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

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A Dissertation submitted to the Department of Mining and Environmental and Geology in the School of Environmental Sciences, University of Venda in fulfilment of Master of Earth Sciences in Mining and Environmental Geology.

June 2016

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DECLARATION

I, John Laisani, the undersigned, do hereby declare that this dissertation submitted in fulfilment of the requirements for Master of Earth Sciences in Mining and Environmental Geology degree at University of Venda is my own work and has not been previously in part or in its entirely been submitted to any university for any other degree and that all reference material contained therein has been duly acknowledged.

Student Signature ..... Date 06/06/2016

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Supervisor Signature ..... Date 06/06/2016

Dr F Amponsah-Dacosta

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DEDICATION

I dedicate this research project to Almighty God, my beloved parents Mr John Bamusi Laisani and Mrs Susan Masikama Laisani who have seen me through my studies and my late sisters Nyarai and Jane Laisani.

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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

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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.

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LIST OF ACRONYMS

COTS	Community Ownership Trusts or Scheme
CRDC	Chaminuka Rural District Council
CSR	Corporate Social Responsibility
CVI	Community Vulnerability Index
DA	District Administrator
EIA	Environmental Impact Assessment
EMA	Environmental Management Agency
EU	European Union
GHI	Global Happiness Index
ICMM	International Council on Mining and Metals
MDG-	Millennium Development Goals
SD	Sustainable Development
SDG	Sustainable Development Goals
SIA	Social Impact Assessment
SPSS	Statistical Package for Social Sciences
SSD	Sustainable Social Development
TA	Thematic Approach
UK	United Kingdom
USA	United States of America
ZNSA	Zimbabwe National Statistical Agency
WBCSD	World Business Council for Sustainable Development
NGO	Non-Governmental Organisation
SHE	Safety Health and Environment
ISO	International Standardisation Organisation
TSS	Total Suspended Solids
CCE	Corporate Community Engagement
EMS	Environmental Management Systems

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Corporate Social Responsibility (CSR) is defined as a process which embraces responsibility for the company's actions in a bid to encourage a positive impact through its activities on the environment, employees, various stakeholders and all other members within the public sphere (Abdul-Raman, 2012). Asongu (2007) is of the view that CSR is a tactical resolution which a company undertakes an obligation to the society through intervention in the form of sponsorships, commitment towards the local community developmental programmes, consciousness to environmental issues amongst other things in a bid to address issues of sustainable development. Globally the mining sustainability nexus is epitomised by conflicts regarding livelihoods, the environment, culture and social relations (Ali, 2003).

Tracing the word company is relevant because the words corporate, social and responsibility imply that CSR covers the responsibilities that companies or corporations have towards the societies within which they are based and operate. From a practical perspective, CSR involves a business' identifying its stakeholder groups and incorporating their needs and values within the strategic and day-to-day decision making process (Benabou and Tirole, 2010). It is not only reflecting the passage of time in its impact and transformation, but its scope and understanding has been affected by the growth of society, nations and changes in their appreciation of cultural heritage and background (Baumgartner, 2009).The notion of transformation reflects the view that the concept of CSR emanates from a community perspective which is a value system. Such a philosophy promotes business to plough back to their respective communities for sustainable development of the community (Baumgartner, 2009).

CSR is an obligation of business towards contributing to sustainable development. In order to achieve sustainable development, international standards on business ethics should be incorporated in corporate affairs in order to achieve social and environmental dimensions of sustainable development. CSR entails principally voluntary commitment undertaken by mining companies to ensure they function in a socially vibrant atmosphere which is economically sound and environmentally sustainable (Babiak and Trendafilova, 2011). Emphasis on CSR lies on social justice to humanity, environmental sustainability which fosters sustainable development

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which addresses the community concerns and corporate roles are the key drivers of these issues (Asongu, 2007). CSR priorities should be community driven and industry cannot manoeuvre unmindful of the interest and requirements of the community, society and the environment in which the company is located (Belu, 2009).

