the peripheral ends of development, not only in Chiadzwa, but in Zimbabwe as a whole. ZCDC should have a policy that shelve certain positions for women and the number of women should be proportional to that of men.

Claridge (2016) purports that, in South Africa, the Progressive Women's Movement upholds the status of women through lobbying for policy changes. The movement has led to the establishment of the National Gender Policy Framework (2003). According

to the OECD (2015), the only difference with Zimbabwe's Gender Policy is that, the policy is used as a weapon to fight inequality between men and women in both private and public life circles while the Zimbabwean legislation is selectively applied. In Chiadzwa, women are treated as second class citizens while preferential treatment to work in the mine is given to men.

It is the task of this research to reveal the deficit financing of corporate social responsibility projects in Chiadzwa. Rural transformation is the key for any sustainable development in Zimbabwe. Thus, the issue of CSR should be taken seriously if the country hopes to achieve set goals of becoming a medium-size economy by 2030.

4.3.2 Implementation of CSR for Community Development

Findings from the research showed that CSR, if implemented properly and by the right people can produce positive results for the community. The business of ZCDC has to make sure it produces results. Mayne (2017), talks of a culture to producing results which has to be created and adopted by local companies. ZCDC's corporate social responsibility should aim at producing results for the people and progress should be measured upon the results produced. This improves the quality and quantity of services to be delivered to the community.

From the findings obtained, it was noted that the government is generally weak on public development, be it in the mining sector or anywhere else. There is very poor infrastructure development in Chiadzwa. Regardless of some people having been evacuated from the main areas in Chiadzwa, the available infrastructure is being overwhelmed with the population. There are few clinics and this might pose serious potential disease outbreaks. ZCDC should invest more in infrastructure development. However, from the observations done by the researcher, there is construction of Rombe

secondary school. Previously in 2019, school children could spend many days without going to school due to heavy flooding of rivers. Bridges were destroyed hence one respondent lamented that, corporate social responsibility in Chiadzwa is being done without consideration.

Heath (2008), gave a case study of the Czech Republic where implementation of CSR improved the infrastructure in the community. In the Czech Republic, CSR managed to yield positive results. Different departments were assessed on the basis of the results produced and surveys for the results were carried out. Each CSR department worked towards producing results based on their goals and objectives. This can also be done at ZCDC and it will improve the effectiveness and efficiency of CSR.

CSR is essential because it ensures that ZCDC come up with targets. Targets will be set based on the plans. This is critical in the operations of ZCDC given that their budget is project based. The budget is set to focus on the implementation of certain projects. This concurs with Hoeper's (2011) theory on Participatory development which argues that, there is need for an organization to put too much emphasis on coming up with organizational objectives and targets. Synonymous to objectives, targets are vital in that they ensure productivity because each employee, be it in the top management or general staff will work towards achieving the project set targets. This is not a requisite for ZCDC only, but all organizations that undertake CSR projects.

Planning is an essential component in the implementation of projects and programmes. Basu and Palazzo (2008) states that, participatory development stresses the importance of planning in the performance of institutions, arguing that it ensures that objectives are formulated together with the activities to be taken to ensure results are produced.

Clear and time bound project budgets will be made. This is paramount for ZCDC because they will be in a position to identify the results they need to achieve.

In addition, Hindle (2016) argues that, common and clear project objectives or targets ensure unity of purpose among workers within an organization. Thus, ZCDC should have clear targets in their plans as to how far they need to go and what they want to achieve. This improves the efficiency of ZCDC and positive results will be produced in terms of community development in Chiadzwa. Failure to achieve set goals and targets will be failure to produce results.

The Corruption Perception Index (CPI, 2017) opines that, planning is a major component of corporate social investments in rural areas. Thus, there is need for ZCDC to align its programmes and policies with planning process. This will ensure that a clear vision and specific strategic plans are formulated that will guide ZCDC in their future CSR initiatives. This entails following the results chain and clearly articulating the inputs, activities, outputs, outcomes and the impact of projects, programmes and policies. This supports the view that policies have to be implemented in a rational way to come up with realistic results.

