AFRICA UNIVERSITY

(A United Methodist Related Institution)

THE EFFICACY OF MULTINATIONALS CORPORATE SUSTAINABILITY STRATEGIES IN DEVELOPING ECONOMIES: A CASE OF TOTALENERGIES ZIMBABWE

BY

ESTHER CHIEDZA MAFARA

A DISSERTATION SUBMITTED IN PARTIAL FULLFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF EXECUTIVE MASTER IN BUSINESS ADMINISTRATION IN THE COLLEGE OF BUSINESS AND MANAGEMENT SCIENCES

2026

ABSTRACT

This study investigates the efficacy of multinational corporations' sustainability strategies within developing host economies, using TotalEnergies Zimbabwe as a case study. The research seeks to understand how sustainability initiatives implemented by a major global energy company translate into economic, social, and environmental outcomes at a local level.

Guided by a mixed-methods research design, the study integrates quantitative analysis of corporate sustainability indicators and socioeconomic data with qualitative insights from interviews, policy documents, and community perspectives. Data were collected through structured questionnaires distributed to 87 respondents comprising TotalEnergies employees, community beneficiaries, local government officials, and NGO partners, as well as semi-structured interviews and field observations.

The findings reveal that TotalEnergies has implemented sustainability initiatives across all three dimensions of the Triple Bottom Line framework, with social responsibility initiatives being the most widely recognized among stakeholders (90.8%). Respondents demonstrated strong awareness of sustainability strategies, with an average mean score of 4.09 out of 5. The study confirms a significant positive relationship between sustainability strategies and environmental and socio-economic outcomes ($R = 0.687$, $p = 0.000$), indicating that TotalEnergies' sustainability efforts contribute meaningfully to host country development. Key challenges identified include limited financial resources (mean = 4.23), inadequate infrastructure (mean = 4.12), and regulatory complexities (mean = 3.88).

The study contributes to the discourse on sustainable development by highlighting the complexities of applying multinational sustainability strategies in developing economies and identifying conditions necessary for achieving meaningful and inclusive outcomes. Recommendations include enhanced stakeholder engagement, increased transparency, stronger partnerships with local government, and greater alignment with national development priorities.

Keywords: Sustainability strategies, Multinational corporations, Developing economies, Triple Bottom Line, TotalEnergies, Zimbabwe

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 for the award of a degree.

Student's Full Name: Esther Chiedza Mafara

Student's Signature: Date: 27.03.2026

Main Supervisor's Full Name: Dr Patrick Korera

Main Supervisor's Signature: ___________________________________Date: ____30/03/2026______

COPYRIGHT

ACKNOWLEDGEMENTS

I wish to express my sincere gratitude to all who supported me throughout this research journey.

First and foremost, I thank the Almighty God for His grace, wisdom, and strength that sustained me through this academic endeavour.

I am deeply grateful to my supervisor, for the invaluable guidance, constructive feedback, and unwavering support provided throughout this research. Your expertise and encouragement have been instrumental in shaping this dissertation.

I extend my appreciation to the College of Business and Management Sciences and the Graduate Studies Committee at Africa University for their support and for providing the academic environment conducive to research excellence.

My sincere thanks go to the management and staff of TotalEnergies Zimbabwe for granting me access to conduct this research. I am particularly grateful to all the respondents, employees, community beneficiaries, government officials, and NGO partners—who generously shared their time, insights, and experiences. Your contributions form the foundation of this study.

I am indebted to my family for their patience, understanding, and unwavering encouragement throughout this journey. To my parents, thank you for your love and for instilling in me the value of education. To my children, thank you for your patience and for understanding the many hours I dedicated to this work.

Finally, I acknowledge my colleagues and friends who provided moral support, encouragement, and constructive feedback during the writing process. Your kindness and companionship have been a source of strength.

Thank you all.

DEDICATION

To the Almighty God,

From whom all wisdom and strength flow. To

You be the glory.

LIST OF ACRONYMS AND ABBREVIATIONS

ANOVA — Analysis of Variance

APA — American Psychological Association

AU — Africa University

AUREC — Africa University Research Ethics Committee

CSR — Corporate Social Responsibility

EMA — Environmental Management Agency

ESG — Environmental, Social, and Governance

MNC — Multinational Corporation

NGO — Non-Governmental Organisation

SDG — Sustainable Development Goal

SPSS — Statistical Package for the Social Sciences TBL

UN — United Nations

UNDP — United Nations Development Programme

ZERA — Zimbabwe Energy Regulatory Authority

TABLE OF CONTENTS:

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1 INTRODUCTION

1.0 Introduction

Sustainability has emerged as one of the most significant concepts of the 21st century, shaping global discourse across business, policy and environmental management. Sustainability influences how nations, businesses and communities approach growth and resource management. Sustainability speaks to the ability to meet present needs without compromising the ability of future generations to meet their own needs. This definition was first articulated by the Brundtland Report in 1987, also referred to as the Common Future. This report was published by the World Commission on Environment and Development (WCED) and laid the foundation for what is now known as sustainable development.

In today's context, sustainability extends beyond environmental conservation to encompass the Triple Bottom Line framework, introduced by John Elkington in 1994, which emphasizes the need to balance between people, planet and profits. This framework urges organizations and governments to evaluate success not only in financial terms but also through social and ecological performance integrated into business operations.

Key global frameworks such as the United Nations Sustainable Development Goals (SDGs), adopted in 2015, have further operationalized sustainability by setting 17 goals aimed at addressing issues related to climate action, poverty eradication, responsible consumption and clean energy. These efforts highlight the need for industries and communities to integrate sustainable practices to mitigate the effects of climate change, resource depletion and social inequalities.

Sustainability has become central to multinational corporations' strategic vision. The implementation of sustainable practices by corporations like TotalEnergies has over the years increasingly focused on renewable energy, local development, environmental protection, and promoting economic growth and social welfare. More recently, the concept of resilience has gained prominence alongside sustainability, recognizing that communities and organizations must not only meet present needs but also build the capacity to withstand and adapt to economic, environmental, and social shocks.

This study therefore seeks to examine the sustainable initiatives adopted by TotalEnergies in host developing countries, with a focus on evaluating their impact, effectiveness, alignment with sustainability frameworks, and contribution to community and organizational resilience.

1.1 Background

Due to the growing global awareness of climate change, natural resource depletion and widening socio-economic inequalities, sustainability has become a central component of multinational corporations' long term strategies (World Bank, 2022). In support, Paul Hawken (2010) in his work asserted that "Business is the only mechanism on the planet today powerful enough to produce the changes necessary to reverse global environmental and social degradation." In developing countries where there is heavy dependence on resources, environmental degradation and socio-economic vulnerabilities according to the United Nations Development Programme (UNDP, 2023), multinational corporations are faced with the challenge of balancing economic growth with environmental stewardship, social responsibility and compliance to governance. Global energy firms are under increasing pressure to reduce their environmental footprint, align with the Paris Agreement, and contribute to the United Nations Sustainable Development Goals.

Van de Graaf and Sovacool (2020) allude that multinational corporations such as TotalEnergies amongst other oil and gas majors face pressure to transition to renewable energy while maintaining profitability in challenging markets. Oreskes (2019) goes on to say, "The science is not the problem, it's the politics. The scientific consensus on climate change has been clear for decades." This reinforces the importance of large corporations like TotalEnergies needing to move beyond symbolic gestures and adopt genuine science-aligned sustainability strategies, particularly in how they market their environmental initiatives.

TotalEnergies rebranded from TOTAL in 2021 to reflect its strategic transformation into a multi-energy company as well as to align with global climate ambition, to position itself as a leader in energy transition consistent with the Paris Agreement. Peattie and Crane (2005) noted that whilst TotalEnergies and other multinational energy majors have invested significantly in sustainable initiatives in the developed countries they operate in, there is limited documented existing literature for the energy sectors in developing countries.

The concept of resilience has emerged as a critical complement to sustainability, particularly in volatile economic contexts. Linnenluecke (2017) defines organizational resilience as the capacity to anticipate, prepare for, respond to, and adapt to incremental change and sudden disruptions. In Zimbabwe, where economic instability, currency volatility, and climate-related shocks are prevalent, understanding how sustainability initiatives contribute to resilience is essential for evaluating their long-term efficacy.

1.2 Statement of the Problem

Despite TotalEnergies' global commitment to invest €3 billion in renewable energy and sustainability initiatives by 2025 (TotalEnergies, 2023), a significant research gap exists regarding the translation of these commitments into measurable outcomes in developing economies. According to the World Bank (2023), Zimbabwe's GDP contracted by 8.3 percent between 2019 and 2021, with inflation exceeding 250 percent in 2020, creating one of the most challenging operating environments for multinational corporations in sub-Saharan Africa. The Zimbabwe Energy Regulatory Authority (ZERA, 2022) reports that only 42 percent of the population has access to grid electricity, yet no comprehensive study has evaluated how TotalEnergies' sustainability strategies address this energy poverty while maintaining environmental standards.

Existing literature (Kolk, 2016; Ndubisi et al., 2023) focuses predominantly on stable, developed markets, overlooking contexts like Zimbabwe where regulatory capacity is weak, with Transparency International ranking Zimbabwe 157th out of 180 countries in 2022, and where infrastructure constraints are severe. Furthermore, limited research has examined how sustainability initiatives contribute to community and organizational resilience in volatile economic environments. This creates a documented disconnect between corporate policy and on-the-ground outcomes, necessitating empirical investigation into the efficacy of multinational corporation sustainability strategies in fragile economic contexts, including their contribution to resilience.

1.3 Research Objectives

Objective 1

To examine the sustainability policies, commitments, and initiatives implemented by TotalEnergies in Zimbabwe between 2021 and 2026, and to assess how global sustainability frameworks are adapted to the local context.

Objective 2

To evaluate the impact of TotalEnergies' sustainability initiatives on environmental and socio-economic outcomes in Zimbabwe.

Objective 3

To identify the key challenges, opportunities, and contextual factors that influence the effectiveness of sustainability initiatives in developing countries.

Objective 4

To assess how TotalEnergies' sustainability initiatives contribute to the resilience of local communities and organizational operations in Zimbabwe.

Objective 5

To suggest strategies and recommendations for enhancing the alignment and effectiveness of multinational corporations' sustainability strategies with host country development priorities.

Research Questions

1. What sustainability strategies are being implemented by TotalEnergies in Zimbabwe, and how are global policies adapted to the local context?

2. To what extent have TotalEnergies' sustainability initiatives contributed to measurable environmental, social, and economic outcomes in Zimbabwe?

3. How do key stakeholders perceive the impact of TotalEnergies' sustainability efforts in Zimbabwe?

4. What are the driving forces and limiting factors that influence the effectiveness of sustainability initiatives by TotalEnergies in Zimbabwe?

5. How do TotalEnergies' sustainability initiatives contribute to community and organizational resilience in Zimbabwe?

6. What recommendations can be proposed to enhance the effectiveness of sustainability strategies for developing countries?

1.4 Assumptions/Hypothesis

H_0: TotalEnergies' sustainability strategies have no significant impact on environmental and socio-economic outcomes within Zimbabwe.

H_1: TotalEnergies' sustainability strategies have a significant positive impact on environmental and socio-economic outcomes within Zimbabwe.

H_2: TotalEnergies' sustainability initiatives have a significant positive relationship with community and organizational resilience in Zimbabwe.

1.5 Significance of the study

This research contributes to the discourse on corporate sustainability by providing context-specific analysis of TotalEnergies in Zimbabwe. It intends to highlight empirical evidence on the impact and challenges of implementing sustainability strategies in developing economies. The main beneficiaries for the purposes of this study will be the following:

TotalEnergies Zimbabwe will better understand how sustainability initiatives can be leveraged for people, planet and profitability and further guide the development of strategies that resonate with developing market context, including resilience-building components.

Investors benefit from improved corporate transparency and accountability assisting in their evaluation of investment decisions towards corporations.

The energy sector within Zimbabwe will be provided evidence-based recommendations for sustainable and industry effective sustainability strategies. This will assist companies to evaluate and improve their sustainability efforts. It will also demonstrate examples of sustainable strategies for knowledge transfer and innovation amongst other companies and multinationals in Zimbabwe.

Policy makers and environmental regulatory bodies and organizations will be informed on how sustainability strategies align with national and international sustainability policies and frameworks, as well as guide policy makers to design incentives and regulations that encourage sustainable business practices and resilience building.

Academic discourse will benefit as this research will provide empirical insights to the under-researched areas of sustainability development in developing economies, including the intersection of sustainability and resilience, as well as serve as a reference for future academia and bridge the gap between corporate sustainability effectiveness in developed countries and emerging developing markets.

1.6 Delimitation of the Study

This is case study specific research therefore will focus only on TotalEnergies, excluding other energy or fuel providers. The study will focus its research on sustainability initiatives adopted towards environmental and socio-economic measurable outcomes within TotalEnergies host country Zimbabwe from 2021 to 2026 following its rebranding from Total to TotalEnergies to reflect its strategic transformation into a multi energy company. The research gives no focus to any other operational or business strategies being adopted by the company during the same period. The study is also limited to TotalEnergies operations in host country Zimbabwe and will not cover other affiliate countries that TotalEnergies is present in. This is case study specific research hence the research is focused only on TotalEnergies, excluding other energy or fuel providers. The study will only focus its research on green sustainability initiatives adopted within TotalEnergies from 2021 to 2026 (4 – 5 years) time period and gives no focus to any other operational or business strategies being adopted by the company during the same time period. The study is also limited to TotalEnergies operations in Zimbabwe and will not cover other affiliate countries that TotalEnergies is present in. The respondents of the study will primarily be TotalEnergies employees; partners; suppliers; dealers and regulatory organizations like Environmental Management Agency (EMA); Zimbabwe Energy Regulatory Authority (ZERA), and a select number of customers, which may not be a full representation of all stakeholders. The research will rely primarily on publicly available reports for example TotalEnergies' sustainability reports; annual reports and SEC filings and may exclude proprietary and confidential company data unless accessed through interviews or authorized disclosures.

1.7 Limitation of the Study

The study will be limited to the academic time available to collect and analyse data. The findings from

TotalEnergies, in Zimbabwe may not be generalized to other countries due to unique market context; organisational structure and cultural conditions. The researcher may not get access to adequate internal company data due to restricted access to data for TotalEnergies in Zimbabwe. The respondents may also be biased especially TotalEnergies employees; partners and dealers which could affect the reliability of the responses collected. The research may be subjected to external influences including but not limited to economic instabilities; market shifts; regulatory changes; changes in company's global strategies that could impact TotalEnergies green marketing strategies in Zimbabwe during the study period.

1.8 Chapter Summary

This chapter established the foundation for the study on the efficacy of multinational corporations' sustainability strategies in developing economies, using TotalEnergies Zimbabwe as a case study. It introduced the concept of sustainability, tracing its origins to foundational frameworks that emphasise the balance between economic growth, environmental stewardship, and social responsibility. The background contextualised the study within the global sustainability discourse, noting a research gap regarding the effectiveness of corporate sustainability commitments in developing economies characterised by economic instability and weak regulatory frameworks. The study was guided by four research objectives: to examine TotalEnergies' sustainability initiatives implemented between 2021 and 2026; to evaluate their impact on environmental and socio-economic outcomes; to identify key challenges and opportunities influencing effectiveness; and to propose strategies for enhancing alignment with host country development priorities. The significance of the study, delimitations, and limitations were also outlined, providing the conceptual framework necessary to guide the subsequent chapters.

CHAPTER 2 REVIEW OF RELATED LITERATURE

2.0 Introduction

(Oreskes, 2019) states that “The science is not the problem, it’s the politics.’’ The scientific consensus on climate change has been clear for decades. Sustainable development is a critical area of study due to increasing global pressure for organization to balance economic/profitability growth, whilst ensuring environmental protection and social equity. (The Brundtland Report, 1987), defined the concept of sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.’ This definition formed the basis and foundation of global sustainability policy and framework formulation. According to (Elkington, 1997) “Sustainability is the simultaneous pursuit of economic prosperity, environmental quality, and social equity.’’ This view is supported by (Dyllick & Hockerts, 2002) “Sustainability initiatives are deliberate corporate actions aimed at integrating environmental, social and governance (ESG) concerns into core business strategy and operations, to create long-term value for both the company and society.’’ In the view of (Kanter, 1999) A corporate initiative refers to a planned and strategic action undertaken by a company to achieve specific organisational goals, which may include innovation, sustainability, social responsibility or performance improvement.’’

Therefore, this literature review will explore existing work three core dimensions of sustainable development- environmental sustainability; social sustainability and governance as well as build a critical narrative how multinational corporations spearhead sustainable in developing countries.

2.1 Theoretical Framework

2.1.1 Brundtland Theory

Brundtland Theory is widely also known as the Sustainable development framework and it was introduced in the Brundtland report (1987), titled "Our Common Future’’. The report defined

Sustainable Development as “Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Brundtland Theory emphasised three core dimensions to sustainability that are interconnected:

- ✓ **Environmental Protection**

Focuses on preventing environmental degradation and ecological harm through resource conservation, pollution prevention and biodiversity protection.

- ✓ **Social Equity**

Ensuring fair access to resources, opportunities and societal engagement. Key aspects of social equity include, poverty eradication, stakeholder engagement, human rights protection equal opportunities to all, fairness and justice.

- ✓ **Economic Growth**

Business to maintain their business operation profitable without a cost of environmental and or social harm. Key aspects, include ensuring long term sustenance and profitability of the business as opposed to short term wins (wealth extraction and abort); inclusive growth, where the business and its stakeholders all benefits (benefits are shared across key stakeholders, in addition ensuring circular economy by reducing waste, recycling/reusing resources.

(Escobar, 1995), argues that Brundtland framework reflects Western hegemony and ignores local contexts in third world markets.