According to Belu (2009), CSR has adverse influence in the trends in social consciousness for instance the public concerns that enabled the creation of Environmental Protection Agencies in the 1960s and the Environmental Management Systems in 1980s.These became reflected in the CSR activities as they had impact on social and environmental aspects of sustainable development which incorporates a wider range of initiatives like social and physical infrastructure development, training activities, contributing towards human capital development, environmental education and awareness programs, economic empowerment and many other socio-economic interventions which have a positive impact on livelihoods. Internationally the majority of companies have developed and implemented CSR policy frameworks as a risk management strategy to enhance the reputation of their brand and to create added value in local communities (CSRM, 2011).

The United Kingdom government assert the view that Corporate Social Responsibility relates to the behaviour of the private sector and they contribute towards sustainable development goals (European Commission Director General, 2002). The European Union perceive Corporate Social Responsibility with a different approach as it is more advanced in Europe than in the rest of the world. The EU affirms that companies need to integrate business and environmental concerns in a bid to address the issue of sustainable development. These are operational norms within business standards and hence corporate need to integrate this business principle as an integral component of its operations.

In Africa corporate social responsibility is seldom practised by many nations. Some companies perceive charity work as corporate citizenship and it should be noted that CSR goes beyond donations. The contributions of corporate social responsibility ought to be quantifiable in order to be assessed accurately and hence stakeholders play a fundamental role in any business community. Measuring the impact of CSR is a mammoth task and various surveys in academia have revealed such a challenge due to diversified views on the matter. CSR implies the duty and responsibility to protect, promote, amplify and enhance the benefit of stakeholders and the public in the respective communities corporate operates. According to Scholtens (2011), Corporate

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Social Responsibility is influenced by four elements which are transparency, accountability, competitiveness and responsibility. Whilst the companies were developing their business strategies they were accountable and transparent in their operations which were their priority which strengthened their growth and competiveness which was instrumental for CSR.

Utting (2008) stressed that an outline of measurable corporate policies and procedures have to be formulated which culminates into behaviour designed to benefit the employer, employee, environment and the community at large. Such a framework will stimulate community engagement and ultimately lead to community development as they will be proper coordination and facilitation by all stakeholders. CSR is postulated as a recent concept that is attaining momentum through its transformation from a social perspective to more of an economic one (Cheung *et al* 2010). It is important to assess the impact of CSR on sustainable development of Shamva mining community in Zimbabwe in order to bring out the global challenges that the nations face in addressing the challenges of the communities.

The need to implement laid out environmental policies in order to promote sustainable development is a major concern in Zimbabwe and more particularly in Shamva community (Maphosa,1997).The failure to implement environmental protection regulations as stipulated in the Environmental Management Act and the Mines and Minerals Act of Zimbabwe and also the failure to integrate concern for the protection of humanity and aquatic life has been a great concern to the residents of Shamva (Chan and Welford, 2005). This failure of adhering to environmental law and regulations on sustainable development in Zimbabwe has led to mining companies neglecting their communities and the environment. Thus resulting in the spillage of cyanide and other toxins in the rivers leading to loss of aquatic life, pollution of drinking water, as well as negative health implication on the residents (Ali *et al* 2003). Reference can be made on the spillage of cyanide from Shamva Mine Metallurgy Department into Musambanyama River in 2013. Similar trends of retarded communities despite mining activities can be noted in Bindura, Zvishavane and parts of Matabeleland South in Zimbabwe (Crane *et al*, 2008).