Corruption is one of the most pronounced challenge, at a serious rate that has affected project deliverables. The CPI (2017) notes that, Zimbabwe scored 2 out of 10 in terms of the corruption level and this makes Zimbabwe 46% worse than the average corruption level in the world. Levels of corruption have been skyrocketing in Chiadzwa hence limiting community development. Thus, effective CSR with strong M&E techniques will help in reducing corruption among ZCDC officials responsible for the implementation of CSR projects. This is because through proper CSR the main objective will be to promote development for everyone in the community. However,

some projects are aiming at developing the whole community yet development should gravitate down to households.

Findings also revealed that sufficient time has to be committed by ZCDC officials towards addressing objectives of the projects in Chiadzwa and specific time frames must be followed. As Hindle (2016) puts forward, if CSR projects are time framed, with a holistic picture of the community before implementation of the projects, positive results will be yielded.

The implementation of projects will be sequential following specified procedures. This will address the problem pointed out in the findings of infrastructural projects which are taking too long to be completed. In contrast, NANGO (2019) argues that, some CSR projects require some time to be implemented and they should not be initiated and implemented in a hurry for nothing will be produced.

Stakeholder participation is important in community development. There must be co-operation between ZCDC and the community in order to realize sound development. Development should be the community's desirable change not something that is done to market ZCDC. Participatory development seeks to engage local populations in development projects. It entails public participation in projects that transform their lives with the hope that the projects will be successful.

The table below explains the relationship between key stakeholders, information required, communication methods and their level of influence on corporate social responsibility projects in Chiadzwa. These stakeholders govern the extraction of resources and ensures that mineral extraction is done in a way that is not detrimental to the environment and the host community.

4.3.3 Stakeholder Engagement Plan

Table 1: Stakeholder Engagement Plan

Stakeholder	Information Required	Level of Influence	Communication Method and Frequency
Ministry of Mines and Mining Development	-Plans and approves the budget and scope baselines.	-High	-Monthly reports -Emails -Quarterly field visits
EMA	-Reports on environmental management. -Safety and health reports	-Medium	-Frequent visits -Emails
ZCDC	-Reports on CSR projects to be implemented. -Project baselines -Budget baselines. -Project Deliverables -Milestones achieved	-High	-Weekly Reports -Emails -Phone calls -Field visits
Community	-Project deliverables (roads, schools, boreholes, clinics, etc)	-Low	-Mobile phone calls -Field visits

Coquhoun (2014) stresses that, participatory development argues that the community must own the projects in their community. ZCDC should embark on empowerment participation, where the community are capable of initiating the development process.

The programmes initiated by ZCDC are a clear sign of an effort to solve social and economic problems in Chiadzwa through corporate social responsibility projects.

From the observations conducted, the researcher gathered that all the projects initiated mainly centres on the economic and social aspects of the people in Chiadzwa in order to enhance their social and economic upkeep as well as to promote community development. From the information gathered, it is clear that CSR projects being initiated in the community mainly focus on community development and not individual development. This might be a problem in the near future in that individuals are not fully empowered but collectively the community is being empowered.

Madhekeni (2012) also notes that, common pool projects are problematic in that the community owns them. This is the same with community projects, some few powerful individuals will exert the power of agenda setting thus, controlling the direction of development in the community. There is an element of social inclusion and exclusion to some members of the society.

From the findings, the issue of materials and machinery is a challenge for the implementation of CSR projects. Infrastructural development projects like the construction of roads, clinics and schools require specific tools and materials.

Findings from FGDs showed that workers responsible for CSR projects complained that there is lack of funding for the infrastructural projects to be implemented and project schedules are at times unrealistic.

The LRA identified the lack of multi-stakeholder consultations as a major drawback to the implementation of CSR in Chiadzwa. Stakeholders sometimes are not consulted on whether some projects are good for them or not. Consultations before the implementation of CSR are essential and the project planning process as a whole. The

project management team should avoid the 'we know it all' attitude. Participation by the community through consultations is critical because it ensures the acceptance of CSR by the community.

Through consultations, stakeholders will be informed on CSR projects and this will help in ensuring a deeper understanding on the potential of CSR projects, and how they can transform lives in the long term. Thus, a common vision between ZCDC and the community will be created in the implementation of CSR and its prospects in promoting community development. Once stakeholders (community) are not informed on CSR projects, there will be no common focus and implementation of the projects will be poor, behind schedule and there will be cost overruns hence, limited or no results will be produced by ZCDC.