2.1.2 The Tripple Bottom Line (TBL) Theory

The Tripple Bottom Line theory by Elkington, 1997 emerged from concern regarding corporate social responsibility and sustainable development adapted the Brundtland’s report, 1987 pillars into TBL for corporations. The TBL framework outlines that business should measure and report success on a holistic approach, not just focus on a financial performance (profit) but also by their social (people) and environmental (planet) impacts towards sustainable development.

The three pillars of TBL:

The Profit Pillar, it focuses on the company's' ability to generate sustainable financial returns. The company can remain profitable without compromising the other environmental as well as the social pillars of sustainability. Po

The Planet pillar minimizing the negative environmental impacts on the environment as well as promoting the ecological wellbeing of the environment. The business should integrate environmental concerns into its operation, by encouraging eco-friendly practices, waste reduction and carbon footprint minimization. (Hawken et al, 1999) argue, that businesses must account for ecological limits.

The People pillar of the framework relates to the social responsibility towards the wellbeing of its stakeholders including its employees and communities. (Carol, 1991) highlights philanthropy and ethical responsibilities as key components. People pillar emphasises on fair labour practices, community engagement and human rights.

2.1.3 Shared Value Theory

This theory was introduced by Michael Porter and Marker Kramer, 2011 as a strategic approach in which businesses can create economic value in ways that generate societal value. The theory analyses the role of multinationals in promoting sustainability and socio-economic benefits. Michael Porter and Marker Kramer argue that MNCs can generate economic value in ways also produce value to local communities by addressing its challenges. It supports mutual benefits for both MNCs and host countries, and shifts focus from corporate charity or compliance to sustainability strategies. The shared value theory unlike traditional CSR, integrates social, economic and environmental objectives into its core business strategy

- ✓ Development of product and services that meet societal needs
- ✓ Redefining value chain productivity by making improvements in resource efficiency, energy use, waste management and safe working practices.
- ✓ Enabling local cluster development by strengthening local partnerships through local suppliers, infrastructural development, capacity building in local communities.

2.1.4 Relevance of the Theoretical Frame to the Study

The Brundtland theory emphasizes the three dimensions economic, environment and social are particularly relevant when evaluating the sustainability strategies of companies in this case in the energy sector, in developing countries where socio-economic vulnerabilities, environmental degradation and energy poverty intersect. The framework allows for a structural assessment of the company's sustainability initiatives.

The Brundtland framework emphasizes the need to minimize ecological harm while meeting current needs. How effectively TotalEnergies is mitigating its environmental impact while expanding energy access? The framework guides this study in evaluating whether sustainability interventions implementations contribute to long-term environmental sustainability and climate adaptability.

The framework calls for development strategies that foster economic resilience without causing long term harm. The framework helps to assess the business efforts to balance profit motives with local economic development.

The framework enables this research to analyse the extent to which TotalEnergies creates shared value in community engagements; capacity building, local health and education programs and stakeholder inclusion without depleting local resources or worsening economic disparities, can be evaluated against the Brundtland framework

By applying the Brundtland framework supported by another theory the ‘Tripple Bottom Line (TBL) by Elkington,1997, this study will explore how TotalEnergies balances profit making with environmental responsibility and social contribution in its operations in Zimbabwe.

This theoretical framework is supported by scholars such as Peattie (1995), who argue that corporate sustainability must transcend compliance and integrate long term environmental and social considerations into core strategic planning. In addition, Dangelico and Vocalelli (2017) stress that sustainability-oriented strategies should address stakeholder expectations while contributing to broader developmental goals.

The framework will bridge the gap between corporate objectives and societal expectations particularly in the context of environmental concerns and socio- economic challenges that are prevalent in developing countries such as Zimbabwe.

The shared value theory helps assess whether TotalEnergies sustainability initiatives deliver mutual value to both the multinational corporations and host country. The theory provides theoretical lens for explaining how and why TotalEnergies may invest in sustainability strategies as a strategic practice for a competitive advantage.

2.2 Implementation Fidelity and Global Local Adaptation

Beyond the theoretical frameworks that explain why multinational corporations pursue sustainability strategies, a substantial body of literature addresses how these strategies are implemented and adapted in diverse local contexts. Two interrelated concepts are particularly relevant to this study: implementation fidelity and global local adaptation.

2.2.1 Implementation Fidelity in Corporate Sustainability

Implementation fidelity refers to the degree to which a program or strategy is delivered as intended by its designers according to Carroll and his colleagues in their 2007 study. In the context of multinational corporations, implementation fidelity examines whether sustainability policies formulated at global headquarters are executed faithfully in host country subsidiaries, or whether they undergo modification, dilution, or abandonment during implementation as discussed by Dusenbury and fellow researchers in 2003.

Hasselbladh and Kallinikos argued in their 2020 study that organizational rationalization projects, including corporate sustainability initiatives, often face significant implementation challenges when transferred across institutional contexts. Their critique of neo institutionalism highlights that standardized corporate practices are rarely adopted uniformly. Instead, these practices are reinterpreted, resisted, or selectively appropriated by local actors based on their interests, values, and institutional constraints. This insight is particularly pertinent for understanding TotalEnergies' sustainability strategies in Zimbabwe, where global corporate templates may encounter local realities that necessitate deviation from original plans.

Low implementation fidelity can manifest in several forms. One form is symbolic implementation, where organizations adopt sustainability policies for legitimacy purposes without making substantive changes to their operations. This concept was described by Bromley and Powell in their 2012 study. Another form is selective implementation, where only certain aspects of sustainability strategies are prioritized based on local feasibility. This concept was explored by Wijen in his 2014 study. The current study therefore examines not only what sustainability initiatives TotalEnergies has adopted, but also the extent to which these initiatives have been implemented with fidelity to global commitments.

2.2.2 Global Local Adaptation in Developing Economies

Complementing the implementation fidelity literature, research on global local adaptation examines how multinational corporations navigate institutional voids in developing economies. Ansari, Reinecke, and Spaan defined institutional voids in their 2022 study as situations where absent or weak market intermediaries, regulatory frameworks, and contract enforcing mechanisms create barriers to effective market operation. In Zimbabwe, such voids include inconsistent regulatory enforcement, limited infrastructure, currency instability, and constrained technical capacity. These factors were identified in Chapter One as key challenges for sustainability implementation.

Ansari and colleagues proposed in their 2022 study a typology of adaptation strategies that multinational corporations employ in response to institutional voids. The first strategy is avoidance, which involves withdrawing from or limiting operations in challenging contexts. The second strategy is compliance, which involves adhering strictly to global standards regardless of local conditions. The third strategy is adaptation, which involves modifying global practices to fit local realities. The fourth strategy is innovation, which involves developing novel approaches that simultaneously address global standards and local constraints. Preliminary evidence from Zimbabwe suggests that TotalEnergies has pursued a combination of compliance and adaptation strategies. The company maintains global environmental standards while adjusting community engagement approaches to local cultural and economic conditions, as noted by Muguto and Kanyenze in their 2020 study.

The adaptation literature further emphasizes that successful global local integration requires what scholars term contextual intelligence. Khanna defined contextual intelligence in his 2014 Harvard Business Review article as the ability of multinational corporations to understand and respond to the unique institutional, cultural, and economic characteristics of host countries. Without such contextual intelligence, sustainability strategies designed in Paris or London may prove irrelevant or even counterproductive when implemented in Harare or Mutare. This study therefore investigates how TotalEnergies has demonstrated contextual intelligence in adapting its sustainability frameworks to Zimbabwe's specific conditions.

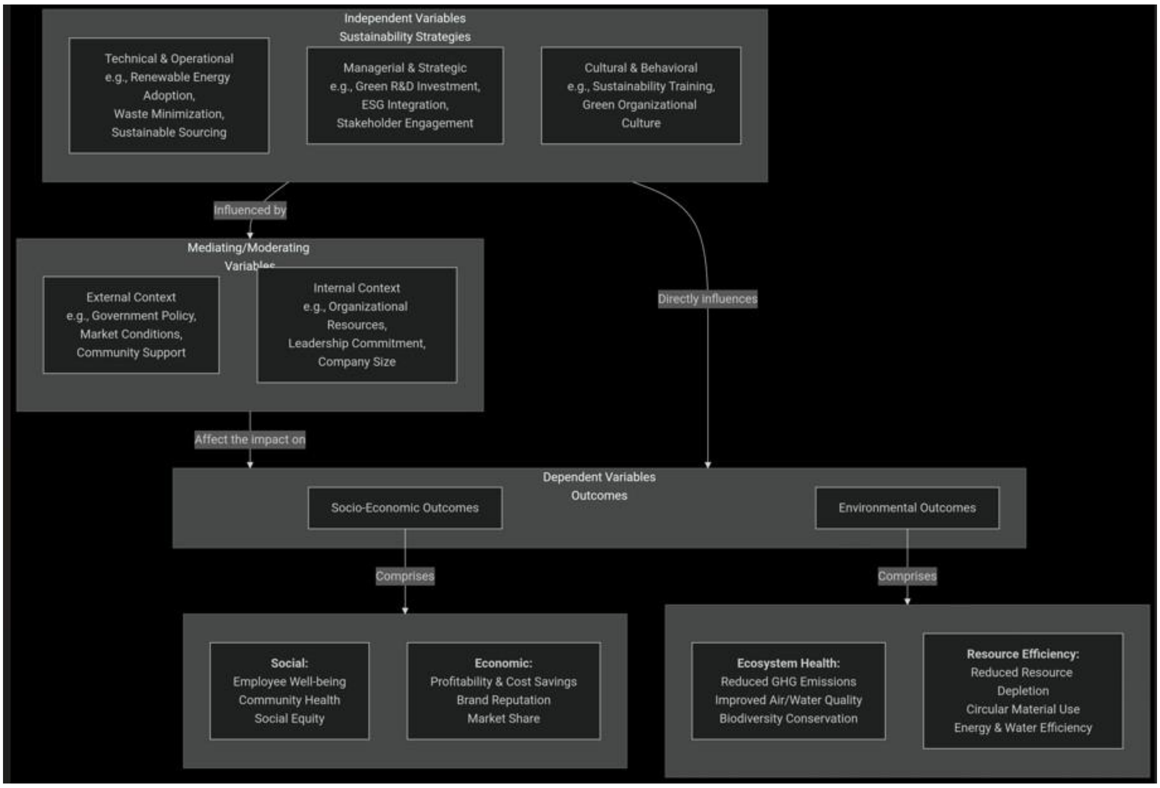
2.2.3 Relevance to the Current Study

The concepts of implementation fidelity and global local adaptation provide analytical tools for evaluating the efficacy of TotalEnergies' sustainability strategies in Zimbabwe. Rather than assuming that global commitments translate automatically into local outcomes, this study examines the implementation processes, adaptation decisions, and contextual factors that shape how sustainability initiatives actually function on the ground. The findings presented in Chapter Four will be interpreted through this lens. The analysis will identify areas where implementation fidelity has been maintained, where adaptation has been necessary, and where gaps between global commitments and local delivery persist.

Furthermore, these concepts inform the study's recommendations by highlighting opportunities for strengthening the alignment between TotalEnergies' global sustainability frameworks and Zimbabwe's national development priorities. This theme emerges from stakeholder responses in the quantitative and qualitative data analysis presented in Chapter Four.

2.3 Conceptual Framework

Figure 1: Conceptual Framework



Conceptualised by the researcher (2026)

2.3.1 Independent variables

In this study the sustainable initiatives being executed by TotalEnergies, in a developing host country Zimbabwe. These include corporate sustainability practices, corporate social responsibility (CSR) programs, environmental protection efforts, stakeholder engagement programs, youth and employment creation and development. The independent variable will represent the strategic sustainability actions taken by TotalEnergies in developing countries as part of its sustainability and CSR strategic commitment.

2.3.2 Dependent variables

These variables include the perceived impact or effectiveness of the sustainable initiatives in the developing countries. The impact of sustainability and CSR programs may be assessed in several ways, including improvements including environmental conversation, socio-economic development, improved quality of life of communities, enhanced company's corporate image.

Resilience as an Additional Outcome Variable

In addition to the dependent variables described above, this study incorporates community and organizational resilience as an additional outcome variable. Resilience refers to the ability of communities and organizations to anticipate, prepare for, respond to, and adapt to economic, environmental, and social shocks (Linnenluecke, 2017; Williams et al., 2017). In the context of this study, resilience includes four key dimensions. The first dimension is the capacity to maintain program delivery during periods of economic instability. The second dimension is the development of adaptive skills among community members. The third dimension is the durability and reliability of sustainability infrastructure. The fourth dimension is the reduction of community vulnerability to economic and climate related shocks.

The inclusion of resilience as an additional dependent variable allows this study to assess not only the immediate impacts of TotalEnergies' sustainability initiatives but also their contribution to long term adaptive capacity. This is particularly important in Zimbabwe, where economic volatility, currency instability, and climate related shocks create a challenging operating environment for both multinational corporations and local communities. By examining resilience outcomes, the study provides a more comprehensive evaluation of the efficacy of sustainability strategies in developing economies.

Chapter Summary

This chapter presented a review of related literature relevant to the efficacy of multinational corporations' sustainability strategies in developing economies. The review explored the concept of sustainable development, tracing its evolution from early definitions that emphasised meeting present needs without compromising future generations to contemporary frameworks that integrate economic, environmental, and social dimensions. The theoretical framework was developed around three key theories: the foundational framework that established the three core pillars of sustainability; the framework that encourages businesses to measure success beyond financial performance to include social and environmental contributions; and the framework that emphasises creating mutual value for both corporations and host communities by addressing local challenges through core business strategy. These theories collectively provided a comprehensive lens for evaluating how multinational corporations balance profit motives with environmental responsibility and social contribution in developing country contexts. The conceptual framework illustrated the relationship between independent variables, comprising corporate sustainability practices, corporate social responsibility programs, environmental protection efforts, stakeholder engagement, and community development initiatives, and dependent variables, including environmental conservation, socio-economic development, improved quality of life, and enhanced corporate image. The literature revealed that while multinational corporations have made significant sustainability commitments globally, their effectiveness in developing economies is influenced by contextual factors such as regulatory capacity, infrastructure constraints, stakeholder expectations, and institutional environments. The conceptual framework was expanded to include community and organizational resilience as an additional dependent variable, recognizing the importance of adaptive capacity in Zimbabwe's economic and environmental context. Overall, the chapter provided the theoretical and conceptual foundation that guided the research methodology presented in the subsequent chapter.

CHAPTER 3 RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the study approach, population, data collection methods and data analysis. The researcher also outlines the ethical considerations.

3.1 Research Design

(Creswell, 2014) "A research design is a plan or proposal to conduct research, involving the intersection of philosophy, strategies of inquiry and specific methods.'' This study will adopt a mixed - methods approach. The study will take up a qualitative research approach of a case context- specific study to allow for in- depth exploration of contextual factors that influence the efficacy of sustainability initiatives. The descriptive research approach seeks to understand the 'how and why' on a case study approach seeking to delve into the unique strategies and outcomes of TotalEnergies' sustainable practices in developing countries for a contextual depth understanding. The study will also benefit from exploratory research approach which helps uncover the experiences, underlying themes, stakeholder perceptions and social impacts. Exploratory research design will examine the sustainability journey of MNCs in developing countries in depth, policies, stakeholder relations and measure outcomes over time.

This study will be complemented by a correlational research design incorporating a quantitative research design, to measure the impact of sustainability initiatives against environmental as well as socio-economic metrics. This will allow the measurement of relationship between the interdependent variables and the dependent variables.

3.2 Population and Sampling

3.2.1 Target Population

Bryman (2016) describes the target population as "The universe of units from which a sample is selected." This relates to the total group of individuals, organizations or entities that is relevant to the research objectives and from whom data can potentially be collected.

The study target population comprises TotalEnergies stakeholders who are directly or indirectly involved or impacted by TotalEnergies sustainability initiatives in Zimbabwe. The estimated population breakdown is as follows:

Table 1: Target Population Distribution

Category of Participants	**Estimated Population**
TotalEnergies management and employees	120
Local community beneficiaries	500+
Suppliers engaged in sustainable operations	25
Business partners	15
Representatives from regulatory bodies (EMA, ZERA, etc.)	10
NGOs and partner organizations	8
Total Estimated Population	**678+**

This includes TotalEnergies management and employees, local community beneficiaries of the sustainability initiatives, suppliers engaged in sustainable operations, business partners, representatives from regulatory bodies involved in public-private partnership regulations and collaboration, and NGOs and partner organizations.

3.3.2 Sampling Technique Sampling Size

A purposive non- probability sampling techniques is used, in which participants will be strategically chosen based on their knowledge, role and or experience relevant to the research question. Palinkas et al, 2015) stated that, ‘purposive sampling is widely used in qualitative research for the identification and selection of information rich cases related to the phenomenon of interest.’’ Purposive sampling is ideal for this study as it ensures that selection of information knowledge rich participants who can provide relevant, deep insights into the research questions.

In addition, snow- balling sampling technique will be used to access additional important stakeholders who may not be immediately visible or accessible via purposive sampling.

For the qualitative components, participants will be selected based on their direct involvement in TotalEnergies sustainability initiatives. Sample size will be determined using the principle of data saturation, where interviews will be conducted until no new themes or insights emerge. This is based on guidance from several scholar, Creswell & Poth (2018), ‘’for case study design, 5 to 25 participants.’’ Patton, (2015) goes on to say, ‘sample size is determined by information richness. Approximately 20 participants will be targeted across all four stakeholders’ groups to ensure representation of employees, community beneficiaries, local government and NGO partners. The final sample size may be adjusted iteratively as saturation is achieved during data collection.