Although the government realises the importance of encouraging responsible business, it should be noted that CSR should not be a substitute for regulation or legislation concerning social rights (Robbins and Coulter, 2002). Furthermore, it should not be seen as shifting the state's responsibility in respect of facilitating CSR to the private sector and thus 'privatising' the state's responsibilities. In order to ensure an effective framework for CSR a regulatory foundation that

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promotes growth, employment and good governance is required whereby all participants have certainty about their rights and responsibilities (Moon, 2007). Regulation should be consistent, effective, transparent, fair and understandable. Given Zimbabwean history, legislation should be viewed as one of the main instruments enabling the government to address the private sector's social, environmental and economic impact (Dunphy *et a*l, 2003). The private sector's social responsibility should accordingly ensure full compliance with the social, environmental and economic laws already in place (Murphy and Bendell, 2002). The study analysed how international, regional and local trends are portrayed in literature on the relationship between mining companies and indigenous communities (Dodson, 2007). This study therefore was pursued to assess the impact of corporate social responsibility on sustainable development in Shamva mining community.

1.2 Statement of the Problem

Mining companies realize huge profit but do very little to their communities. This is more evident in Shamva mining community which has a retarded growth (Cheung et al 2010). The mining of gold can be traced back to early 1890 where Shamva Gold Mine amongst other multinational companies started their operations but very little development to the community can be traced. Most mining companies use cyanide in their extractive processes and the spillage of this toxic substance has led to pollution of the surrounding rivers leading to loss of aquatic life and that has immensely affected sustainable development (Dobson, 2007). Zimbabwe has a legal framework and policy prescriptions that compel mining companies to adhere to corporate social responsibility for sustainable development though the level of compliance by the mining companies is questionable. This research explored a gap between policy and practice and to ascertain the relationship between social responsibility and real sustainable development.

1.3 Objectives of the Research

The main objective of the research was to assess the impact of corporate social responsibility on sustainable development in Shamva mining community.

The specific objectives of the research were:

- To investigate the contributions made by mining companies towards sustainable development in Shamva mining area
- To assess social and environmental effects of mining activities in Shamva community.

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- To evaluate strategies adopted by mining companies in enhancing the positive aspects and minimising the negative, social and environmental impacts in Shamva area.
- To develop strategic interventions in which the current practice could be improved to support local economic development and ultimately sustainable development of the community.

1.4 Research Questions

- What are the contributions made by mining companies in Shamva area towards sustainable development?
- What are the social and environmental effects of mining activities in Shamva community?
- Which strategies are adopted by mining companies in enhancing the positive aspects and minimising the negative social and environmental impacts in Shamva area?
- What are the strategic interventions employed in which the current practice could be improved to support local economic development and ultimately sustainable development.

1.5 Justification of the Study

Mining companies within Shamva community lack strategic objectives which address the need for CSR that promotes sustainable development (Ali *et al*, 2003). This study will assist in the development of a framework for CSR towards sustainable development of the mining community. Such a framework will serve as a policy document on aspects of Programme Enhancement Strategies on both the government and the mining companies. The study will assist in designing and implementation of coordinative and cooperative measures to enhance the contribution of the Zimbabwean mining sector to a shared vision of sustainable development.

Lack of an interface between business, community and the environment justifies the need for the creation of partnerships between all stakeholders in order to address these challenges. This study therefore, is crucial in achieving this endeavour. The study is also significant in that it assists the mining companies to rethink and redesign their business models in order to address social, environmental and humanitarian concerns. The study employed a value system which companies should adhere to, thus adoption of corporate enlighten. (Dunphy *et al*, 2003).

This study addressed the challenges of cyanide spillages on aquatic life and public health as one of the main environmental challenges faced by the community (Crane *et al*, 2008). The design and implementation of adequate number of complimentary and cooperative measures to enhance

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the contribution of the mining sector to a shared vision of sustainable development is crucial in the justification of this study (Dunphy *et al*, 2003).

The location of the slimes dam in Wadzanai is detrimental to the environment and to the health of the people. The problem of acid mine drainage has compounded the environmental problem by contaminating drinking water in the surrounding boreholes (Dobson, 2007). Several companies in Zimbabwe have an existing environmental management system and Corporate Social Responsibility policies which have been instituted to curb such effects. However, these measures and policies have not been effective due to absence of a value system which is company driven and community centred. This research work will identify and assess the mining companies CSR frameworks to unpack the environmental and health effects of the mining activities which greatly impacts on sustainable development.