4.4 Summary

In this chapter, data collected for the research was presented, analysed and discussed. The benefits of CSR in the Chiadzwa community were brought and how it promotes issues of community development through empowerment participation. Challenges faced by CSR and coping mechanisms for these challenges were brought out. All these issues were analysed with specific reference to Hoeper (2011)'s theory.

CHAPTER 5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

A study of the nature and impact of corporate social responsibility was carried out specifically in Chiadzwa. The analysis was based on the specific objectives of the study which were to identify different CSR projects in Chiadzwa, to assess the effects of CSR projects in Chiadzwa on community development, to examine how ZCDC promotes community rights in relation to development and to make recommendations on how CSR projects should be implemented.

The chapter concludes the study. The study introduced the background and problem of the study in Chapter 1, reviewed related literature on corporate social responsibility, outlined and discussed the research methodology in Chapter 3, also presented and discussed the research findings in chapter 4. Chapter 5 focuses on conclusions and recommendations based on literature reviewed in Chapter 2 and data presented and discussed in Chapter 4.

5.2 Conclusions

This study has proved that corporate social responsibility is a key driver for community development in Chiadzwa. Issues of policy development has also proceeded in Zimbabwe's mining sector. The country has initiated policy stands after the discovery of diamonds in Chiadzwa for instance the Mines and Minerals Act (1962), has been amended since 2007 just after the discovery of significant deposits of diamonds in the Chiadzwa communal area.

ZCDC has strived to put concerted effort on the implementation of several corporate social responsibility projects. These include artificial insemination for livestock breeding, sewing, basketry, agriculture, water and sanitation (drilling of boreholes),

among other projects. This has brought about positive impacts on the development of the community in Chiadzwa.

Some sects of the community have been empowered while others are still yet to benefit from these CSR. Corporate social responsibility projects in Chiadzwa are a clear testimony that ZCDC is dedicated to take part in the development of the Chiadzwa community. However, a lot still needs to be done in areas of infrastructure development. The company still needs to construct roads in order to facilitate the smooth flow of people, goods and services from one village to the other.

Before these community projects started, the community has been agro-based. Hence, with a variety of projects in the community, there is diversification of livelihoods. The Mukwada and Tinoengana communities have been empowered with these corporate social responsibility projects. The projects have enabled supplementation of incomes in the community.

These CSR projects have been criticized for being a public relations stunt. Community members feel they are being short-changed considering the value of diamonds and what is being remitted and also what has been done by ZCDC in terms of environmental degradation, land degradation (destruction of roads), livestock, grazing and arable land in Chiadzwa.

A lot should be done at the household level and not at the community level. According to NANGO (2019), despite these community projects, three quarters of the Chiadzwa community still live below the poverty datum line. Worse still, little has been done to solve environmental issues, pollution and land degradation by ZCDC is so hazardous to both humans and livestock. Two kids (names withheld) were drowned in a dam which was left open while cattle have been trapped in dams where chemicals from the

mining activities are dumped. The Stockholm Declaration (1972) provides for the right to a clean environment. This is also supported by a UN Resolution 45/94 which states that all individuals are entitled to live in an environment adequate for their health and well-being.

Another problem indicated by the research is that there are few schools in Chiadzwa. The community feel they need to invest in the future of their children. The research also noted that there is no information symmetry between ZCDC and its stakeholders, particularly the community as to what amount should be remitted to the community. There is lack of transparency on the project scope, schedule and budget for the CSR projects.

5.3 Implications

The research concludes that proper corporate social responsibility has the potential to transform many people's lives that is, if the projects are properly planned and implemented. The study revealed that CSR in Chiadzwa should be people centred where the community should be incorporated in projects activities, from initiation up to project closure. A top down approach to community development is a recipe for disaster in any developmental project. Collective participation and not social inclusion by virtue of just being a community member will result in sustainable responsible business by ZCDC.

Politicization of CSR projects may lead to a broken down social contract in the community. They say united the community stands and divided it falls. Thus, politics should unite people so that regardless of different political affiliation, those with relevant skills and expertise participate in the undertaking of CSR projects in the community. This will not only make the CSR projects go beyond the lifespan of the mining activities but also promotes sustainability of these projects.

There is also need for more interventions in agricultural activities in Chiadzwa. ZCDC purchased three tractors for tillage. This will compliment people's efforts through enhanced subsistence farming. Agriculture is the major livelihood strategy in Chiadzwa, hence any form of development should start from that level. ZCDC has positively the community through supporting agricultural projects.