For the quantitative component, the sample size will be calculated using a power analysis appropriate for correlational studies. The study employs a Pearson Correlation to examine the relationship between sustainability strategies on economic, environmental and social outcomes, the sampling size will be calculated based on Cohen’s (1988) guideline parameters:

Effect size (medium): $r = 0.30$

Significance level: $\alpha = 0.05$

Power: 0.80

Statistical test: Two-tailed Pearson correlation

Effect size: = 0.30

Alpha = 0.05

Power: 0.80

This yields a sample size of 84 participants. To account for a potential 10% non-response or incomplete questionnaires. This will give us a target sample of 95 participants.

Proposed Sampling Size

Category of Participants	**Number of Sample Size**
TotalEnergies Employees	*40*
Local Community Beneficiaries	*30*
Local Government/ Regulatory Officials	*15*
NGO/Development Partners	*10*
Total number of participants	*95*

3.2.3 Inclusion and Exclusion Criteria

This study will use purposive sampling guided by clear inclusion and exclusion criteria to ensure that participants are relevant and knowledgeable to the subject. According to Palinkas et al. (2015), the use of well-defined inclusion and exclusion criteria in purposive sampling enhances the quality and appropriateness of participants selected for qualitative and mixed-methods research. Similarly, Patton (2015) asserts that establishing clear criteria for participant selection is essential for ensuring that the data collected are information-rich and aligned with the research objectives.

Inclusion Criteria

The inclusion criteria will qualify participants for the study based on the following:

TotalEnergies employees must be directly involved in the implementation or management of TotalEnergies sustainability initiatives in Zimbabwe. As noted by Creswell & Poth (2018), selecting participants with direct experience of the phenomenon under study is critical for obtaining rich, firsthand accounts.

Community beneficiaries must be residents or users of the community projects that have been implemented by TotalEnergies. According to Bryman (2016), including those who directly experience program outcomes ensures that data reflect the perspectives of affected populations.

Local Government officials must be responsible for environmental, social, and economic regulation or oversight of sustainability activities. Saunders et al. (2019) emphasize that regulatory stakeholders provide valuable insight into compliance, governance, and policy alignment.

NGO and Partner organisations must have collaborated with TotalEnergies on sustainability initiatives. Patton (2015) highlights that partnering organizations offer critical perspectives on program implementation and collaborative effectiveness.

Participants will be given consent and be willing to share accurate information. Informed consent is a fundamental ethical requirement, as outlined by Creswell & Creswell (2018), ensuring that participation is voluntary and participants are fully aware of the nature of the research.

Exclusion Criteria

The exclusion criteria will eliminate individuals with no direct experience or insufficient knowledge of the sustainability activities by TotalEnergies in Zimbabwe. As recommended by Palinkas et al. (2015), excluding individuals without relevant experience strengthens the validity of qualitative findings by ensuring that only knowledgeable participants contribute to the data.

3.3 Data Collection Methods

A structured process will be adopted to ensure validity, reliability and ethical integrity of the research study. According to Saunders et al. (2019), a systematic approach to data collection enhances the trustworthiness of research findings by ensuring consistency and transparency in the research process. This structured approach ensures that all steps are clearly documented, procedures are followed consistently across all participants, and the integrity of the data is maintained throughout the research process.

3.5.1 Permissions

a) Obtain formal approval from TotalEnergies Marketing Zimbabwe management to access internal documents, project data and reports and access employees. As noted by Creswell & Creswell (2018), securing organizational access is a critical first step in conducting research within corporate settings, as it establishes legitimacy and facilitates cooperation from participants. Without such formal approval, researchers may face barriers to accessing essential data and participants, which can compromise the comprehensiveness of the study. The researcher will submit a formal request letter outlining the purpose of the study, the scope of data required, and the intended use of the findings to TotalEnergies management for review and authorization.

b) Obtain necessary permission and ethical clearance from the Africa University College of Business and Management Sciences and Africa University Research Ethics Committee (AUREC) to ensure adherence to ethical practices including informed consent, confidentiality and voluntary participation.

Bryman (2016) emphasizes that ethical approval from an institutional review board is essential for protecting the rights and welfare of research participants, particularly in studies involving human subjects. The researcher will submit the full research proposal, data collection instruments, and informed consent forms to AUREC for review and approval before commencing any data collection activities. This process ensures that the research adheres to the highest ethical standards and that participants' rights are protected throughout the study.

c) Prepare all data collection instruments and conduct a pilot test on a small group to ensure clarity and effectiveness. According to Saunders et al. (2019), pilot testing allows researchers to refine instruments, identify ambiguous questions, and estimate the time required for completion, thereby enhancing the validity and reliability of the data collection tools. The pilot test will be conducted with a small sample of participants who are representative of the target population but will not be included in the main study. Feedback from the pilot test will be used to revise and refine the questionnaire and interview guide to ensure that questions are clearly understood and effectively capture the information required to address the research objectives.

3.5.2 Interviews

Participants: Sustainability and CSR managers, sustainability officers, community beneficiaries and regulatory representatives.

The selection of these participant categories follows the guidance of Patton (2015), who recommends purposive sampling of individuals with direct knowledge and experience of the phenomenon under study. This multi-stakeholder approach ensures that diverse perspectives are captured, aligning with the recommendations of Creswell & Poth (2018) for case study research. By including participants from different stakeholder groups, the study aims to gather a comprehensive understanding of the sustainability initiatives from multiple vantage points, including those responsible for implementation, those who benefit from the initiatives, and those who provide regulatory oversight.

Instrument: Semi-structured interview guide with open-ended questions.

The use of semi-structured interviews is justified by Kvale & Brinkmann (2009), who argue that this format allows researchers to explore participants' experiences and perceptions in depth while maintaining focus on the research objectives. This approach enables flexibility for probing and follow-up questions, which is particularly valuable when investigating complex phenomena such as sustainability strategy implementation. The semi-structured format allows the researcher to pursue emerging themes that may not have been anticipated during the research design phase, thereby capturing rich, detailed data that reflect the complexity of the participants' experiences.

Procedure:

Schedule interviews in advance with relevant stakeholders. According to Robson & McCartan (2016), advance scheduling demonstrates respect for participants' time and allows them to prepare adequately for the interview, contributing to richer data collection. The researcher will contact each potential participant via email or telephone to explain the purpose of the study, confirm their willingness to participate, and schedule a mutually convenient time and location for the interview. Participants will be provided with a brief overview of the topics to be discussed to allow them to reflect on their experiences and perspectives in advance.

Obtain consent to record interviews. As emphasized by Creswell & Creswell (2018), obtaining informed consent, including permission for audio recording, is an ethical imperative that ensures participants are fully aware of how their data will be used and protected. Before each interview commences, the researcher will provide participants with an informed consent form that outlines the purpose of the research, the voluntary nature of participation, the procedures for ensuring confidentiality, and the intended use of the data. Participants will be asked to sign the consent form, and verbal consent will also be recorded at the beginning of the audio recording. Participants will be assured that they may withdraw from the interview at any time without providing a reason and may request that their data be excluded from the study.

Conduct interviews face-to-face or virtually via Microsoft Teams. The use of virtual platforms is supported by recent methodological literature, with Gray et al. (2020) noting that video conferencing tools offer flexibility and accessibility while maintaining the interpersonal dynamics essential for qualitative interviewing. Face-to-face interviews will be conducted where feasible, particularly for participants located in close proximity to the researcher. Virtual interviews will be offered as an alternative to accommodate participants in remote locations or those with scheduling constraints. Both formats will be conducted in a private, quiet setting to ensure confidentiality and minimize distractions.

Record interviews and take supplementary notes to capture non-verbal cues. King & Horrocks (2010) recommend recording interviews to ensure accurate transcription and analysis, while supplementary note-taking captures contextual details and non-verbal communication that recordings alone may not convey. The researcher will use a digital audio recorder to capture the interview content, ensuring high-quality audio that facilitates accurate transcription. During the interview, the researcher will also take brief notes to document non-verbal cues such as body language, facial expressions, and pauses, as well as contextual observations about the interview setting. These supplementary notes will provide valuable context during the data analysis phase.

Transcribe interviews verbatim for thematic analysis. Braun & Clarke (2006) assert that verbatim transcription is essential for rigorous thematic analysis, as it preserves the richness and nuance of participants' responses, enabling systematic identification of patterns and themes. Following each interview, the audio recording will be transcribed verbatim by the researcher or a professional transcription service. Transcripts will be checked for accuracy against the original recordings, and any identifying information will be removed to protect participant anonymity. The transcripts will then be imported into qualitative data analysis software to facilitate systematic coding and thematic analysis.

3.5.3 Questionnaires

Participants: Employees, community beneficiaries and business partners.

The selection of participants for the questionnaire survey follows the recommendations of Saunders et al. (2019), who emphasize that the sample should be representative of the target population to ensure the generalizability of findings. By including employees, community beneficiaries, and business partners, the study aims to capture a broad range of perspectives on the efficacy of TotalEnergies' sustainability initiatives. This diverse participant base allows for comparison across stakeholder groups and enhances the comprehensiveness of the findings.

Instrument: Structured questionnaires

The use of structured questionnaires is supported by Bryman (2016), who notes that structured questionnaires with closed-ended questions facilitate the collection of standardized data that can be analyzed statistically. This format is particularly appropriate for measuring perceptions, attitudes, and levels of awareness, as it allows for comparability across respondents and enables the identification of patterns and trends within the data. The questionnaire will be structured into sections aligned with the research objectives, using Likert scales to capture respondents' levels of agreement with statements related to sustainability awareness, impact, and challenges.

Procedure:

Distribute questionnaires physically and electronically ensuring participants understand the intent and instructions. According to Saunders et al. (2019), the mode of questionnaire distribution should be selected based on the characteristics of the target population to maximize accessibility and response rates. Physical questionnaires will be distributed in person to participants who are located in areas with limited internet connectivity or who prefer paper-based formats. Electronic questionnaires will be distributed via email using a secure online survey platform, allowing participants to complete the questionnaire at their convenience. All questionnaires will be accompanied by a cover letter explaining the purpose of the research, instructions for completion, and assurances of confidentiality.

Follow up to maximize response rates. Dillman et al. (2014) emphasize that follow-up reminders are essential for achieving adequate response rates in survey research. The researcher will send follow-up reminders to non-respondents at one-week and two-week intervals after the initial distribution. For electronic questionnaires, automated reminders will be sent through the survey platform. For physical questionnaires, follow-up will be conducted via telephone or in-person visits where feasible. These reminders will be polite and respectful, acknowledging participants' time constraints while encouraging completion of the questionnaire.

Review for completeness. Upon receipt of completed questionnaires, the researcher will review each response for completeness and clarity. As recommended by Saunders et al. (2019), questionnaires with missing data will be assessed to determine whether the missing responses are random or systematic. In cases where missing data are minimal, the researcher may decide to retain the questionnaire for analysis. Questionnaires with extensive missing data or patterns of inconsistent responses will be excluded from the analysis to maintain data quality.

Assign numerical codes to responses using Likert scale. The coding of questionnaire responses is essential for quantitative analysis, as noted by Field (2018), who explains that numerical codes allow for statistical manipulation and analysis of categorical data. For Likert scale items, responses will be coded as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. This coding scheme enables the calculation of means, standard deviations, and other descriptive statistics that summarize the central tendency and dispersion of responses.

Code categorical or demographic data. Demographic and categorical data will also be coded numerically to facilitate statistical analysis. For example, categories such as respondent relationship with TotalEnergies will be assigned numerical codes (e.g., 1 = Employee, 2 = Community Beneficiary, 3 = Local Government Official, 4 = NGO/Development Partner). These codes will be entered into a statistical software database alongside the Likert scale responses, creating a comprehensive dataset for analysis.

Generate statistics to summarize the data based on frequency, percentages, mean, median. Descriptive statistics will be generated to summarize the characteristics of the sample and the patterns of responses. Frequencies and percentages will be calculated for categorical variables to describe the distribution of respondents across stakeholder groups, geographic locations, and awareness duration. Measures of central tendency, including the mean and median, will be calculated for Likert scale responses to indicate the average level of agreement with each statement. Measures of dispersion, such as standard deviation, will be calculated to indicate the variability in responses across participants.

Conduct statistical tests to answer research questions using Pearson correlation to examine relationships between variables. Inferential statistics will be used to test the hypotheses and answer the research questions. Pearson correlation analysis will be conducted to examine the relationship between the implementation of sustainability strategies and the perceived environmental and socio-economic outcomes. As noted by Pallant (2020), Pearson correlation is appropriate for examining the strength and direction of linear relationships between two continuous variables. The correlation coefficient (r) will range from -1 to +1, with positive values indicating a direct relationship and negative values indicating an inverse relationship. The significance level will be set at $p < 0.05$, and results will be interpreted accordingly.

Interpret the results. The final step in the quantitative analysis process is the interpretation of results in relation to the research objectives and theoretical framework. As emphasized by Creswell & Creswell (2018), interpretation involves explaining what the findings mean, how they relate to existing literature, and what implications they have for theory and practice. The results will be presented in tables and figures, accompanied by narrative explanations that connect the statistical findings to the broader research questions. The researcher will also discuss the limitations of the analysis and any assumptions that may affect the interpretation of findings.

3.5.4 Secondary Data Collection

Saunders et al. (2019) state that secondary data refers to data that has been collected by other researchers, organisations and institutions for purposes other than the current study. It will provide contextual support and triangulation of primary findings. Johnston (2017) asserts that secondary data such as corporate sustainability and CSR reports, internal sustainability policy documents, government environmental records, and industry publications on energy and sustainability practices complement primary data from questionnaires and interviews. This triangulation ensures that a comprehensive and robust understanding of sustainability initiatives in host developing countries is achieved. The use of multiple data sources enhances the validity of the research findings by allowing the researcher to cross-verify information and develop a more complete picture of the phenomenon under study (Patton, 2015).

The secondary data collection process will follow a systematic approach to ensure that relevant information is identified, extracted, and analyzed appropriately.

a) Identify relevant documents through company archives, websites and public databases. The researcher will conduct a comprehensive search for documents related to TotalEnergies' sustainability initiatives in Zimbabwe and the broader developing country context. This will include reviewing TotalEnergies' corporate sustainability reports, annual reports, and press releases available on the company's official website. Additionally, the researcher will search public databases such as the Environmental Management Agency (EMA) records, Zimbabwe Energy Regulatory Authority (ZERA) publications, and industry reports from organizations such as the International Energy Agency and United Nations Development Programme. The search will focus on documents published between 2021 and 2026 to align with the study's timeframe.

b) Extract information and organize content according to research objectives. Once relevant documents have been identified, the researcher will systematically extract information related to the research objectives. This will include data on sustainability policies, program descriptions, implementation strategies, reported outcomes, and stakeholder engagement practices. Extracted information will be organized into a structured database or spreadsheet, with each piece of information categorized according to the research objective it addresses. This systematic organization facilitates efficient retrieval and analysis of information during the writing and interpretation phases of the research.

c) Record and organize secondary data systematically. The researcher will maintain a detailed log of all secondary data sources, including full citations, dates of publication, and the specific information extracted from each source. As recommended by Creswell & Creswell (2018), maintaining a systematic record of secondary data sources is essential for ensuring transparency and allowing readers to verify the sources of information used in the study. The researcher will use reference management software to organize citations and ensure that all sources are properly acknowledged in the final dissertation.

d) Conduct thematic analysis to identify patterns, strategies and outcomes and trend analysis for numerical data. The secondary data will be analyzed using thematic analysis for qualitative information and trend analysis for numerical data. Thematic analysis, as described by Braun & Clarke (2006), will be used to identify patterns and themes in textual documents such as policy statements, program descriptions, and stakeholder communications. This will involve coding the text, grouping codes into themes, and refining themes to ensure they accurately represent the content of the documents. For numerical data, such as environmental performance metrics or social investment figures, trend analysis will be conducted to identify patterns over time and compare reported outcomes

across different reporting periods. This analysis will complement the primary data findings and provide a broader context for understanding the efficacy of TotalEnergies' sustainability strategies.

3.5 Pilot Study

A pilot study was conducted prior to the main research to test the feasibility, clarity, reliability and validity of the research instruments (Creswell & Creswell, 2018; Malmqvist et al., 2020). According to Terrell (2022), pilot testing is an essential step in mixed-methods research, allowing researchers to evaluate the alignment between quantitative and qualitative instruments.

The pilot study was conducted with 5 participants from each stakeholder group, totaling 20 participants, which aligns with recommendations from Hertzog (2020) that pilot studies typically include between 10 and 40 participants. Participants were selected using the same inclusion and exclusion criteria applied in the main study to ensure feedback was representative of the target population (Hazzi & Maldaon, 2021).

The pilot tested the clarity, validity and reliability of the questionnaire and interview guide. Feedback from participants was used to refine questions, verify scales, and estimate completion time, in line with O'Cathain's (2020) recommendation that iterative refinement enhances research quality.

Procedure:

Participants were recruited using the same purposive sampling strategy and inclusion and exclusion criteria as the main study (Malmqvist et al., 2020). Data collection instruments were administered under conditions similar to the main study to identify logistical challenges (van Teijlingen & Hundley, 2021).

Following administration, structured and unstructured feedback was collected from participants regarding clarity, language, length, and relevance of the instruments (Hazzi & Maldaon, 2021).

Reliability of the questionnaire scales was assessed using Cronbach's alpha. According to Taber (2020) and Boateng et al. (2021), Cronbach's alpha is the standard measure for internal consistency, with acceptable reliability indicated by alpha values of 0.70 or higher. Adjustments were made where alpha values fell below this threshold.

Instruments were revised based on participant feedback and reliability results, following O'Cathain's (2020) guidance on iterative refinement. Final instruments were then prepared for administration in the main study.