Mining companies should incorporate a Corporate Social Responsibility policy which is community centred and more so, corporate should ensure that a value system of ploughing back to their respective communities is engrained in their CSR strategies or programmes (Cheung *et al*, 2010). This research assessed the impact of CSR on sustainable development in Shamva mining community of Zimbabwe. As a consequence the survey resultantly led into a broader comprehension of corporate perception of social responsibility and sense of corporate environmentalism and accountability relative to operations and environmental impact. Such an analysis may reflect on impact of CSR on sustainable development of Shamva mining community in Zimbabwe.

1.6 Description of the Study Area

This section provides a brief description of the study area in the context of its geographical location, topology and drainage pattern, land use and vegetation cover, climatic condition, and geology.

1.6.1 Geographical location of the study area

Shamva is a village situated in Mashonaland central province of Zimbabwe. It is located in Mazowe valley approximately 90 kilometres north east of Harare. It has an estimated population of 58 657 people (Zimbabwe National Statistical Agency, 2012). The area is near Bindura the Provincial town of Mashonaland Central Province. Shamva is a community under Chaminuka Rural District Council which is the responsible local authority in the area.

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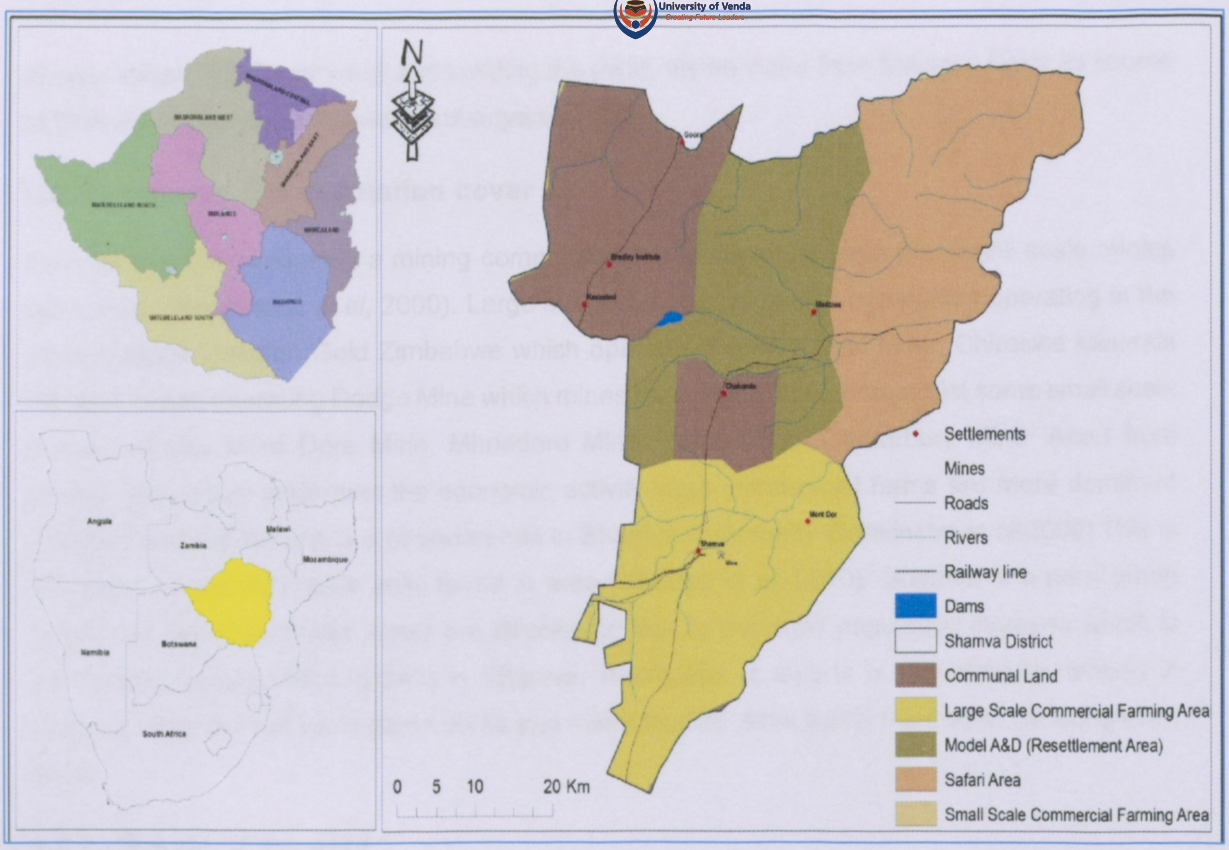


