



University of Venda

**ASSESSMENT OF IMPACT OF CORPORATE SOCIAL  
RESPONSIBILITY ON SUSTAINABLE DEVELOPMENT OF SHAMVA  
MINING COMMUNITY IN ZIMBABWE**

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## ABSTRACT

Mining provides wealth, employment, and has been the backbone of the economy of many developing countries. However, the reputation of the mining industry has been tainted by the negative social and environmental impacts of its operations. Mining companies are under extraordinary pressure and there are growing expectations for them to promote sustainable development of host communities. The idea of corporate social responsibility has been well-received by the mining companies. Although the intention of CSR is to contribute towards the development of the local communities, translating these intentions to action has become utopian mirage. The clouds surrounding definition and understanding of CSR has contributed to inconsistent application and complete disregard for it. Many of the mining companies, including those operating in Shamva community in Zimbabwe, lack strategic objectives in relation to the needs of the local community about sustainable development.

The focus of this research was to assess the impact of CSR on sustainable development of Shamva community. The study involved the investigation of contributions of the mining companies towards sustainable development of local community, assessment of social and environmental effects of mining activities, evaluation of strategies for addressing these social and environmental impacts, and development of strategic interventions for improving economic development and sustainable development of the community. The research employed both quantitative and qualitative methods of data collection. Data collection methods involved administration of questionnaires, focus group discussions, official document review and structured interviews. Triangulation was used to validate quantitative and qualitative data in order to ensure validity and reliability of the methods used.

The study revealed that the contribution of mining companies towards sustainable development of Shamva community is very minimal due to nonexistence of community management instruments. These instruments are meant to support better management and coordination of sustainable development processes to ensure high standards of living of the people. The results of the study showed that social and environmental effects are more evident in Shamva community. The major impacts identified were water pollution, air pollution, land degradation, social unrest, prostitution, outbreak of epidemics and all these were attributed to mining activities in the community. On the basis of the results of this research, it was found that mining companies are doing partially well on strategies for minimizing negative environmental impacts. However much has to be done on social impacts mitigation.

The investigation conducted showed that sustainable development principles and CSR practices being applied in Shamva community do not align with principles of strategic management. It suggests that the degree to which CSR initiatives can contribute to

sustainable development depends largely on the way the initiatives are designed and how they respond to community circumstances. The study identified areas for programme enhancement and strategies to be developed by the mining companies in partnership with the local communities. Based on the weaknesses of the ongoing initiatives and practices, a framework for design and implementation of CSR was developed to assure sustainable development of mining communities in Shamva. The key elements of this CSR design and implementation model are principles and strategies for sustainable development, participatory strategic planning instruments and procedures, and measures for strengthening environmental management and enforcement. Such an integrated CSR model will take into consideration the organization strategy, structure and culture. It will cater for health needs of the community, empowerment and responsibility, economic security, efficient services and infrastructure, ecological integrity and social and human development. In addition, the CSR framework will provide guidance to managers, directors and environmental management practitioners and will contribute significantly towards successful development and implementation of social corporate responsibility programmes.

**Key Words:** Corporate Social Responsibility, Sustainable Development, Corporate Community Engagement, corporate strategy and Corporate Environmentalism.