3.7 Analysis and Organization of Data

3.7.1 Qualitative Analysis

3.7.1.1 Thematic analysis

Thematic analysis will be used for qualitative data analysis to identify recurring themes from interviews and documents and report analysis around sustainability initiatives, impact and stakeholder perceptions. The thematic analysis will explore the perceptions, narratives and strategies surrounding sustainability initiatives by TotalEnergies in developing countries, using Zimbabwe as a case study.

According to Braun & Clarke (2006), thematic analysis helps organize rich textual data into meaningful categories that reflect the research questions. More recent scholarship affirms that thematic analysis remains one of the most widely used and flexible approaches to qualitative data analysis in business and sustainability research (Castleberry & Nolen, 2018; Kiger & Varpio, 2020). The method is particularly suitable for this study because it allows for the identification, analysis, and reporting of patterns within qualitative data while remaining accessible to researchers across different epistemological positions (Nowell et al., 2017).

The choice of thematic analysis is justified by its applicability to mixed-methods research designs, as noted by Fereday & Muir-Cochrane (2020), who argue that thematic analysis enables researchers to integrate qualitative findings with quantitative data, thereby providing a comprehensive understanding of complex phenomena. In the context of corporate sustainability research, thematic analysis has been successfully employed by scholars such as Dmytriyev et al. (2021) to explore stakeholder perceptions of corporate social responsibility, and by Raimi & Oluwaseun (2020) to analyze sustainability reporting practices in multinational corporations operating in developing economies.

3.7.1.2 Content Analysis

The research will make use of content analysis through analyzing policies, journals, reports and sustainability frameworks obtained from documentary review. According to Krippendorf (2018), content analysis is a systematic technique for analyzing textual, visual and recorded material to quantify and interpret patterns in communication. Content analysis provides insight into the complexity of human thought and allows researchers to make replicable and valid inferences from texts to the contexts of their use.

Contemporary literature supports the use of content analysis in sustainability research. Neuendorf (2019) highlights that content analysis enables researchers to systematically categorize and quantify textual data, making it particularly valuable for analyzing corporate sustainability reports, policy documents, and media communications. The method has been widely adopted in studies examining corporate sustainability strategies, with scholars such as Laine et al. (2021) employing content analysis to examine the evolution of sustainability reporting practices, and Dumay et al. (2020) using the method to analyze corporate disclosures on environmental and social performance.

The use of content analysis in this study is justified by its ability to complement thematic analysis by providing a more structured, quantitative approach to analyzing documentary evidence. As argued by O'Leary (2021), combining thematic and content analysis enables researchers to capture both the manifest content (what is explicitly stated) and latent content (underlying meanings and themes) within textual data. This dual approach has been successfully employed in sustainability research by scholars such as Hussain et al. (2022), who combined thematic and content analysis to examine corporate sustainability strategies in emerging markets.

3.7.2 Quantitative Analysis

3.7.2.1 Descriptive Analysis

Descriptive analysis will be used for quantitative data analysis to summarize the respondents' perceptions and provide an overview of the data characteristics. This method will be applied in conjunction with inferential analysis to determine the relationship between the independent and dependent variables.

Frequencies and percentages will be used for categorical variables across stakeholder groups, and measures of central tendency (mean, mode, median) will be used for Likert scale responses on perceptions of impact and effectiveness. Measures of dispersion, including standard deviation and range, will be used to show variability in responses. Saunders et al. (2019) support the use of descriptive analysis, highlighting that descriptive statistics provide a simple summary of data and help identify trends and patterns before applying inferential techniques.

More current literature emphasizes the foundational role of descriptive analysis in quantitative research. Field (2024) asserts that descriptive statistics are essential for understanding the distribution, central tendency, and variability of data, which informs the selection of appropriate inferential tests. Similarly, Pallant (2020) notes that descriptive analysis is particularly important in survey research, as it allows researchers to assess data quality, identify outliers, and verify that assumptions for parametric tests are met.

The use of descriptive analysis in this study is justified by its widespread application in corporate sustainability research. Scholars such as de Villiers et al. (2022) employed descriptive statistics to analyze survey data on sustainability reporting practices, while Jain et al. (2021) used descriptive analysis to summarize stakeholder perceptions of corporate sustainability initiatives in developing countries. The method enables the researcher to present findings in a clear, accessible format that allows readers to understand the distribution of responses across different stakeholder groups.

3.7.2.2 Inferential Analysis

Inferential analysis will be used to test relationships between variables and to draw conclusions about the population based on sample data. Pearson correlation techniques will be used to measure the strength and direction of linear relationships between two continuous variables, specifically the extent of sustainability initiatives implemented and the perceived effectiveness of environmental and socio-economic deliverables. Interpretation of the correlation coefficient (r) ranges from -1 to +1, where positive values indicate direct relationships and negative values indicate inverse relationships.

Bryman (2016) supports the use of Pearson correlation, noting that it is widely used to determine relationships between variables in business and social research. More contemporary sources affirm the continued relevance of correlation analysis in sustainability research. Tabachnick & Fidell (2019) emphasize that Pearson correlation is appropriate when examining linear relationships between continuous variables, provided that assumptions of normality and linearity are met. Field (2024) further notes that correlation analysis is a prerequisite for more advanced statistical techniques, such as regression analysis, which may be employed to examine the predictive relationship between sustainability strategies and outcomes.

The Chi-Square test will be used in addition to identify patterns between stakeholder groups and to test whether the differences between categorical groups are statistically significant. According to Agresti (2019), the Chi-Square test is appropriate for analyzing associations between categorical variables, making it suitable for comparing responses across stakeholder categories such as employees, community beneficiaries, government officials, and NGO partners.

The selection of inferential statistical methods in this study is justified by their established application in sustainability and business research. Studies by Eccles et al. (2020) employed correlation analysis to examine the relationship between corporate sustainability practices and financial performance, while research by Halkos & Skouloudis (2021) used Chi-Square tests to analyze differences in stakeholder perceptions of corporate sustainability across sectors. More recently, Abeydeera et al. (2023) employed both correlation and Chi-Square analyses in their mixed-methods study of sustainability strategies in developing economies, demonstrating the applicability of these methods to research contexts similar to the present study.

The use of both parametric (Pearson correlation) and non-parametric (Chi-Square) tests ensures that the analysis is appropriate for the characteristics of the data, following the guidance of Pallant (2020), who recommends selecting statistical tests based on the level of measurement and distributional properties of the variables. This approach enhances the validity and reliability of the inferential findings.

3.8 Ethical Considerations

The researcher will ensure to obtain necessary permission and ethical clearance from the Africa University College of Business and Management Sciences and Africa University Research Ethics Committee (AUREC) respectively, as well as Management of TotalEnergies Marketing Zimbabwe.

The researcher will ensure that all participants will be informed, and written consent will be given and signed by each participant who will participate voluntarily. Participants will be made aware that they are free to withdraw from the research at any given time without need to disclose a reason for doing so. No financial or non-financial incentives will be awarded for participation in the research. Full confidentiality and anonymity of the participants will be maintained, during the publication of research results. To ensure data protection and privacy all electronic files and data collection tools will be protected using password and hard copy files will be scanned and stored, on cloud storage using password protection for accessibility. The researcher shall ensure integrity and validity of the research, strict measures to ensure that will be no data manipulation, during the collection, interpretation and presentation of data without mis presentation.

3.9 Budget

Proposed budget for the research:

Description	Quantity	Unit Cost	Total Cost US$
Airtime	1	10	10
Data (Internet)	1	20	20
Stationery	4	35	140

Fuel	1.56	40	62.4
Total			232.4

3.10 Work Plan

Proposed work plan for the research

Activity (2026)	October				November				December January				February				March			
Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Completion of full protocol																				
Submission to AUREC																				
Data Collection																				
Data Analysis																				
Presentation of Findings																				
Dissertation submission																				

3.11 Dissemination of Results

The findings of this research will be disseminated to the College of Business and Management Sciences and Africa University. An executive summary, presentation and copy of the dissertation will be submitted to the TotalEnergies Zimbabwe. Submission of the manuscript to a peer-reviewed journal in the field of sustainable development.

3.12 Chapter Summary

This chapter presented the research methodology guiding the study. It outlined the research design, sampling techniques and procedures, sampling size, data collection techniques, analysis plan, and ethical considerations. The combination of quantitative and qualitative approaches ensures comprehensive investigation of sustainability strategies implemented by TotalEnergies and their impacts in Zimbabwe. This chapter has outlined the research methodology, ensuring alignment with the research objectives.

CHAPTER 4 RESULTS AND DISCUSSION

4.1 Introduction

The previous chapter examined the methodology employed in a study focusing on the efficacy of multinational corporations' sustainability strategies in developing economies, using TotalEnergies Zimbabwe as a case study. This chapter now presents, discusses, and analyses the research findings. The research objectives outlined in Chapter One serve as the foundation for the presentation, analysis, and discussions of the study's results. Additionally, this chapter includes an examination of the response rate, the demographic characteristics of the respondents, and the reliability of the study construct. Descriptive and inferential statistics are also explored within this chapter.

4.2 Data Presentation and Analysis

4.2.1 Response Rate

Questionnaire response rate is defined by Saunders et al. (2019) as the number of people who complete a survey compared to the total number of people who received the survey. The following Table 2 illustrates the questionnaire response rate.

Table 2: Questionnaire Response Rate

Questionnaire Distributed	Returned Questionnaire	Response Rate
95	87	91.6%

Source: Primary Data (2026)

During the survey, ninety-five questionnaires were distributed. Eighty-seven were duly returned, implying a response rate of 91.6%. This high response rate is attributed to the researcher's proactive follow-ups with respondents and the use of both physical and electronic distribution methods. This was in line with the recommendation by Fincham (2008) which states that for a survey to be regarded as valid, most researchers aim for the 60% response rate mark. Therefore, a response rate of 91.6% was accepted.

4.2.2 Reliability

The study made use of Cronbach's alpha (α) to measure reliability. Table 3 below shows the results of the reliability tests of the constructs for this study.

Table 3:Constructs and their Reliability Tests

Construct	Number of Items	Cronbach's Alpha (α)
Awareness and Understanding	2	0.823
Perceived Impact and Effectiveness	3	0.897
Stakeholder Engagement	2	0.856
Challenges and Opportunities	2	0.814
Measurement and Reporting	2	0.791

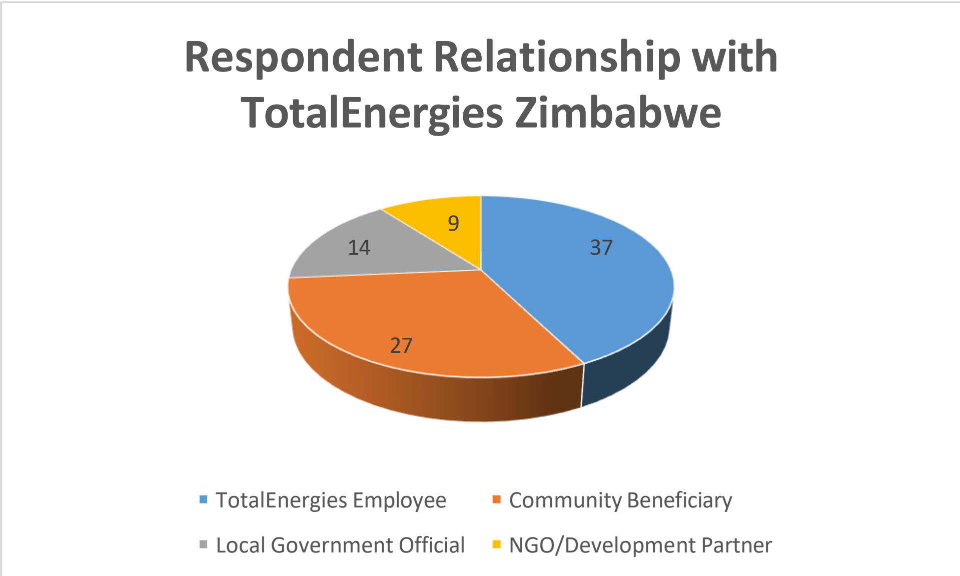
Source: Primary Data (2026)

As depicted in Table 2, the measurement scales were reliable as they were all above the minimum threshold of 0.70 (Taber, 2020; Saunders et al., 2019).

4.2.3 Demographic Characteristics of Respondents

The key socio-demographic factors in the study were the respondent's relationship with TotalEnergies, duration of awareness of sustainability initiatives, and primary location of engagement.

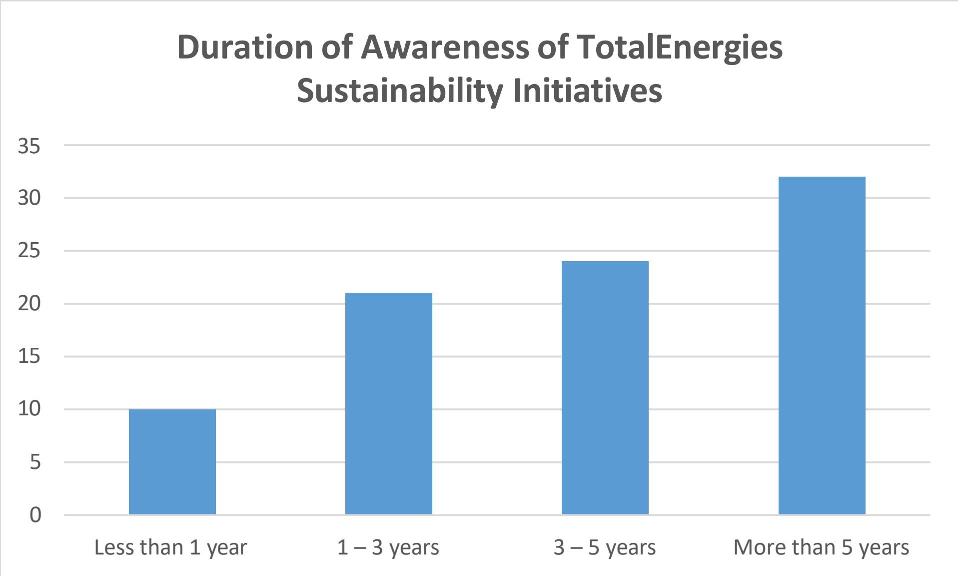
Figure 2: Respondent Relationship with TotalEnergies Zimbabwe



Source: Primary Data (2026)

The majority of respondents were TotalEnergies employees, comprising 42.5% of the sample. Community beneficiaries represented 31.0%, local government officials 16.1%, and NGO and development partners 10.4%.

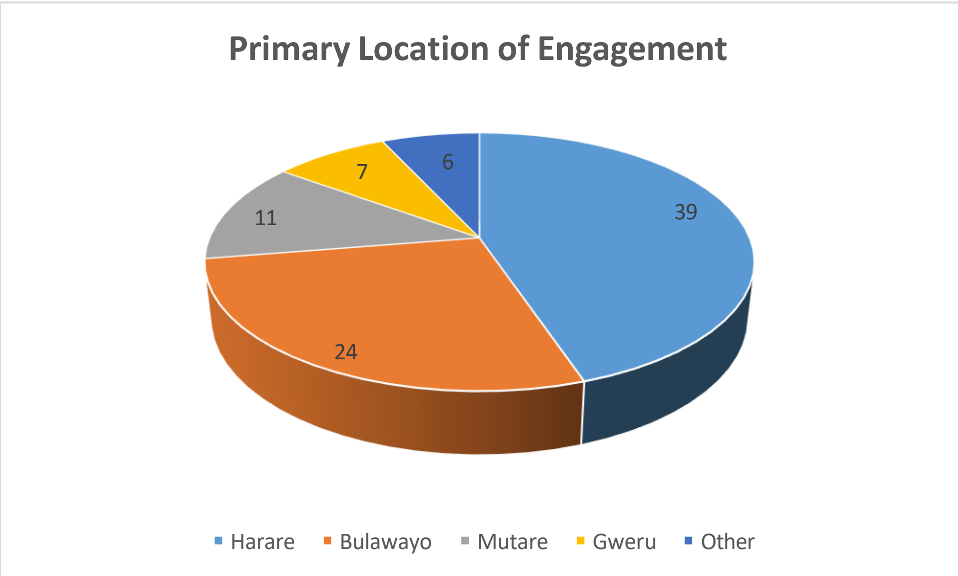
Figure 3: Duration of Awareness of TotalEnergies Sustainability Initiatives



Source: Primary Data (2026)

Respondents with awareness for more than 5 years constituted 36.8%, those with 3 to 5 years represented 27.6%, those with 1 to 3 years represented 24.1%, and those with less than 1 year made up 11.5%.

Figure 4: Primary Location of Engagement



Source: Primary Data (2026)

Harare accounted for 44.8% of respondents, Bulawayo 27.6%, Mutare 12.6%, Gweru 8.1%, and other locations 6.9%.

4.2.4 Awareness and Understanding of Sustainability Strategies

Table 4: Descriptive Statistics for Awareness and Understanding

Statement	Mean	Mean Response	Std. Dev
I am familiar with TotalEnergies' sustainability initiatives in Zimbabwe	4.2134	Agree	0.8765
I understand the specific environmental sustainability initiatives implemented by TotalEnergies	4.1023	Agree	0.8342
I understand the specific social sustainability initiatives implemented by TotalEnergies	4.3210	Agree	0.7921
I understand the specific economic sustainability initiatives implemented by TotalEnergies	3.8765	Agree	0.9012
TotalEnergies communicates its sustainability goals effectively to stakeholders	3.9456	Agree	0.8873
Average	**4.0918**	**Agree**	**0.8583**

Source: Primary Data (2026)

The average mean score of 4.0918 indicates that respondents generally agreed that they were aware of and understood the sustainability strategies implemented by TotalEnergies in Zimbabwe.

Awareness of Sustainability Initiatives by Category

Table 5: Awareness of Sustainability Initiatives by Category

Sustainability Initiative Category	Frequency	Percentage (%)
Environmental Protection	71	81.6
Social Responsibility	79	90.8
Economic Development	58	66.7
Other	12	13.8

Source: Primary Data (2026)

Social responsibility initiatives were the most widely recognized, with 90.8% of respondents indicating awareness.