5.4 Recommendations

Having completed the study, the researcher has come up with recommendations for the problems and challenges associated with corporate social responsibility in Chiadzwa.

Karman (2010) states that, a good infrastructure is associated with development while bad infrastructure is a sign of under development or no development at all. There is need for ZCDC to draft a comprehensive plan for the construction of tarred roads, bridges, clinics, schools, etc. An interconnectedness of the Chiadzwa villages through proper road networks will necessitate development in the community.

There is need for more schools in Chiadzwa. ZCDC or the Government should fund the construction of more primary and secondary schools in Chiadzwa. As IFAD (2018) puts forward, sustainable development goal number four provides for an investment in quality education, which is one of the noble ways of promoting community development. Carroll (2015) notes that, development should start from the young generation then it percolates up to the elderly.

5.4.1 Corporate Social Responsibility at the Household Level

Mungure, et al (2016) states that, projects in Chiadzwa should be people centred in both implementation and on the benefits. Benefits should gravitate down to the individuals. In many developing countries, collective development is more prevalent than individual. However, CSR projects should be narrowed down to households. It is

from the household units where we can measure livelihoods (gross income), levels of poverty, literacy rate, etc. This will also ensure that each member of society has benefitted from CSR projects in the community.

5.4.2 Government on CSR in Chiadzwa

The government of Zimbabwe is advised to craft legislations/ policies that govern CSR particularly in mineral rich areas like Chiadzwa. This will give direct enforcement for every corporate to remit part of its proceeds back to the community where it operates from. There is environmental pollution and land degradation where dams, rivers and underground water sources are contaminated with chemicals and are left open. However, this is a highly controversial issue with serious conflict of interest between government ministries (Ministry of Mines and Ministry of Environment). Enforcing legislation against each other has proved to be impractical. ZCDC is a wholly government entity and the enforcers of law (government) is benefitting directly from the activities of ZCDC, so if ZCDC breaches the dictates of environmental laws, the government cannot sue them because they are the shareholders. Since the government cannot sue itself, it is the community that suffers from the effects of environmental degradation.

It has been evident that the implementation of CSR in Chiadzwa is dependent on the amount of resources available. ZCDC needs to mobilize resources (material and financial) for the implementation of CSR projects to be successful. This calls for the government or other actors to chip in and assist in the implementation of these projects in Chiadzwa. Infrastructural development is lagging behind in the community.

Salary and incentive levels for the workers at ZCDC have to be improved continuously in relation to the prevailing circumstances in the country. This improves the motivational levels of the employees since they cannot work effectively while they are

not getting some incentives after completing milestones and project deliverables. More salaries ultimately reduce the levels of corruption in terms of diverting project funds into personal use. Crane & Matten (2007) notes that, performance based incentives should be available hence, all human beings are coin motivated.

The ZCDC Report (2016) recommends the need for more enhanced training and capacity building at all levels of corporate social responsibility projects, that is from initiation to project termination/ closure. This is essential in order for all officials both at the apex and shop floor level to fully understand the project cycle and be familiar with what needs to be done at the right time (project schedule management). Trainings have to be regular and the technical team has to be skilled and knowledgeable in undertaking different community projects.

The implementation of CSR together with other policies and projects in Chiadzwa has to be a bottom up approach. Cornway (2015) further postulates that, a bottom up approach in the implementation of any project improves the participation of the relevant stakeholders (the community) and not only will ZCDC officials be responsible for the implementation of CSR projects but every stakeholder.

Monitoring and evaluation techniques have to be strengthened. Employees and projects have to be evaluated in order to assess progress. At the end of each project, employees should be appraised in order to assess progress and in relation to the set objectives. Monitoring has to on-going and has to be carried out at every stage.

5.4.3 Suggestions for Further Research

Further research should be undertaken in order to have up to date information pertaining corporate social responsibility projects. In this regard, the government of Zimbabwe should commission research on sustainable responsible business by mining

companies. Projects and programmes initiated by mining companies should start from the household level and then percolates up to the community. Development should then escalate from individuals hence strong families will impact positively on the community. Development at household level assumes more realistic results than using the community as a yardstick to measure individual development.