Figure 1.1: Geographical location of Shamva community

1.6.2 Topography and drainage pattern

The topology of the study area is characterised by gentle undulating slopes and partially flat with slightly scattered outcrops along the Southern parts of the district. Shamva Hill forms the cornerstone of the mountain range which ultimately leads to development of valleys. The study area falls within the Mazowe river catchment area and is characterised by high perennial rains annually. Pote and Musambanyama River loads into the Mazowe River as tributaries. The Mazowe River is a major water course in Shamva District. The river has a broader catchment area stretching far wide to other provinces. The river collects much of its drainage in the north from the Zambezi River. Its tributaries are Pote River, Musambanyama River and Nyaguwe River.

Musambanyama is located at close range to the Shamva Gold Mine. On the other hand, Sikandoro river loads into Pote River that run close to Dodge Mine. Shamva Gold Mine is generally located near Mont Dore Mine whilst Dodge Mine is located near Lone Mine which are

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all gold mines. The community surrounding the mine rely on water from Mazowe River as source of Drinking Water as well as Musambanyama River.

1.6.3 Land use and vegetation cover

Shamva is a predominantly a mining community characterised by large and small scale mining operations (Blenkinsop *et al*, 2000). Large scale commercial mining companies operating in the area includes Metallon Gold Zimbabwe which operates Shamva Gold Mine, Chiroswa Minerals Private Limited operating Dodge Mine which mines barites and limestone, whilst some small scale mines includes Mont Dore Mine, Mhondoro Mine, Wapp Mine, Canterbury Mine. Apart from mining, agriculture underpins the economic activity were commercial farms are more dominant whilst communal farming is a phenomenon in Shamva community Blenkinsop et al(2000).This is facilitated by the rich fertile soils found in area (Cheung et al, 2010). Shamva is a peri- urban settlement were residential areas are developing due to the rapid population increase which is contributing to population growth in Shamva. Recreation is also is a characteristic feature in Shamva were tourists visits game parks and many tourists' sites within the district (Cheung et al, 2010).

1.6.4 Climate of the area

The climate of the study area is tropical though moderated by altitude. The average annual temperature of Shamva is 27.2°C, while low temperature is 12.4°C; generally the average temperature is 19.8°C (Benabou and Trendafilova, 2011). The area has an average annual precipitation of 840mm. The climate is conducive due to favourable weather patterns which alternate from winter, spring and summer.

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1.6.5 General geology and the history of mining in Shamva Community

Shamva area consist of a greenstone belt which stretches across the Mazowe valley cutting across Shamva, Bindura, Mazowe and parts of Chiweshe. The composition of the geology basin is mostly dominated by the Achaean granite greenstone terrains which are composed of a gold belt which stretches across the Mazowe valley. Mashonaland Central province is known to be rich in alluvial gold found within the Mazowe basin. The gold belt stretches across the Mazowe valley making Shamva one of the oldest mining town in Zimbabwe. This gold belt was first discovered in 1885 (Blenkinsop et al, 2000). Shamva district is predominated by the rocks of the greenstone belt of the Zimbabwean arch aeon craton which is in the west of Chinamora batholiths (Oberthur et al, 2000). Gold mineralisation in the area is in the form of quartz (sulphide) reef which is controlled by reverse shear zones. The Great dyke of Zimbabwe is more deeply engrained with