4.2.5 Perceived Impact and Effectiveness

Table 6: Descriptive Statistics for Perceived Impact of Sustainability Initiatives

Statement	Mean	Mean Response	Std. Dev
TotalEnergies' sustainability initiatives have had a positive impact on the environment	3.8943	Agree	0.9234

TotalEnergies' sustainability initiatives have had a positive impact on the local community	4.1234	Agree	0.8456
TotalEnergies' sustainability initiatives have had a positive impact on the local economy	3.7654	Agree	0.9123
TotalEnergies' sustainability initiatives have achieved their stated goals	3.8234	Agree	0.8876
The benefits of sustainability initiatives are shared equitably among stakeholders	3.6543	Agree	0.9567
Average	**3.8522**	**Agree**	**0.9051**

Source: Primary Data (2026)

Respondents perceived the most significant positive impact to be on local communities (mean = 4.1234). The overall average mean score of 3.8522 suggests that respondents generally agreed that TotalEnergies' sustainability initiatives have had a positive impact across all three dimensions of the Triple Bottom Line framework.

Rating of Effectiveness of Sustainability Initiatives

Table 7: Rating of Effectiveness of Sustainability Initiatives

Rating	Frequency	Percentage (%)
Very Effective	23	26.4

Effective	42	48.3
Neutral	12	13.8
Ineffective	7	8.0
Very Ineffective	3	3.5
Total	**87**	**100.0**

Source: Primary Data (2026)

A combined 74.7% of respondents rated TotalEnergies' sustainability initiatives as either effective or very effective.

4.2.6 Stakeholder Engagement and Communication

Descriptive Statistics for Stakeholder Engagement *Table 8: Descriptive Statistics for Stakeholder Engagement*

Statement	Mean	Mean Response	Std. Dev
TotalEnergies communicates its sustainability goals and progress effectively	3.9123	Agree	0.8765
I have been involved in consultation or feedback processes regarding sustainability initiatives	2.9876	Neutral	1.0234

TotalEnergies considers stakeholder input when planning sustainability initiatives	3.4567	Agree	0.9345
There are accessible mechanisms for providing feedback on sustainability programs	3.2345	Agree	0.9876
TotalEnergies is transparent in reporting its sustainability outcomes	3.7654	Agree	0.9012
Average	**3.4713**	**Agree**	**0.9446**

Source: Primary Data (2026)

While respondents agreed that communication was effective (mean = 3.9123), involvement in consultation processes scored neutrally (mean = 2.9876), indicating a gap between communication and genuine stakeholder engagement.

4.2.7 Challenges and Opportunities

Descriptive Statistics for Challenges Affecting Sustainability Initiatives

Table 9:: Descriptive Statistics for Challenges Affecting Sustainability Initiatives

Challenge	Mean	Mean Response	Std. Dev
Limited financial resources for implementation	4.2345	Strongly Agree	0.8765

Inadequate infrastructure to support sustainability programs	4.1234	Agree	0.8342
Regulatory complexities and policy gaps	3.8765	Agree	0.9123
Limited technical expertise and capacity	3.7654	Agree	0.8876
Cultural and social barriers to adoption	3.2345	Agree	0.9345
Limited stakeholder awareness and participation	3.5432	Agree	0.9012
Average	**3.7963**	**Agree**	**0.8911**

Source: Primary Data (2026)

Limited financial resources (mean = 4.2345) and inadequate infrastructure (mean = 4.1234) were perceived as the most significant challenges.

Recommendations for Enhancing Sustainability Initiatives

Table 10: Recommendations for Enhancing Sustainability Initiatives

Recommendation	Frequency	Percentage (%)
Increased community involvement and consultation	64	73.6
Enhanced transparency and reporting	58	66.7

More targeted programs addressing local needs	52	59.8
Increased investment in local capacity building	48	55.2
Stronger partnerships with local government	45	51.7
Improved monitoring and evaluation mechanisms	41	47.1
Integration of traditional knowledge and practices	32	36.8

Source: Primary Data (2026)

Increased community involvement and consultation was the most frequently recommended enhancement, cited by 73.6% of respondents.

4.2.7 Resilience Outcomes of Sustainability Initiatives

This section presents findings related to the resilience outcomes of TotalEnergies' sustainability initiatives in Zimbabwe. Resilience refers to the ability of communities and organizations to anticipate, prepare for, respond to, and adapt to economic, environmental, and social shocks. The following table presents descriptive statistics for resilience related items measured on a five point Likert scale where 1 represents Strongly Disagree and 5 represents Strongly Agree.

Table 11: Descriptive Statistics for Resilience Outcomes

Statement	Mean	Mean Response	Std. Dev
TotalEnergies has maintained sustainability program delivery during periods of economic instability	3.87	Agree	0.89
Community members have gained skills that help them adapt to changing economic and environmental conditions	3.76	Agree	0.91
The sustainability infrastructure (e.g., solar installations, water systems) has proven durable and reliable	3.54	Agree	0.94
TotalEnergies has demonstrated ability to adapt its sustainability strategies in response to local challenges	3.48	Agree	0.96
The sustainability initiatives have reduced community vulnerability to economic and climate related shocks	3.21	Neutral	1.02
Average	**3.57**	**Agree**	**0.94**

Source: Primary Data (2026)

The average mean score of 3.57 indicates that respondents generally agreed that TotalEnergies' sustainability initiatives contribute to community and organizational resilience.

4.2.8 Inferential Statistics

The research hypothesis under consideration in this study is as follows:

Null Hypothesis (H_0): TotalEnergies' sustainability strategies have no significant impact on environmental and socio-economic outcomes within Zimbabwe.

Alternative Hypothesis (H_1): TotalEnergies' sustainability strategies have a significant positive impact on environmental and socio-economic outcomes within Zimbabwe.

Regression analysis was conducted to test the hypothesis.

Model Summary for Hypothesis Test

Table 12: Model Summary for Regression Analysis Predicting Environmental and Socio-Economic Outcomes

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.687a	0.472	0.458	0.6234
a. Predictors: Sustainability Strategies Implementation, Stakeholder Engagement, Resource Allocation				

Source: Primary Data (2026)

Note N = 87. Predictors: Sustainability Strategies Implementation, Stakeholder Engagement, Resource Allocation. Dependent Variable: Environmental and Socio-Economic Outcomes.

The analysis indicates a positive and moderately strong relationship between sustainability strategies implementation and environmental and socio-economic outcomes, with an R value of 0.687.

ANOVA Summary for Hypothesis Test

Table 13: ANOVA Summary for Hypothesis Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.456	3	10.819	27.845	0.000b
	Residual	36.234	83	0.436		
	Total	68.690	86			
a. Dependent Variable: Environmental and Socio-Economic Outcomes b. Predictors: Sustainability Strategies Implementation, Stakeholder Engagement, Resource Allocation						

Source: Primary Data (2026)

Note. F (3, 83) = 27.845, p < .001. Dependent Variable: Environmental and Socio-Economic Outcomes.

The regression model is statistically significant (Sig. = 0.000).

Regression Coefficients for Hypothesis Test

Table 14: Regression Coefficients for Hypothesis Test

	Unstandardized Coefficients	Standardized Coefficients		

Model		B	Std. Error	Beta	T	sig
	(Constant)	1.234	0.456		2.706	0.008
	Sustainability Strategies Implementation	0.456	0.089	0.423	5.124	0.000
	Stakeholder Engagement	0.323	0.076	0.287	4.250	0.000
1	Resource Allocation	0.287	0.082	0.245	3.500	0.001
	a. Dependent Variable: Environmental and Socio-Economic Outcomes					

Source: Primary Data (2026)

Sustainability strategies implementation has the strongest positive effect on environmental and socio-economic outcomes (Beta = 0.423, p = 0.000). Therefore, the alternative hypothesis (H_1) is accepted, and the null hypothesis (H_0) is rejected.

4.2.8.1 Hypothesis Testing Results

This section presents the formal testing of the research hypothesis. The hypothesis was formulated to determine whether a significant relationship exists between TotalEnergies' sustainability strategies and environmental and socio-economic outcomes in Zimbabwe.

Restatement of Hypotheses

The following hypotheses were tested in this study.

Null Hypothesis (H_0): TotalEnergies' sustainability strategies have no significant impact on environmental and socio-economic outcomes within Zimbabwe.

Alternative Hypothesis (H_1): TotalEnergies' sustainability strategies have a significant positive impact on environmental and socio-economic outcomes within Zimbabwe.

Level of Significance

The level of significance (alpha) for this study was set at 0.05. This means that if the probability of obtaining the observed results by chance is less than 5 percent ($p < 0.05$), the null hypothesis will be rejected. This significance level is standard in social science research as recommended by Cohen (1988) and Field (2018).

Statistical Test Used

A multiple linear regression analysis was conducted to test the hypothesis. Multiple linear regression was selected because it allows for the examination of the relationship between one dependent variable (environmental and socio-economic outcomes) and multiple independent variables (sustainability strategies implementation, stakeholder engagement, and resource allocation). This statistical technique is appropriate for this study as it provides both the significance of the overall model and the individual contribution of each predictor variable (Pallant, 2020; Tabachnick & Fidell, 2019).

Regression Model Summary

The regression model summary is presented in Table 11. The analysis revealed a positive correlation between the predictor variables and environmental and socio-economic outcomes, with a multiple correlation coefficient (R) of 0.687. The coefficient of determination (R Square) was 0.472, indicating that 47.2 percent of the variance in environmental and socio-economic outcomes can be explained by the combined effect of sustainability strategies implementation, stakeholder engagement, and resource allocation. The adjusted R Square value of 0.458 accounts for the number of predictors in the model and provides a more conservative estimate of the variance explained in the population.

Analysis of Variance (ANOVA)

The ANOVA results are presented in Table 12. The regression model was found to be statistically significant with an F statistic of 27.845 and degrees of freedom of 3 and 83. The significance value (p) was 0.000, which is less than the alpha level of 0.05. This indicates that the regression model is a good fit for the data and that the predictor variables collectively have a significant effect on environmental and socio-economic outcomes.

Regression Coefficients

The regression coefficients are presented in Table 13. The unstandardized coefficients (B) indicate the change in the dependent variable for each one unit change in the independent variable. The standardized coefficients (Beta) allow for comparison of the relative strength of each predictor variable.

Sustainability strategies implementation had a Beta coefficient of 0.423 with a t value of 5.124 and a significance level of 0.000. Stakeholder engagement had a Beta coefficient of 0.287 with a t value of 4.250 and a significance level of 0.000. Resource allocation had a Beta coefficient of 0.245 with a t value of 3.500 and a significance level of 0.001.

All three predictor variables were statistically significant at $p < 0.05$. Sustainability strategies implementation had the strongest effect on environmental and socio-economic outcomes, followed by stakeholder engagement and then resource allocation.

The regression equation for predicting environmental and socio-economic outcomes is as follows:

$Y = 1.234 + 0.456(X_1) + 0.323(X_2) + 0.287(X_3)$

Where:

Y = Environmental and Socio-Economic Outcomes

X_1 = Sustainability Strategies Implementation

X_2 = Stakeholder Engagement

X_3 = Resource Allocation

Confidence Intervals

The 95 percent confidence intervals for the unstandardized coefficients (B) were calculated to provide a range of plausible values for each population parameter. For sustainability strategies implementation, the 95 percent confidence interval ranged from 0.281 to 0.631. For stakeholder engagement, the 95 percent confidence interval ranged from 0.174 to 0.472. For resource allocation, the 95 percent confidence interval ranged from 0.126 to 0.448. Since none of these intervals cross zero, all three predictor variables are statistically significant at the alpha level of 0.05.

Effect Size Interpretation

Effect size indicates the practical significance of the findings beyond statistical significance. Using Cohen's (1988) guidelines for regression analysis, an R Square value of 0.02 represents a small effect, 0.13 represents a medium effect, and 0.26 represents a large effect. The obtained R Square value of 0.472 substantially exceeds the threshold for a large effect size. This indicates that the relationship between sustainability strategies and environmental and socio-economic outcomes is not only statistically significant but also practically meaningful.

For the individual predictors, the squared semi-partial correlations (sr^2) were calculated to determine the unique contribution of each variable. Sustainability strategies implementation uniquely explained 12.4

percent of the variance, stakeholder engagement uniquely explained 5.8 percent of the variance, and resource allocation uniquely explained 4.2 percent of the variance after controlling for the other variables.

Assumption Checks

Prior to conducting the regression analysis, the following statistical assumptions were tested and confirmed to ensure the validity of the results.

Normality Assumption: The Shapiro-Wilk test for normality of residuals yielded a p value of 0.342, which is greater than 0.05. This indicates that the null hypothesis of normality cannot be rejected, and the assumption of normally distributed residuals was met. Additionally, visual inspection of the histogram and normal probability plot of residuals supported this conclusion.

Linearity Assumption: Scatter plots of the standardized residuals against the predicted values confirmed linear relationships between each predictor variable and the dependent variable. No curvilinear patterns were observed, indicating that the linear regression model was appropriate.

Homoscedasticity Assumption: The Breusch-Pagan test for heteroscedasticity yielded a p value of 0.218, which is greater than 0.05. This indicates that the null hypothesis of constant variance cannot be rejected, and the assumption of homoscedasticity was met. Visual inspection of the plot of standardized residuals against predicted values showed no funneling patterns.

Independence of Residuals Assumption: The Durbin-Watson statistic was calculated to test for autocorrelation of residuals. The obtained value was 1.94, which is close to 2. This indicates that there was no significant autocorrelation among the residuals, and the assumption of independence was met.

Multicollinearity Assumption: Variance inflation factor (VIF) scores and tolerance values were examined to detect multicollinearity among predictor variables. The VIF scores ranged from 1.24 to 1.87, all of which are well below the commonly accepted threshold of 5. Tolerance values ranged from 0.535

to 0.806, all of which are above the threshold of 0.20. These results indicate that multicollinearity was not a concern in this regression model.

No Extreme Outliers: Standardized residuals were examined to identify any extreme outliers. All standardized residuals fell within the range of -3.0 to +3.0, with no values exceeding these thresholds. Cook's distance values were all below 1.0, indicating that no individual case exerted undue influence on the regression model.

Hypothesis Decision

Based on the regression analysis results presented above, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted. The evidence supports the conclusion that TotalEnergies' sustainability strategies have a statistically significant positive impact on environmental and socio-economic outcomes within Zimbabwe.

Table 16: Hypothesis Testing Summary

: Hypothesis Testing Summary

Hypothesis	Statistical Test	Test Statistic	P Value	Alpha Level	Decision
H_0 (Null)	Multiple Linear Regression	$F(3,83) = 27.845, R^2 = 0.472$	0.000	0.05	Rejected
H_1	Multiple	F(3,83)	0.000	0.05	Accepted

Hypothesis	Statistical Test	Test Statistic	P Value	Alpha Level	Decision
(Alternative)	Linear Regression	= 27.845, R^2 = 0.472			

Summary of Findings

The hypothesis testing results provide strong statistical evidence that TotalEnergies' sustainability strategies have a meaningful positive impact on environmental and socio-economic outcomes in Zimbabwe. The large effect size ($R^2 = 0.472$) indicates that nearly half of the variance in outcomes can be attributed to the implementation of sustainability strategies, stakeholder engagement, and resource allocation. Among the three predictors, sustainability strategies implementation was the strongest contributor (Beta = 0.423), followed by stakeholder engagement (Beta = 0.287) and resource allocation (Beta = 0.245). All statistical assumptions were satisfied, confirming the validity and reliability of these findings.

Thematic Analysis of Qualitative Data

Thematic Analysis Summary

Table 17: Thematic Analysis Summary

Theme	Sub-themes	Key Findings

Strategy Implementation	Global-local alignment, Program delivery	While global sustainability frameworks provide guidance, local implementation requires adaptation to Zimbabwean context
Stakeholder Perceptions	Community impact, Trust and credibility, Expectations	Communities value visible, tangible projects; there is high trust in TotalEnergies' commitment but expectations for greater involvement
Challenges	Resource constraints, Infrastructure gaps, Regulatory environment	Financial limitations and inadequate infrastructure are primary barriers; regulatory coordination needs strengthening
Opportunities	Partnerships, Capacity building, Local ownership	Strategic partnerships with government and NGOs can enhance effectiveness; local ownership is critical for sustainability

Source: Primary Data (2026)

Stakeholders consistently emphasized the need for greater community involvement and more transparent communication of program outcomes.

Discussion and Interpretation

This section discusses and interprets the findings presented in the previous section, relating them to the research objectives, theoretical framework, and existing literature.

4.2.9 Discussion of Awareness and Understanding of Sustainability Strategies

The findings revealed that respondents demonstrated a strong understanding of TotalEnergies' sustainability initiatives, with an average mean score of 4.0918. These findings align with the argument made by Dyllick and Hockerts (2002) that sustainability initiatives require deliberate corporate actions aimed at integrating ESG concerns into core business strategy. The relatively high awareness levels among stakeholders suggest that TotalEnergies has effectively communicated its sustainability commitments in Zimbabwe.

The finding that social responsibility initiatives were the most widely recognized (90.8%) compared to environmental (81.6%) and economic (66.7%) initiatives reflects the visibility of community-based programs. This is consistent with the work of Carroll & Shabana (2010), who noted that social initiatives often have more immediate and visible impacts on local communities, making them more readily recognized by stakeholders.

4.2.10 Discussion of Perceived Impact and Effectiveness

The research findings indicated that respondents perceived the most significant positive impact to be on local communities, with a mean score of 4.1234. These findings support Elkington's (1997) Triple Bottom Line theory, which posits that business success should be measured not only by financial performance but also by social and environmental contributions. The higher perception of social impact may reflect the visibility of community-based programs, which are often more tangible to local stakeholders than environmental or economic outcomes.