Comprehensive surveys should be done to regulate CSR activities by the mining companies in Zimbabwe. The proposed projects should go beyond the life span of mining activities and that's a sustainable way of doing business. However, the study does not exhaust the nature and extent of CSR projects in Chiadzwa but it is important to take cognisance of the fact that the existence of CSR projects depict that there is a growing realization by many mining companies that more should be done in rural areas. Host communities like Chiadzwa should benefit directly from the mining activities in their community.

The study also revealed a plethora of human rights abuses in the context of diamond mining activities. There is rapid and deliberate infringement of people's fundamental freedoms, for instance people have the right to acquire and own property. This is a right provided for in the country's Constitution (Section 71). There is also the Atmospheric Pollution Prevention Act (1971), the Environmental Management Act (Chapter 20:27), among other instruments. All these regulations are meant to protect people but in practice a lot is still left to be desired in terms of enforcing these legislations.

The study exposes the gaps which exist between government policies and application of these laws on environmental degradation. Hence, there is need for the government to evaluate the laws and ensure compliance by ZCDC. Government entities like ZCDC

should also co-operate with NGOs in order for CSR projects to be more effective. These NGOs have trained experts who are knowledgeable in undertaking community projects. CSR should also expand to the environment. ZCDC should therefore, undertake more research on how best they can reduce the effects of environmental degradation. They should be able to craft solutions through further research on solving environmental problems that may impact negatively on the community.

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Appendix 1. Introductory Letter

COLLEGE OF
BUSINESS, PEACE, LEADERSHIP & GOVERNANCE

A UNITED METHODIST –RELATED INSTITUTION

P.O BOX 1320 MUTARE, ZIMBABWE • TLL (263-20) 0C275/60/20/616/1/61618 • FAX (263-20) 61765/60184 • EMAIL: coplydean@afrcau.edu,coplgsec@afacau.edu, cbslgadmin@afrcau.edu

28 October 2019

TO WHOM IT MAY CONCERN

Re: Permission to Undertake Research for Dissertation August - December 2019

Simbarashe Bingepinge student registration number 171135 is a student at Africa University. He is enrolled in the Masters in Human Rights, Peace and Development and is currently conducting research for his dissertation, which is required for completion of the programme in December 2019. The research topic is "THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY CARRIED OUT BY ZIMBABWE CONSOLIDATED MINING COMPANY (ZCDC) IN THE CHIADZWA COMMUNITY."

Simbarashe is expected to undertake his data collection from August – December 2019 before the dissertation can be submitted to the College in December 2019. The student will share with you the results of this research after its approval by the College.

We thank you for your support and cooperation regarding this research.

Yours sincerely

Ms. B. Dodzo
CBPLG Administrator

Appendix 2. Clearance Letter

Unlocking Sustainable Diamond Value for Zimbabwe

35 - 37 Cosham Avenue, Borrowdale, Harare Tel: (+263) 242 852 102 (+263) 242 852 401 4

20 December 2019

Simbarashe Bingepinge

22 Grove Rd, Greendale

Harare

Dear Sir

REQUEST FOR CLEARANCE TO CONDUCT RESEARCH ON THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY INVESTMENTS CARRIED OUT BY ZIMBABWE CONSOLIDATED DIAMOND COMPANY IN THE CHIADZWA COMMUNITY

The above matter refers:

Reference is made to your letter dated 20 December 2019 requesting for clearance to conduct a research on: **The Impact of Corporate Social Responsibility Investments carried out by Zimbabwe Consolidated Diamond Company (ZCDC) in the Chiadzwa Community.**

I wish to further advise you that permission is being granted on the condition that the research outcome will remain confidential and you will avail the study report to ZCDC after completing the research.
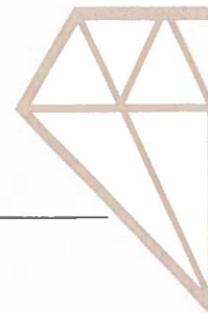
Could you please therefore liaise with the relevant department on the above matter.

Yours Faithfully

S. Chagonda

Head Public Relations & Community Development

Directors: Eng. K. Ukama (Chairman), Mr. A. Mukwekwezeke, Amb. Z.W. Nsimbi, Lt. Col.(Rtd) N. Mtombeni, Mrs. E. Muchemwa, Col. E.J. Chiadzwa

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Appendix 3: Interview Guide for Key Informants

1. What are the benefits of corporate social responsibility projects in the community?

2. What is your view on the implementation of these projects in enhancing people's lives and community development?

3. What have you faced that have affected the effectiveness of corporate social responsibility projects?

4. Are there any weaknesses associated with the programs undertaken by ZCDC?

5. What are the strategies that can be used to curb the challenges and make corporate social responsibility projects sustainable in the community?