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granite, gneisses. According to Blenkinsop et al (2000), the Shamva greenstone belt is characterised by meta- volcanic and meta-sediments rocks. In a nutshell, metamorphosed felsic volcanic associated with meta-sediments including prominent bands of sulphide faces, phyllites, meta-arsenates and quartz are more dominant within Shamva. Minerals like nickel, barites and limestone are also found hosted by the different rocks of the Shamva greenstone belt (Brereton and Forbes, 2004).

1.7 Organisation of the Dissertation

The dissertation is arranged as follows: chapter one introduces the dissertation by giving description of the research background to the study, problem statement, research objectives, research questions, justification of the study, and description of the study area and definition of operational terms. Chapter two deals with literature review on corporate social responsibility for sustainable development and related issues, chapter three describes the methodology and the methods used in the collection of data, ethical consideration and data analysis methods employed. Chapter four deals with data presentation, analysis of the results and the research findings. Chapter five covers strategic interventions. Lastly, chapter six focuses on conclusions and recommendations.

1.8 Definition of Operational Terms

Corporate Social Responsibility: implies the responsibilities enterprises assume in order to contribute to sustainable development (Babiak and Tirole, 2010).

Corporate Citizenship: The extent to which companies are socially responsible in meeting legal, ethical and economic responsibilities placed on them by shareholders. It is about the company's sense of responsibility towards the community and environment in which it operates (Baumgartner, 2009).

Corporate Governance: refers to the principles by which companies are operated, regulated, and controlled in relation to internal and external stakeholders (Benabou and Tirole, 2010).

Sustainable development: is the development that meets the needs of the present without compromising the ability of the future generation to meet their own needs (Centindamar and Erer, 2003).

Community share ownership schemes or Trusts: is defined in terms of section 14(b) of the statutory Instrument 21 of 2012 which holds shares in qualifying businesses on behalf of their respective communities benefit from the exploitation of natural resources within their area.

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Social Impact Assessment: is the systematic appraisal of impacts on the daily basis on the quality of life of the people and the community at large whose environment is affected by policies, plans, programmes or projects (Moon, 2008).

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CHAPTER TWO

LITERATURE REVIEW

This chapter focuses on the review of the literature that is relevant to CSR for sustainable development. The literature focuses on relevant issues on impact of CSR on SD of mining communities from stakeholder perspectives. The literature was reviewed in line with key concepts, theoretical basis of the study, legal framework of CSR in Zimbabwe, contributions of mining companies towards sustainable development, social and environmental effects of mining activities, corporate environmentalism and the relationship between sustainable development and corporate social responsibility.

2.1 Theoretical Basis for the Study

Corporate social responsibility is a significant issue on a global scale. Research has shown a range of issues on sustainable development and their related effects, vulnerabilities of the natural panorama and the irrevocable damage of the environment due to the mining activities around the world (Babiak and Trendafilova, 2011). The mining sector generates considerable risks related to environmental degradation and society's sustainability (Moon, 2007). Globalisation is an extensively used expression that denotes to an array of exterior activities (Veleva, 2010). The expression connotes to the inter connection between people, community and the environment that prevails within an integrated whole, without regard to territorial or geographical boundaries and often without the direct agency of the state (Veleva, 2010). The course of globalization should not progress without being managed as it is a fundamental step in the socio economic transformation the world that if allowed to perverse, it will prevent global sustainable development (Kumar, 2006).