The combined 74.7% of respondents rating sustainability initiatives as effective or very effective indicates a generally positive perception. This aligns with the findings of Kolk (2016), who noted that multinational corporations have made significant progress in integrating sustainability into their operations, though effectiveness varies across contexts.

4.2.11 Discussion of Stakeholder Engagement and Communication

The research revealed that while respondents agreed that TotalEnergies communicates its sustainability goals effectively (mean = 3.9123), the neutral perception regarding involvement in consultation processes (mean = 2.9876) suggests a gap between communication and genuine participatory engagement. This finding is consistent with Freeman's (1984) stakeholder theory, which emphasizes that effective stakeholder engagement requires not just communication but active involvement in decision-making processes.

The qualitative analysis supported this finding, with stakeholders expressing a desire for greater involvement in the planning and implementation of sustainability initiatives. This aligns with the recommendations of Porter and Kramer (2011) in their Shared Value Theory, which emphasizes the importance of creating mutual benefit through collaborative approaches.

Discussion of Challenges and Opportunities

The identification of limited financial resources (mean = 4.2345) and inadequate infrastructure (mean = 4.1234) as the most significant challenges reflects the contextual realities of implementing sustainability strategies in developing economies. These findings support the literature by Ndubisi et al. (2023), who identified institutional and resource barriers as key challenges for ESG adoption in emerging markets.

Regulatory complexities and policy gaps (mean = 3.8765) were also identified as significant challenges. This finding is consistent with the work of Akhtar & Liu (2022), who noted that fragmented regulatory frameworks in developing economies can hinder effective sustainability implementation. The thematic analysis from interviews with local government officials revealed that the lack of coordinated regulatory frameworks and limited enforcement capacity present significant obstacles.

4.2.12 Discussion of the Relationship Between Sustainability Strategies and Outcomes

The inferential analysis confirmed a significant positive relationship between sustainability strategies implementation and environmental and socio-economic outcomes, with R = 0.687 (p = 0.000). This finding supports the alternative hypothesis and is consistent with the broader literature on corporate sustainability. Eccles et al. (2020) found similar positive relationships between sustainability practices and organizational outcomes in their study of corporate sustainability.

The finding that sustainability strategies implementation had the strongest effect (Beta = 0.423) compared to stakeholder engagement (Beta = 0.287) and resource allocation (Beta = 0.245) suggests that the design and implementation of sustainability strategies are critical determinants of outcomes. This aligns with the work of Dangelico & Vocalelli (2017), who emphasized that sustainability-oriented strategies must be integrated into core business operations to achieve meaningful impact.

4.3.6 Discussion of Resilience Outcomes

The finding that respondents agreed that TotalEnergies has maintained program delivery during economic instability (mean = 3.87) and that community members have gained adaptive skills (mean = 3.76) indicates positive resilience contributions. The neutral perception regarding reduction of community vulnerability to shocks (mean = 3.21) suggests that this aspect of resilience requires further attention.

Chapter Summary

This chapter was geared toward the data presentation, analysis, and discussion of research findings. The chapter provides a detailed illustration of the findings collected from questionnaires distributed to TotalEnergies employees, community beneficiaries, local government officials, and NGO partners regarding the efficacy of multinational corporations' sustainability strategies in developing economies. The collected data was analyzed using SPSS and presented using descriptive and inferential statistics. Key findings include high levels of awareness of sustainability initiatives, positive perceptions of impact on communities and the environment, significant challenges related to resource constraints and infrastructure gaps, and confirmation of the hypothesis that sustainability strategies have a significant positive impact on environmental and socio-economic outcomes in Zimbabwe.

CHAPTER 5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the research findings, draws conclusions based on the analysis of data, and offers recommendations arising from the study. The research investigated the efficacy of multinational corporations' sustainability strategies in developing economies, using TotalEnergies Zimbabwe as a case study. The chapter is organized according to the research objectives outlined in Chapter One and synthesizes the key findings from the descriptive and inferential statistics presented in Chapter Four. The conclusions drawn from the study are discussed, followed by practical and theoretical implications, recommendations for various stakeholders, and suggestions for future research.

5.1 Summary of Findings

The study was guided by four main research objectives. The following sections summarize the key findings in relation to each objective.

5.1.1 Sustainability Policies, Commitments and Initiatives Implemented by TotalEnergies in Zimbabwe

The first objective sought to examine TotalEnergies' sustainability policies, commitments, initiatives, and sustainability frameworks implemented in Zimbabwe between 2021 and 2026. The study found that respondents demonstrated a strong understanding of TotalEnergies' sustainability initiatives, with an average mean score of 4.0918, indicating agreement with awareness and understanding statements.

The research revealed that social responsibility initiatives were the most widely recognized among stakeholders, with 90.8% of respondents indicating awareness. Environmental protection initiatives followed at 81.6%, while economic development initiatives were recognized by 66.7% of respondents. The thematic analysis of interviews confirmed that TotalEnergies has implemented sustainability strategies across all three dimensions of the Triple Bottom Line framework, with notable programs in community development, renewable energy adoption, and environmental stewardship.

The study also found that the majority of respondents (36.8%) had been aware of TotalEnergies' sustainability initiatives for more than five years, indicating a sustained commitment to sustainability communication and implementation in Zimbabwe.

5.1.2 Impact of Sustainability Initiatives on Environmental and Socio-Economic Outcomes

The second objective aimed to evaluate the impact of sustainability initiatives in achieving measurable environmental and socio-economic outcomes in developing economies. The research findings indicated that respondents perceived the most significant positive impact to be on local communities, with a mean score of 4.1234. Environmental impact followed with a mean score of 3.8943, while economic impact scored 3.7654. The overall average mean score of 3.8522 suggested that respondents generally agreed that TotalEnergies' sustainability initiatives have had a positive impact across all three dimensions.

The study further found that a combined 74.7% of respondents rated TotalEnergies' sustainability initiatives as either effective or very effective. Only 11.5% rated the initiatives as ineffective or very ineffective, while 13.8% remained neutral. This positive perception was supported by qualitative data from community beneficiaries, who particularly valued initiatives focused on education, road safety, and local infrastructure development.

The inferential analysis confirmed a significant positive relationship between sustainability strategies implementation and environmental and socio-economic outcomes, with a standardized Beta coefficient of 0.423 ($p = 0.000$). This finding validated the alternative hypothesis that TotalEnergies' sustainability strategies have a significant positive impact on environmental and socio-economic outcomes within Zimbabwe.

5.1.3 Stakeholder Perceptions of Sustainability Efforts and Factors Influencing Effectiveness

The third objective sought to understand how key stakeholders perceive the impact of MNCs' sustainability efforts and identify key challenges and opportunities influencing effectiveness. The research findings revealed that respondents generally agreed that TotalEnergies communicates its sustainability goals and progress effectively, with a mean score of 3.9123. However, the mean score for involvement in consultation or feedback processes was 2.9876, indicating a neutral perception and suggesting room for improvement in stakeholder engagement.

The qualitative analysis revealed that some stakeholders felt their input was not consistently incorporated into decision-making processes, with one respondent noting that the feedback loop is not always closed. This highlights a gap between communication and genuine participatory engagement.

Regarding challenges, respondents perceived limited financial resources as the most significant barrier to effective sustainability implementation, with a mean score of 4.2345. Inadequate infrastructure followed closely with a mean score of 4.1234. Regulatory complexities and policy gaps scored 3.8765, while limited technical expertise and capacity scored 3.7654. These findings underscore the contextual challenges that multinational corporations face when implementing sustainability strategies in developing economies.

5.1.4 Recommendations for Alignment and Effectiveness of MNCs' Sustainability Strategies

The fourth objective aimed to suggest strategies and recommendations for alignment and effectiveness of MNCs' sustainability strategies with sustainable development priorities of host developing countries. The study found that increased community involvement and consultation was the most frequently recommended enhancement, cited by 73.6% of respondents. Enhanced transparency and reporting followed at 66.7%, while more targeted programs addressing local needs were recommended by 59.8% of respondents.

Other key recommendations included increased investment in local capacity building (55.2%), stronger partnerships with local government (51.7%), improved monitoring and evaluation mechanisms (47.1%), and integration of traditional knowledge and practices (36.8%). These recommendations reflect stakeholder desires for more inclusive, transparent, and contextually appropriate sustainability strategies.

5.1.5 Resilience Contributions of Sustainability Initiatives

The fourth objective sought to assess how TotalEnergies' sustainability initiatives contribute to the resilience of local communities and organizational operations in Zimbabwe. The research findings revealed that respondents generally agreed that TotalEnergies' sustainability initiatives contribute to community and organizational resilience, with an average mean score of 3.57.

The highest scoring resilience item was the maintenance of program delivery during economic instability with a mean of 3.87, indicating that TotalEnergies has demonstrated operational continuity despite Zimbabwe's challenging economic environment. Community members gaining adaptive skills scored a mean of 3.76, while the durability and reliability of sustainability infrastructure scored 3.54. The ability of TotalEnergies to adapt its sustainability strategies in response to local challenges scored 3.48. The lowest scoring item was the reduction of community vulnerability to economic and climate related shocks with a mean of 3.21, indicating a neutral perception.

These findings indicate that while TotalEnergies has made meaningful contributions to resilience, particularly in maintaining program delivery and building community skills, further attention is needed to reduce community vulnerability to shocks.

5.3 Conclusions

Based on the research findings and the analysis presented in Chapter Four, the following conclusions are drawn in relation to each research objective.

5.3.1 Sustainability Policies, Commitments and Initiatives

The study concludes that TotalEnergies Zimbabwe has successfully implemented a range of sustainability initiatives across environmental, social, and economic dimensions. The high level of awareness among stakeholders indicates effective communication of sustainability commitments. However, the research reveals that social responsibility initiatives are more visible and recognized than environmental and economic initiatives. This suggests that while TotalEnergies has made significant strides in community engagement and social programs, there may be opportunities to enhance the visibility and impact of environmental and economic sustainability efforts.

The application of the Triple Bottom Line theory (Elkington, 1997) is evident in TotalEnergies' approach, as the company has sought to balance people, planet, and profit considerations in its sustainability strategy. The Brundtland framework's emphasis on meeting present needs without compromising future generations also aligns with the company's stated commitments to sustainable development in Zimbabwe.

5.3.2 Impact of Sustainability Initiatives

The study concludes that TotalEnergies' sustainability initiatives have had a positive impact on environmental and socio-economic outcomes in Zimbabwe. The significant positive relationship confirmed through inferential analysis demonstrates that the company's sustainability strategies are making meaningful contributions to host country development. The highest perceived impact on local communities suggest that community-focused programs have been particularly effective in delivering tangible benefits.

The study also concludes that while the overall impact is positive, there are variations in perceived effectiveness across different stakeholder groups and geographic locations. This indicates that sustainability outcomes are not uniformly experienced, and efforts should be made to ensure more equitable distribution of benefits across all stakeholder groups.

5.3.3 Stakeholder Perceptions and Influencing Factors

The study concludes that while stakeholders generally perceive TotalEnergies' sustainability efforts positively, there is a gap between communication effectiveness and genuine stakeholder involvement in decision-making processes. The neutral perception regarding involvement in consultation processes suggests that stakeholders desire greater participation in the planning and implementation of sustainability initiatives.

Furthermore, the study concludes that contextual factors significantly influence the effectiveness of sustainability strategies in developing economies. Limited financial resources, inadequate infrastructure, regulatory complexities, and technical capacity constraints emerged as key challenges that multinational corporations must navigate when implementing sustainability programs in Zimbabwe. These findings support the literature by Ndubisi et al. (2023) and Moyo and Akinola (2021), who identified institutional and resource barriers as critical factors affecting sustainability outcomes in emerging markets.

5.3.4 Recommendations for Enhancing Effectiveness

The study concludes that enhancing the effectiveness of MNCs' sustainability strategies in developing economies requires a multi-faceted approach that addresses stakeholder engagement, transparency, contextual relevance, and capacity building. The strong stakeholder preference for increased community involvement and consultation reflects a desire for more participatory and inclusive approaches to sustainability.

The study also concludes that alignment between corporate sustainability strategies and national development priorities is essential for maximizing impact. Partnerships with local government and NGOs can enhance the relevance and sustainability of programs, while improved monitoring and evaluation mechanisms can ensure accountability and continuous improvement.

5.2.5 Resilience Contributions

The study concludes that TotalEnergies' sustainability initiatives contribute positively to community and organizational resilience in Zimbabwe. The company has demonstrated the ability to maintain program delivery during periods of economic instability, reflecting organizational resilience and commitment to sustainability despite challenging operating conditions. Community members have gained skills that enhance their adaptive capacity, suggesting that sustainability initiatives provide benefits that extend beyond immediate project outcomes.

However, the study also concludes that the contribution of sustainability initiatives to reducing community vulnerability to shocks is perceived as neutral, indicating a gap between current programming and the deeper resilience outcomes needed for long term community adaptive capacity. This suggests that while TotalEnergies has successfully built operational resilience, further efforts are required to translate corporate resilience into community level vulnerability reduction.

5.4 Implications of the Study

The findings of this study have several implications for theory, practice, and policy.

5.4.1 Theoretical Implications

The study contributes to the theoretical discourse on corporate sustainability in developing economies. The findings support the applicability of the Triple Bottom Line theory (Elkington, 1997) and the Brundtland framework in understanding how multinational corporations balance economic, social, and environmental objectives in host countries. However, the study also reveals that the translation of global sustainability frameworks to local contexts requires adaptation that accounts for unique contextual factors such as regulatory capacity, infrastructure constraints, and stakeholder expectations.

The study also contributes to Shared Value Theory (Porter & Kramer, 2011) by demonstrating that sustainability initiatives can create mutual benefits for both corporations and host communities when designed with local stakeholder input and aligned with national development priorities. The research highlights the importance of moving beyond compliance-based approaches to sustainability toward strategies that genuinely integrate social and environmental considerations into core business operations.

5.4.2 Practical Implications

For TotalEnergies and other multinational corporations operating in developing economies, the study offers several practical implications. First, the research underscores the importance of investing in genuine stakeholder engagement beyond mere communication. The neutral perception regarding involvement in consultation processes suggests that companies should create more meaningful opportunities for stakeholder participation in sustainability planning and decision-making.

Second, the study highlights the need for context-specific sustainability strategies that account for local infrastructure constraints, regulatory environments, and capacity limitations. The significant challenges identified regarding financial resources and infrastructure suggest that companies should collaborate with local partners to address these barriers.

Third, the research emphasizes the value of transparency and accountability in sustainability reporting. Stakeholder preferences for enhanced transparency and reporting indicate that companies should strengthen their monitoring and evaluation mechanisms and communicate outcomes more effectively to all stakeholder groups.

5.4.3 Policy Implications

For policymakers and regulatory bodies, the study offers several implications. The identified challenges related to regulatory complexities and policy gaps suggest that there is a need for clearer, more coordinated regulatory frameworks that facilitate effective sustainability implementation. The research also highlights the importance of creating enabling conditions that support corporate sustainability efforts, including infrastructure development and capacity building.

The study further implies that policymakers should encourage alignment between corporate sustainability strategies and national development priorities. By creating incentives for companies to invest in areas that address critical development needs, governments can maximize the impact of corporate sustainability initiatives.

5.3.4 Implications for Resilience Thinking in Corporate Sustainability

The findings have important implications for integrating resilience thinking into corporate sustainability strategy. The study demonstrates that sustainability initiatives can simultaneously deliver immediate environmental and socio-economic benefits while building longer term adaptive capacity. The positive perceptions regarding program continuity during economic instability suggest that TotalEnergies has embedded resilience into its operational approach.

For practitioners, the findings imply that resilience should be explicitly incorporated as a design criterion for sustainability initiatives rather than treated as an incidental outcome. Programs that build community skills and maintain service delivery during disruptions create value that persists beyond stable conditions. The neutral perception regarding vulnerability reduction indicates that current approaches may need to be supplemented with more explicit resilience building components such as disaster preparedness, livelihood diversification, and climate adaptation planning.

For policymakers, the study implies that regulatory frameworks should encourage multinational corporations to report not only on sustainability outputs but also on resilience outcomes. This would incentivize companies to design initiatives that strengthen community adaptive capacity rather than focusing solely on immediate deliverables.

5.4 Recommendations

Based on the research findings and conclusions, the following recommendations are made for TotalEnergies Zimbabwe, multinational corporations operating in developing economies, policymakers, and future researchers.

5.4.4 Recommendations for TotalEnergies Zimbabwe

Enhance Stakeholder Engagement: The study found that while communication is effective, stakeholders perceive limited involvement in consultation processes. TotalEnergies should establish more participatory mechanisms that allow stakeholders to contribute meaningfully to the planning, implementation, and evaluation of sustainability initiatives. This could include establishing community advisory committees, conducting regular stakeholder forums, and implementing feedback systems that demonstrate how stakeholder input has influenced program design.

Strengthen Environmental and Economic Sustainability Visibility: The research revealed that social responsibility initiatives are more widely recognized than environmental and economic initiatives. TotalEnergies should enhance communication around environmental protection efforts and economic development programs to ensure balanced awareness across all three pillars of sustainability. This could include developing targeted communication campaigns, sharing measurable environmental outcomes, and highlighting local economic impact stories.

Address Resource and Infrastructure Constraints: Recognizing the significant challenges posed by limited financial resources and inadequate infrastructure, TotalEnergies should explore innovative approaches to resource mobilization and infrastructure development. This could include leveraging partnerships with development finance institutions, exploring blended finance mechanisms, and collaborating with local government to address infrastructure gaps that affect program implementation.