6. How do you see the future of corporate social responsibility by ZCDC?

Appendix 4: Interview Guide for Community Members

1. What role does corporate social responsibility by ZCDC play in improving your life?

2. What changes can be brought by implementation of CSR projects in the community?

3. Do you think people's rights were protected? If not, why do you say so?

4. What factors do you think affect the implementation of corporate social responsibility projects?

5. Do you have any strategies or suggestions that you think should be used to ensure the effectiveness of CSR initiatives in enhancing community development?

Appendix 5: Interview Guide for the Marange Resident Association Personnel

1. How do you describe the people's livelihoods in Chiadzwa?

2. Is ZCDC doing enough corporate social responsibility for the people?

3. What are the reasons for the poor infrastructure development in Chiadzwa?

4. How can livelihoods be improved?

5. How do you describe the CSR projects being undertaken by ZCDC in the community?

6. How are people's grievances and problems being handled?

7. Are people's rights respected, if so to what extent?

Appendix 6: Informed Consent Form

My name is Simbarashe Bingepinge, a Masters Student studying Human Rights, Peace and Development at Africa University. I am carrying out a study on The Impact of Corporate Social Responsibility Investments carried out by Zimbabwe Diamond Consolidated Company (ZCDC) in the Chiadzwa community. I am kindly asking you to participate in this study by answering.

Purpose of the study
The purpose of the study is to assess the effectiveness and sustainability of Corporate social responsibility projects in enhancing people's lives in Chiadzwa. It seeks to identify the extent of ZCDC's involvement and the challenges faced by corporate social investment initiatives on implementation. It also seeks to come up with strategies to curb the challenges faced by CSR projects in order to make it sustainable. You were selected for the study because you are familiar with the area of study and you are a resident of the Chiadzwa-Marange community. Other participants include the heads of wards 29 and 30.

Procedures and duration
If you decide to participate you will be interviewed. It is expected that this will take an hour.

Risks and discomforts
It is worthy to inform you that the process might take some of your time and affect your work schedule. So we will carry out the interview at the most appropriate time suitable for you. Some questions may need some sensitive answers, but you kindly have to disclose relevant information which you are in a position to give.

Benefits and/or compensation
The information will be made available to you after completion for your use if you need it. But there will not be any compensation for your participation because the research is being carried for academic purpose.

Confidentiality
The information to be obtained from the study that you provided will not be disclosed without your permission. Names and any forms of identification will not be used.

Voluntary participation
Participation in this study is voluntary. If you decide not to participate in this study, your decision will not affect your future relationship with your organisation. If you choose to participate, you are free to withdraw your consent and to discontinue participation without penalty.

Offer to answer questions
Before you sign this form, please ask any questions on any aspect of this study that is unclear to you. You may take as much time as necessary to think it over.

Authorisation

If you have decided to participate in this study, please sign this form in the space provide below as an indication that you have read and understood the information provided above and have agreed to participate.

---   -----------------------------

Name of Research Participant (please print)   Date

Signature of Research Participant or legally authorised representative

If you have any questions concerning this study or consent form beyond those answered by the researcher including questions about the research, your rights as a research participant, or if you feel that you have been treated unfairly and would like to talk to someone other than the researcher, please feel free to contact the Africa University Research Ethics Committee on telephone (020) 60075 or 60026 extension 1156 email aurec@africau.edu

Name of Researcher --

Urkund Report - Simbarashe Bingepinge.docx (D64696371).pdf - Adobe Reader

Urkund Analysis Result

Analysed Document: Simbarashe Bingepinge.docx (D64696371)
Submitted: 3/2/2020 8:56:00 AM
Submitted By: djeranyama@africau.edu
Significance: 4 %

Sources included in the report:

ROUGH DRAFT DESETATION.docx (D51519655)
Kelvin Mufute.docx (D50772089)
thesis.pdf (D58785621)
Management Science Bhansali Chetankumar Harishkumar Ph.D Thesis.pdf (D44664558)