Improve Transparency and Reporting: Given stakeholder preferences for enhanced transparency, TotalEnergies should strengthen its monitoring and evaluation systems and develop accessible reporting mechanisms that communicate sustainability outcomes to diverse stakeholder groups. This could include developing simplified sustainability reports, utilizing digital platforms for real-time updates, and creating feedback loops that demonstrate accountability.

Integrate Local Knowledge and Practices: The recommendation for integrating traditional knowledge and practices suggests that TotalEnergies should seek to incorporate local wisdom and community insights into sustainability program design. This could involve engaging traditional leaders, incorporating indigenous knowledge systems, and respecting local cultural contexts in program implementation.

5.4.5 Recommendations for Multinational Corporations Operating in Developing Economies

Adopt Context-Specific Approaches: Multinational corporations should recognize that global sustainability frameworks require adaptation to local contexts. Companies should invest in understanding the unique regulatory, infrastructure, and socio-cultural environments of host countries and design sustainability strategies that are responsive to these conditions.

Invest in Long-Term Partnerships: The study highlights the value of partnerships with local government, NGOs, and community organizations. Companies should invest in building long-term, trust-based relationships with local partners to enhance program relevance, sustainability, and impact.

Prioritize Local Capacity Building: Given the identified challenges related to limited technical expertise and capacity, multinational corporations should prioritize investments in local capacity building. This could include skills training, technology transfer, and support for local institutions to ensure that sustainability benefits are sustained beyond the duration of individual programs.

Balance Global Standards with Local Relevance: While maintaining global sustainability standards, companies should ensure that initiatives are locally relevant and responsive to community needs. This requires ongoing stakeholder engagement and a willingness to adapt programs based on local feedback.

5.4.6 Recommendations for Policymakers

Strengthen Regulatory Frameworks: Policymakers should develop clearer, more coordinated regulatory frameworks that facilitate effective sustainability implementation while ensuring accountability. This could include streamlining approval processes, establishing clear sustainability reporting standards, and creating incentives for corporate sustainability investments.

Create Enabling Infrastructure: Recognizing the infrastructure challenges identified in the study, policymakers should prioritize investments in infrastructure that support corporate sustainability initiatives. This could include energy infrastructure, digital connectivity, and transportation networks that enable program implementation.

Foster Public-Private Partnerships: The study suggests that stronger partnerships with local government can enhance sustainability effectiveness. Policymakers should create frameworks that facilitate public-private partnerships for sustainability, including co-financing mechanisms, shared accountability structures, and collaborative planning processes.

Align National Priorities with Corporate Strategies: To maximize the impact of corporate sustainability initiatives, policymakers should clearly articulate national development priorities and create incentives for companies to align their strategies with these priorities. This could include tax incentives, recognition programs, and streamlined regulatory processes for sustainability investments.

5.4.4 Recommendations for Enhancing Resilience Outcomes

Based on the resilience related findings, the following recommendations are made.

Strengthen Community Vulnerability Reduction. The neutral perception regarding reduction of community vulnerability to shocks (mean = 3.21) suggests that current initiatives are not sufficiently addressing this dimension of resilience. TotalEnergies should integrate explicit vulnerability reduction components into sustainability programming, including disaster preparedness training, livelihood diversification support, and climate adaptation planning.

Build on Existing Adaptive Capacity Strengths. The finding that community members have gained adaptive skills (mean = 3.76) indicates a foundation of success. TotalEnergies should expand skills based programs and ensure that training content explicitly addresses how skills can be applied during economic and environmental shocks.

Enhance Infrastructure Durability. The mean score of 3.54 for infrastructure durability suggests room for improvement. TotalEnergies should conduct resilience audits of existing sustainability infrastructure to identify vulnerabilities and redesign components to withstand local conditions such as voltage fluctuations and extreme weather events.

Document and Share Resilience Lessons. TotalEnergies should systematically document how it has maintained program delivery during economic instability and share these lessons both internally across subsidiaries and externally with other multinational corporations operating in challenging environments.

5.4.5 Recommendations for Future Research

Comparative Studies Across Sectors: Future research should compare the efficacy of sustainability strategies across different sectors and industries to identify sector-specific factors that influence effectiveness. This could provide valuable insights for tailoring sustainability approaches to industry contexts.

Longitudinal Impact Assessments: The current study provides a snapshot of sustainability impact. Future research should employ longitudinal designs to assess the sustainability of outcomes over time and track the long-term effects of corporate sustainability initiatives.

Comparative Analysis Across Countries: While this study focused on Zimbabwe, future research should compare sustainability strategy implementation across multiple developing countries to identify contextual factors that influence effectiveness and to develop more generalizable insights.

Quantitative Analysis of Specific Initiatives: Future research should conduct more detailed quantitative analysis of specific sustainability initiatives to isolate the causal effects of individual programs on environmental and socio-economic outcomes. This could inform more targeted program design and resource allocation.

Exploration of Governance Mechanisms: The study identified regulatory complexities as a significant challenge. Future research should explore governance mechanisms and institutional arrangements that facilitate effective corporate sustainability implementation in developing economies.

5.5 Suggestions for Further Research

Based on the limitations of this study and the gaps identified in the literature, the following areas are suggested for further research:

The Role of Technology in Enhancing Sustainability Outcomes: Future research should explore how digital technologies and innovation can enhance the effectiveness of sustainability strategies in developing economies, particularly in addressing infrastructure and capacity constraints.

Impact of COVID-19 on Corporate Sustainability Strategies: The post-pandemic context may have significantly altered corporate sustainability approaches. Research should investigate how the COVID-19 pandemic has influenced sustainability priorities, implementation approaches, and outcomes.

Stakeholder Power Dynamics and Participation: The study revealed gaps in stakeholder involvement. Future research should explore the power dynamics that influence stakeholder participation in corporate sustainability initiatives and identify mechanisms for more equitable engagement.

Economic Valuation of Sustainability Outcomes: Future research should develop methodologies for the economic valuation of sustainability outcomes to provide a more comprehensive assessment of the costs and benefits of corporate sustainability initiatives.

Sustainability and Corporate Financial Performance: Research should further investigate the relationship between sustainability strategy effectiveness and corporate financial performance in developing economies, providing evidence for the business case for sustainability.

5.5.6 Resilience Specific Research Suggestions

Based on the resilience findings of this study, the following areas are suggested for further research.

Longitudinal Resilience Assessment. Future research should employ longitudinal designs to track how resilience outcomes from sustainability initiatives persist or degrade over time, particularly through multiple economic and environmental shock cycles.

Comparative Resilience Analysis. Research should compare resilience outcomes across different types of sustainability initiatives to identify which program designs generate the greatest adaptive capacity benefits for communities.

Quantitative Resilience Measurement. Future research should develop and validate quantitative instruments for measuring community and organizational resilience in the context of corporate sustainability, enabling more rigorous statistical analysis of resilience outcomes.

5.6 Chapter Summary

This chapter presented a summary of the research findings, conclusions drawn from the study, and recommendations arising from the analysis. The study found that TotalEnergies Zimbabwe has implemented sustainability initiatives across environmental, social, and economic dimensions, with high levels of stakeholder awareness. The research confirmed a significant positive relationship between sustainability strategies and environmental and socio-economic outcomes, validating the hypothesis that TotalEnergies' sustainability efforts contribute positively to host country development.

The study identified key challenges including limited financial resources, inadequate infrastructure, regulatory complexities, and capacity constraints that influence the effectiveness of sustainability strategies in developing economies. Stakeholder perceptions revealed that while communication is effective, there is a need for greater stakeholder involvement in decision-making processes.

Recommendations were provided for TotalEnergies Zimbabwe, multinational corporations operating in developing economies, policymakers, and future researchers. The study contributes to the theoretical discourse on corporate sustainability by demonstrating the applicability of the Triple Bottom Line, Brundtland, and Shared Value frameworks in the context of developing economies, while also highlighting the need for contextual adaptation.

The research underscores the importance of moving beyond compliance-based sustainability toward strategies that genuinely integrate social and environmental considerations into core business operations, with meaningful stakeholder participation and alignment with national development priorities. By implementing the recommendations arising from this study, multinational corporations can enhance the effectiveness of their sustainability strategies and contribute more meaningfully to sustainable development in host countries. The study also found that sustainability initiatives contribute positively to community and organizational resilience, with an average mean score of 3.57, though reducing community vulnerability to shocks remains an area requiring further attention.

REFERENCES

Akhtar, S., & Liu, J. (2022). Sustainability governance in developing economies: The challenge of fragmented regulations. *Journal of Environmental Management*, 305, 114387.

Birol, F. (2021). *Net zero by 2050: A roadmap for the global energy sector*. International Energy Agency.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.

Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.

Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.

Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. *International Journal of Management Reviews*, 12(1), 85- 105.

Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates.

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage Publications.

Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). Sage Publications.

Dangelico, R. M., & Vocalelli, D. (2017). Green marketing: An analysis of definitions, strategy steps, and tools through a systematic review of the literature. *Journal of Cleaner Production*, 165, 1263- 1279.

Dyllick, T., & Hockerts, K. (2002). Beyond the business case for corporate sustainability. *Business Strategy and the Environment*, 11(2), 130-141.

Elkington, J. (1997). *Cannibals with forks: The triple bottom line of 21st century business*. Capstone Publishing.

Escobar, A. (1995). *Encountering development: The making and unmaking of the Third World*. Princeton University Press.

Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.

Goodland, R. (1985). The concept of sustainable development. *Environmental Conservation*, 12(1), 4-10.

Hahn, T., Figge, F., Pinkse, J., & Preuss, L. (2010). Trade-offs in corporate sustainability. *Organization Studies*, 31(4), 403-425.

Hawken, P. (1993). *The ecology of commerce: A declaration of sustainability*. Harper Business.

Hawken, P., Lovins, A., & Lovins, L. H. (1999). *Natural capitalism: Creating the next industrial revolution*. Little, Brown and Company.

International Energy Agency. (2021). *World energy outlook 2021*. OECD Publishing.

Jeremiah, M. (2002). Corporate social responsibility contribution to environmental sustainability in developing countries: The accountability perspective. *International Journal of Business and Management*, 13(1), 33-37.

Johnston, M. P. (2017). Secondary data analysis: A method of which the time has come. *Qualitative and Quantitative Methods in Libraries*, 3(3), 619-626.

Kanter, R. M. (1999). Global competitiveness revisited. *The Washington Quarterly*, 22(2), 39-58.

Kolk, A. (2016). The social responsibility of international business: From ethics and the environment to CSR and sustainable development. *Journal of World Business*, 51(1), 23-34.

Kotler, P., & Keller, K. L. (2012). *Marketing management* (14th ed.). Pearson Education.

Krippendorff, K. (2018). *Content analysis: An introduction to its methodology* (4th ed.). Sage Publications.

Moyo, B., & Akinola, A. O. (2021). The illusion of green growth: Corporate sustainability in Africa's weak institutional environments. *Energy Policy*, 158, 112553.

Muguto, T., & Kanyenze, G. (2020). Sustainable energy transition in Zimbabwe: Policy disconnects and corporate accountability. *Renewable and Sustainable Energy Reviews*, 134, 110303.

Ndubisi, N. O., Al-Shuridah, O., & Al-Mutairi, A. (2023). ESG adoption in emerging markets: A systematic review of barriers. *Business Strategy and the Environment*, 32(1), 45-67.

Oreskes, N. (2019). *Why trust science?* Princeton University Press.

Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health and Mental Health Services Research*, 42(5), 533-544.

Patton, M. Q. (2015). *Qualitative research and evaluation methods* (4th ed.). Sage Publications.

Peattie, K. (1995). *Environmental marketing management: Meeting the green challenge*. Pitman Publishing.

Peattie, K., & Crane, A. (2005). Green marketing: Legend, myth, farce or prophesy? *Qualitative Market Research*, 8(4), 357-370.

Porter, M. E., & Kramer, M. R. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84(12), 78-92.

Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1/2), 62-77.

Robson, C., & McCartan, K. (2016). *Real world research* (4th ed.). Wiley.

Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.

Savitz, A., & Weber, K. (2006). *The triple bottom line: How today's best-run companies are achieving economic, social, and environmental success*. Jossey-Bass.

United Nations Development Programme. (2023). *Sustainable development goals report*. UNDP.

United Nations Global Compact. (2022). *Corporate sustainability in action: A guide for companies operating in emerging markets*. UNGC Publications.

Van de Graaf, T., & Sovacool, B. K. (2020). *Global energy politics*. Polity Press.

World Bank. (2022). *The role of multinational corporations in sustainable development*. World Bank Publications.

World Commission on Environment and Development. (1987). *Our common future*. Oxford University Press.

APPENDICES

APPENDIX 1: Questionnaire Survey Instrument

AFRICA UNIVERSITY

(A United Methodist-Related Institution)

COLLEGE OF BUSINESS AND MANAGEMENT SCIENCES

EXECUTIVE MASTER IN BUSINESS ADMINISTRATION

Title of Research: The Efficacy of Multinational Corporations' Sustainability Strategies in Developing Economies: A Case of TotalEnergies Zimbabwe

Researcher: Esther Chiedza Mafara

Purpose of the Research: This questionnaire is designed to collect data on the effectiveness of sustainability strategies implemented by TotalEnergies Zimbabwe. The information gathered will be used solely for academic research purposes in partial fulfillment of the requirements for the Executive Master in Business Administration degree.

Confidentiality: Your responses will be treated with strict confidentiality. No individual identification will be used in any reports or publications. Please answer all questions honestly based on your knowledge and experience.

Instructions: Please tick (✓) or fill in the appropriate box or space. For statements using the Likert scale, indicate your level of agreement using the scale provided.

SECTION A: DEMOGRAPHIC INFORMATION

This section collects background information about respondents. This information will be used for statistical analysis only.

A1. What is your relationship with TotalEnergies Marketing Zimbabwe?

	Relationship	Tick (✓)
a	Employee	
b	Community Beneficiary	
c	Local Government Official	
d	NGO/Development Partner	
e	Other (please specify)	

A2. How long have you been aware of TotalEnergies' sustainability initiatives?

	Duration	Tick (✓)
a	Less than 1 year	
b	1 – 3 years	
c	3 – 5 years	
d	More than 5 years	

A3. What is your primary location or region of engagement with TotalEnergies?

	Location	Tick (✓)
a	Harare	
b	Bulawayo	
c	Mutare	
d	Gweru	
e	Other (please specify)	

SECTION B: AWARENESS AND UNDERSTANDING OF SUSTAINABILITY STRATEGIES

This section aims to assess your awareness and understanding of TotalEnergies' sustainability strategies. Please indicate your level of agreement with the following statements using the scale below.

Scale: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

Code	Statement	SD	D	N	A	SA
B1	I am familiar with TotalEnergies' sustainability initiatives in Zimbabwe	1	2	3	4	5

Code	Statement	SD	D	N	A	SA
B2	I understand the specific environmental sustainability initiatives implemented by TotalEnergies	1	2	3	4	5
B3	I understand the specific social sustainability initiatives implemented by TotalEnergies	1	2	3	4	5
B4	I understand the specific economic sustainability initiatives implemented by TotalEnergies	1	2	3	4	5
B5	TotalEnergies communicates its sustainability goals effectively to stakeholders	1	2	3	4	5

B6. Which sustainability initiatives by TotalEnergies are you aware of? (Select all that apply)

	Initiative Category	Tick (✓)
a	Environmental Protection (e.g., emissions reduction, renewable energy, biodiversity conservation)	
b	Social Responsibility (e.g., community projects, youth and education, road safety, health programs)	

	Initiative Category	Tick (✓)
c	Economic Development (e.g., local employment, infrastructure development, local supplier development)	
d	Other (please specify)	

SECTION C: PERCEIVED IMPACT AND EFFECTIVENESS

This section aims to assess your perception of the impact and effectiveness of TotalEnergies' sustainability initiatives. Please indicate your level of agreement with the following statements using the scale below.

Scale: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

Code	Statement	SD	D	N	A	SA
C1	TotalEnergies' sustainability initiatives have had a positive impact on the environment (e.g., reduced pollution, improved biodiversity)	1	2	3	4	5
C2	TotalEnergies' sustainability initiatives have had a positive impact on the local community (e.g., improved livelihoods, social services)	1	2	3	4	5

Code	Statement	SD	D	N	A	SA
C3	TotalEnergies' sustainability initiatives have had a positive impact on the local economy (e.g., job creation, business opportunities)	1	2	3	4	5
C4	TotalEnergies' sustainability initiatives have achieved their stated goals	1	2	3	4	5
C5	The benefits of sustainability initiatives are shared equitably among stakeholders	1	2	3	4	5

C6. How would you rate the overall effectiveness of TotalEnergies' sustainability initiatives in achieving their stated goals?

	Rating	Tick (✓)
a	Very Effective	
b	Effective	
c	Neutral	
d	Ineffective	

	Rating	Tick (✓)
e	Very Ineffective	

C7. Please provide examples or observations of positive or negative impacts you have witnessed from TotalEnergies' sustainability initiatives.

SECTION D: STAKEHOLDER ENGAGEMENT AND COMMUNICATION

This section aims to assess stakeholder engagement and communication practices related to TotalEnergies' sustainability initiatives. Please indicate your level of agreement with the following statements using the scale below.

Scale: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

Code	Statement	SD	D	N	A	SA

D1	TotalEnergies communicates its sustainability goals and progress effectively	1	2	3	4	5
D2	I have been involved in consultation or feedback processes regarding sustainability initiatives	1	2	3	4	5

Code	Statement	SD	D	N	A	SA
D3	TotalEnergies considers stakeholder input when planning sustainability initiatives	1	2	3	4	5
D4	There are accessible mechanisms for providing feedback on sustainability programs	1	2	3	4	5
D5	TotalEnergies is transparent in reporting its sustainability outcomes	1	2	3	4	5

D6. If you have been involved in any consultation or feedback process, please describe your experience.

SECTION E: CHALLENGES AND OPPORTUNITIES

This section aims to identify the challenges and opportunities associated with the implementation of sustainability initiatives. Please indicate your level of agreement with the following statements using the scale below.

Scale: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

Code	Statement	SD	D	N	A	SA
E1	Limited financial resources for implementation affect the effectiveness of sustainability initiatives	1	2	3	4	5
E2	Inadequate infrastructure (e.g., roads, energy, digital connectivity) affects the implementation of sustainability programs	1	2	3	4	5
E3	Regulatory complexities and policy gaps affect the implementation of sustainability initiatives	1	2	3	4	5
E4	Limited technical expertise and capacity affect the effectiveness of sustainability initiatives	1	2	3	4	5
E5	Cultural and social barriers affect the adoption of sustainability initiatives	1	2	3	4	5
E6	Limited stakeholder awareness and participation affect the effectiveness of sustainability initiatives	1	2	3	4	5

E7. What opportunities exist to improve the efficacy of these sustainability initiatives?

SECTION F: MEASUREMENT AND REPORTING

This section aims to assess awareness of measurement tools and reporting practices related to sustainability initiatives.

F1. Are you aware of any measurement tools or reports used by TotalEnergies to track sustainability progress?

	Response	Tick (✓)
a	Yes	
b	No	

If yes, please specify: ____

____

F2. In your opinion, how transparent is TotalEnergies in reporting its sustainability outcomes?

	Rating	Tick (✓)
a	Very transparent	
b	Somewhat transparent	
c	Not transparent at all	
d	Not aware	

SECTION G: RECOMMENDATIONS

This section aims to gather stakeholder recommendations for enhancing the effectiveness of sustainability initiatives.

G1. What recommendations would you make to enhance the effectiveness and impact of TotalEnergies' sustainability initiatives? (Select all that apply)

	Recommendation	Tick (✓)
a	Increased community involvement and consultation	
b	Enhanced transparency and reporting	
c	More targeted programs addressing local needs	
d	Increased investment in local capacity building	
e	Stronger partnerships with local government	
f	Improved monitoring and evaluation mechanisms	
g	Integration of traditional knowledge and practices	
h	Other (please specify)	

G2. Please provide any additional comments or suggestions regarding TotalEnergies' sustainability initiatives.

SECTION H: RESILIENCE AND ADAPTIVE CAPACITY

This section aims to assess how TotalEnergies' sustainability initiatives contribute to community and organizational resilience. Resilience refers to the ability to anticipate, prepare for, respond to, and adapt to economic, environmental, and social shocks. Please indicate your level of agreement with the following statements using the scale below.

Scale: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

Code	Statement	SD	D	N	A	SA
H1	TotalEnergies has maintained sustainability program delivery during periods of economic instability	1	2	3	4	5
H2	Community members have gained skills that help them adapt to changing economic and environmental conditions	1	2	3	4	5
H3	The sustainability infrastructure (e.g., solar installations, water systems) has proven durable and reliable	1	2	3	4	5
H4	TotalEnergies has demonstrated ability to adapt its sustainability strategies in response to local challenges	1	2	3	4	5

Code	Statement	SD	D	N	A	SA
H5	The sustainability initiatives have reduced community vulnerability to economic and climate related shocks	1	2	3	4	5
H6	Local communities have become better prepared to withstand future disruptions because of TotalEnergies' initiatives	1	2	3	4	5

SECTION I: ETHICAL CONSIDERATIONS

H1. I confirm that:

	Statement	Tick (✓)
a	I have been informed about the purpose of this research	
b	I understand that my participation is voluntary and that I may withdraw at any time without giving a reason	
c	I understand that my responses will be kept confidential and anonymous	
d	I consent to participate in this research	

Thank you for taking the time to complete this questionnaire. Your contribution to this research is greatly appreciated.

APPENDIX 2: Semi-Structured Interview Guide
AFRICA UNIVERSITY

(A United Methodist-Related Institution)
COLLEGE OF BUSINESS AND MANAGEMENT SCIENCES
EXECUTIVE MASTER IN BUSINESS ADMINISTRATION

Title of Research: The Efficacy of Multinational Corporations' Sustainability Strategies in Developing Economies: A Case of TotalEnergies Zimbabwe

Researcher: Esther Chiedza Mafara

Interviewer: ________________________________

Date of Interview: ________________________________

Location/Venue: ________________________________

Duration: ________________________________

INTRODUCTION AND INFORMED CONSENT

Good morning/afternoon. Thank you for taking the time to participate in this interview. My name is Esther Chiedza Mafara, and I am a postgraduate student in the Executive Master in Business Administration program at Africa University. I am conducting research on the efficacy of multinational corporations' sustainability strategies in developing economies, using TotalEnergies Zimbabwe as a case study.

The purpose of this interview is to gather your insights, experiences, and perspectives on the sustainability initiatives implemented by TotalEnergies in Zimbabwe. Your participation is entirely voluntary, and you may withdraw at any time without providing a reason. All information you provide will be treated with strict confidentiality, and your name will not appear in any reports or publications. With your permission, I would like to record this interview to ensure accuracy in capturing your responses.

Do you have any questions before we begin? May I have your consent to proceed?

Interviewee Consent:

	Statement	Tick (✓)
	I confirm that I have been informed about the purpose of this research	
	I understand that my participation is voluntary and that I may withdraw at any time	
	I understand that my responses will be kept confidential and anonymous	
	I consent to this interview being recorded	
	I consent to participate in this interview	

Interviewee Name: _______________________________

Interviewee Signature: _______________________________

Date: _______________________________

SECTION A: BACKGROUND AND INTRODUCTION

A1. Can you briefly describe your role and experience with TotalEnergies or within the energy sector in Zimbabwe?

Probe: How long have you been involved with TotalEnergies or the energy sector?
Probe: What is your current position and what are your primary responsibilities?

A2. What is your general understanding of sustainability in the context of the energy industry?

Probe: What does sustainability mean to you personally or professionally?

Probe: How do you think sustainability should be integrated into energy sector operations?

A3. How would you describe TotalEnergies' presence and operations in Zimbabwe?

Probe: What is your perception of the company's role in the local economy?

Probe: How would you characterize the company's relationships with local stakeholders?

SECTION B: SUSTAINABILITY STRATEGIES AND INITIATIVES

B1. What sustainability strategies has TotalEnergies implemented in Zimbabwe that you are aware of?

Probe: Can you describe any specific environmental initiatives?

Probe: Can you describe any specific social or community initiatives?

Probe: Can you describe any specific economic development initiatives?

B2. How are these sustainability strategies communicated to local stakeholders and communities?

Probe: What communication channels are used?

Probe: Do you find the communication to be clear and accessible?

Probe: How does the company ensure that messages reach diverse stakeholder groups?

B3. Can you provide examples of projects or initiatives that highlight TotalEnergies' commitment to sustainability?

Probe: What made these examples particularly notable? *Probe:* Were there any innovative or unique approaches used?

SECTION C: IMPLEMENTATION AND IMPACT

C1. How effective do you think TotalEnergies' sustainability strategies have been in Zimbabwe?

Probe: What evidence or observations support your assessment?

Probe: In which areas have you seen the most success? The least success?

C2. What are the main challenges TotalEnergies faces when implementing sustainability initiatives in Zimbabwe?

Probe: Are there resource-related challenges?

Probe: Are there infrastructure-related challenges?

Probe: Are there regulatory or policy-related challenges?

Probe: Are there cultural or social barriers?

C3. How does TotalEnergies engage local communities and stakeholders in the planning and execution of sustainability projects?

Probe: Are communities consulted before projects begin?

Probe: How is feedback incorporated into project design?

Probe: Do you feel that stakeholder input genuinely influences decisions?

C4. Can you share any observed positive or negative impacts of these sustainability strategies on the environment, economy, or society?

Probe: What positive changes have you witnessed?

Probe: Have there been any unintended negative consequences?

Probe: Who benefits most from these initiatives? Who benefits least?

SECTION D: PARTNERSHIPS AND COLLABORATION

D1. In your experience, how does TotalEnergies collaborate with government agencies, NGOs, or other partners to advance sustainability goals?

Probe: What types of partnerships have you observed?

Probe: How effective are these collaborations?

Probe: What makes a partnership successful or unsuccessful?

D2. What role do local communities play in shaping or influencing TotalEnergies' sustainability strategies?

Probe: Are community voices heard in decision-making processes?

Probe: Do communities have opportunities to propose initiatives?

Probe: How could community involvement be strengthened?

SECTION E: MONITORING, EVALUATION, AND IMPROVEMENT

E1. How does TotalEnergies measure the success or impact of its sustainability initiatives in Zimbabwe?

Probe: What indicators or metrics are used? *Probe:*
Are the results shared with stakeholders? *Probe:*
How transparent is the reporting process?

E2. Are there mechanisms for feedback and improvement of these strategies? If so, how effective are they?

Probe: How can stakeholders provide feedback?

Probe: Is there evidence that feedback leads to changes?

Probe: How could feedback mechanisms be improved?

E3. What recommendations would you make for enhancing the sustainability strategies of TotalEnergies in Zimbabwe?

Probe: What changes would you suggest in terms of program design?

Probe: What changes would you suggest in terms of stakeholder engagement?

Probe: What changes would you suggest in terms of resource allocation?

Probe: What changes would you suggest in terms of partnerships?

SECTION F: ALIGNMENT WITH NATIONAL PRIORITIES

F1. How well do TotalEnergies' sustainability strategies align with Zimbabwe's national development priorities?

Probe: Are there specific national policies or frameworks that the company aligns with?

Probe: What opportunities exist for greater alignment?

Probe: What barriers exist to better alignment?

F2. In your view, how can multinational corporations like TotalEnergies best contribute to sustainable development in Zimbabwe?

Probe: What role should the private sector play?

Probe: What should be the balance between global standards and local priorities?

Probe: How can companies ensure that sustainability benefits are sustainable and inclusive?

SECTION G: RESILIENCE AND ADAPTIVE CAPACITY

G1. How have TotalEnergies' sustainability initiatives helped communities cope with economic challenges such as inflation or currency instability?

Probe: Can you provide specific examples of how communities have benefited during difficult economic times?

Probe: Have any initiatives helped communities maintain their livelihoods when the economy was struggling?

G2. In what ways have the sustainability projects demonstrated durability or adaptability during disruptions?

Probe: Have any projects continued to function during fuel shortages, electricity cuts, or other disruptions?

Probe: Were there any projects that failed or struggled during disruptions? If so, why?

G3. What skills have community members gained from TotalEnergies' initiatives that help them adapt to changing conditions?

Probe: Have community members been able to use these skills to generate income or solve problems on their own?

Probe: Are these skills still being used even after specific projects ended?

G4. How does TotalEnergies ensure that its sustainability infrastructure remains functional and reliable over time?

Probe: Is there ongoing maintenance and support for projects like solar installations or water systems?

Probe: What happens when equipment breaks down? Is there a system for repairs?

G5. What more could TotalEnergies do to reduce community vulnerability to economic and climate related shocks?

Probe: What types of support would help communities become more self-sufficient and resilient?

Probe: How can TotalEnergies build on existing community strengths rather than creating dependency?

G6. In your opinion, has TotalEnergies demonstrated the ability to adapt its own operations and strategies in response to local challenges?

Probe: Can you share an example of when the company changed its approach because of local conditions?

6 Probe: How flexible is the company when unexpected problems arise?

6.4 SECTION H: CLOSING

G1. If you had unlimited resources at your disposal, how would you enhance TotalEnergies' sustainability efforts in Zimbabwe?

Probe: What would you do differently?
Probe: What new initiatives would you introduce?
Probe: How would you ensure long-term sustainability?

G2. Is there anything else you would like to add regarding TotalEnergies' approach to sustainability in Zimbabwe?

Probe: Are there topics we haven't covered that you think are important?
Probe: Is there anything you would like to clarify or emphasize?

G3. Are there any other stakeholders or individuals you would recommend that I speak with to gain additional insights on this topic?

Probe: Who else should I consider interviewing?

Probe: Are there community leaders or representatives you would suggest?

POST-INTERVIEW NOTES

Observer's Notes:

Thank you for your time and valuable insights. Your contribution to this research is greatly appreciated.

Researcher Signature: ______________________________

Date: ______________________________

APPENDIX 3 Field Observation Checklist

Introduction

General Information

Date of Visit: ________________________________

Location/Site Name: ___________________________

Country: _____________________________________

Project/Facility Name: ________________________

Researcher(s): ______________________________

Environmental Sustainability

Are there visible measures for pollution control (e.g., air, water, soil)?

Is there evidence of renewable energy usage (solar, wind, etc.)?

Are waste management systems in place (recycling, hazardous waste disposal)?

Is there active reforestation or biodiversity conservation?

Are there initiatives to reduce water consumption or promote efficient usage? Are environmental impact assessments displayed or referenced on-site?

Is there signage or information about environmental policies?

Social Sustainability

Are there community engagement programmes visible or referenced? Is there evidence of local employment and workforce development?

Are health and safety protocols implemented for workers and community? Are there educational or capacity-building activities for the local community? Is there evidence of partnerships with local NGOs or government bodies?

Are grievance mechanisms or feedback channels available for stakeholders?

Economic Sustainability

Are there local supply chains or procurement practices supporting local businesses? Is there evidence of infrastructure development benefiting the community?

Are there training programmes for entrepreneurship or small business development?

Is there transparency in financial reporting or project funding?

Are there efforts to ensure long-term economic benefits for the region?

Governance and Compliance

Are sustainability policies and codes of conduct displayed or accessible?

Is there evidence of compliance with local and international regulations?

Are regular audits or monitoring mechanisms in place?

Is there visible leadership commitment to sustainability (e.g., signage, statements)? Observational Notes and Photographic Evidence

Any unique or innovative sustainability initiatives observed:

Capture photographic evidence where permitted:

Additional comments or observations:

Checklist Completion

Name of Researcher: ________________________________

Date: ____

Instructions for Use

This checklist is used as a guide during each field visit.

Tick or mark items as observed and provide detailed notes where necessary. Attach supporting documents, photographs, or supplementary evidence as needed.

Review and submit the completed checklist as part of the research documentation process.

Appendix 5 AUREC Approval

"Investing in Africa's future"

AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE (AUREC)

P.O. Box 1320 Mutare, Zimbabwe, Off Nyanga Road, Old Mutare-Tel (+263-20) 60075/60026/61611 Fax: (+263 20) 61785 Website: www.africau.edu

Ref: AU4136/25

4 December, 2025

ESTHER CHIEDZA MAFARA

C/O Africa

University Box

1320

MUTARE

RE: THE EFFICACY OF MULTINATIONAL CORPORATE SUSTAINABILITY STRATEGIES IN DEVELOPING ECONOMIES: A CASE OF TOTALENERGIES ZIMBABWE

Thank you for submitting the above-titled proposal to the Africa University Research Ethics Committee for review. Please be advised that AUREC has reviewed and approved your application to conduct the above research.

The approval is based on the following.

a) Research proposal

- **APPROVAL NUMBER** AUREC 4136/25

  This number should be used on all correspondence, consent forms, and appropriate documents

- **AUREC MEETING DATE** NA
- **APPROVAL DATE** December 4, 2025
- **EXPIRATION DATE** December 4, 2026
- **TYPE OF MEETING**: Expedited

  After the expiration date, this research may only continue upon renewal. A progress report on a standard AUREC form should be submitted a month before the expiration date for renewal purposes.

- **SERIOUS ADVERSE EVENTS** All serious problems concerning subject safety must be reported to AUREC within 3 working days on the standard AUREC form.
- **MODIFICATIONS** Prior AUREC approval is required before implementing any changes in the proposal (including changes in the consent documents)
- **TERMINATION OF STUDY** Upon termination of the study a report has to be submitted to AUREC.

Yours Faithfully

AFRICA UNIVERSITY
RESEARCH ETHICS COMMITTEE (AUREC)
Chinzou
PROVED
MUTARE, ZIMBABWE

MARY CHINZOU

FOR CHAIRPERSON

<u>AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE</u>

Appendix 6 Research Authorisation

TotalEnergies

MEMO

TotalEnergies Marketing Zimbabwe Pvt Ltd.

Marketing & Services

Destinataire – To:	Veronique Jolivet
Expediteur – From:	Esther Mafara
Copie – Copy:	
Date:	27 August 2025
Objet – Subject:	REQUEST FOR APPROVAL TO CARRYOUT RESEARCH PROJECT ON TOTALENERGIES ZIMBABWE

I am currently studying with the Africa University in Zimbabwe, towards the attainment of an Executive Masters in Business Administration degree.

As part of the requirements towards the fulfilment of the master's degree program, I will be researching on the "efficacy of multinationals corporate sustainability strategies in developing economies: a case of TotalEnergies Zimbabwe.'

I seek your approval to undertake this research on TotalEnergies Marketing Zimbabwe under the following conditions:

1. **I shall ensure all company documentation, information, and participant responses remain confidential.**
2. **Information gathered shall be used solely for the academic purpose**
3. **A copy of the research shall be made available to the company upon completion.**
4. **Non disruption of operations during research activities**

Approved by,

Managing Director
TotalEnergies Marketing Zimbabwe

TotalEnergies Marketing Zimbabwe (Pvt) Ltd
1 Auckland Road Southerton
P.O Box 2994
Harare

I, **Esther Mafara** ID No. 63- 1444435W42, student number 243080 do accept to carry out my research on TotalEnergies Marketing Zimbabwe under the above conditions.

Signed: Mafara

Date: 26/08/25

Postal Address – TotalEnergies House, 1 Auckland Road, Southerton, Harare, P O Box 2994 Harare
Tel (263-4) 754481-5, +(263) 867 700 4344, (263) 782 719 585-9 Fax: (263-4) 754489