Hammann and Kapelus (2004) expressed the notion that the impact of CSR on SD can be viewed in light of the dichotomy between the positive contributions that mining companies render to the economic growth of developing countries and the conflicts of interest derived from their presence in developing countries. The notion of sustainable development requires economic escalation that can relieve the suffering induced by great poverty of less developed countries based on standards, principles and policies that sustain and expand the environmental resource base (Hansen, 2002). Such development must ensure that the human race must meet their needs of the present without compromising the ability of future generations to meet their own needs and such development is consistence with the dynamics of social transformation (Budge, 2004).It is the view of Hamman and Kapelus (2003) that the idea of sustainable development implies some

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blurry limits not absolute limits but limitations imposed by the present state of technology and social organization on environmental awareness.

2.1.1 Globalisation and the need for CSR

Globalization implies the growing interconnectedness between societies in which people dwell such that events in one area have effects on peoples and societies which are located elsewhere. According to the European Commission Director General (2002), trade liberalization must be balanced in its agenda, process and outcomes, and it must reflect the concerns of the developing world. This view fosters the need for regional integration to drive the agenda of globalisation as Zimbabwe is not an island but the advancement of technology and social stratification of communities mining operations takes place can both be enhanced as a leeway for economic growth and social transformation.

Ali *et al*, (2003) is of the view that sustainable development is in varied form, the hard and soft version. The hard version enforce bonafide limitations on the nature and extent of development in the context of sustainability. The soft version views sustainable development as a set of broad strategy. The increasing difference in wealth between the industrialized countries of the North and the economic needs of the developing countries of the South is the most significant externalities attributed to globalisation as market integration becomes a reality, economic interdependence increases, bringing about reliance on developing countries for resources used in or for production (Ali, 2003).

In the context of CSR within Zimbabwe, a glocalisation approach was employed in that it focuses on globalisation rooted in a local sense. Belu (2009) measured the health and welfare index for the American States by the use of individual variables as the number of physicians, dentists, nurses per 100 000 population. He then constructed a healthy and welfare index and more so he constructed the overall quality of Life index for the people. This approach is essential in that one can develop topical indexes which can be differentiated based on input variables of Dodge Mine and Shamva Gold Mine respectively (Brown and Whysall, 2010).

Socio economic despair of extreme magnitude and impoverishment of epic proportion of a vast segment of the international community has turn out to be a pressing global challenge and as a result directors, CSR practitioners and sustainability officers should scrutinize their companies' roles in the global economy, focussing at what negative contributions they make to these disparities within their respective mining communities and nations at large and what steps they

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can take to remedy the situation (Cerin and Scholtens, 2011). The notion of globalization raises the question of what initiatives should be undertaken to create a global economy in which sustainable development is an actuality rather than an unattainable ideal (Moon, 2007). Globalization renders state guidelines of corporate action problematic therefore if sustainable development is to be achieved the corporations themselves must adopt CSR initiatives (Moon, 2007). These initiatives may not promote a corporation's bottom line in the short term; however, in the long term, the public and the corporation will benefit from CSR because it plays a direct role in ensuring sustainable development.

International commitment to the environmental protection element of sustainable development has worn due to the challenges imposed by the emerging of globalization and that sustainable development has not transformed into a practical way of life by many countries, it is observed in principle though in practice it is seldom practised (Kates et al, 2005). If sustainable development is to flourish as a means of providing a healthy environment for future generations, it must have real content and meaning (Veleva, 2010).This can be ascertained by incorporation of the notion of CSR as a value system by the corporate (Veleva, 2010). While sustainable development has been earnestly adopted by much of the world as the measure for judging environmental and development strategy, there are no institutional structures in place to execute the limitations and obligations vital to achieving real changes (Veleva, 2010).

Despite the extensive use of sustainability concepts to drive the regulatory obligations that the mines face in terms of the ecological degradation of the biosphere, stewardship of the biosphere is conceived in terms of what is defined as weak sustainability, (Utting, 1994). Basic demographic demands are lodged by aggregations of people around the mines because of high levels of unemployment and poverty. The institutions that are mandated to control industry are themselves informed by economic ideologies which can be described as neo-liberal politics and neo-classical economics (Veleva, 2010). These ideological and economic paradigms have been in existence as long as there have been mines in Zimbabwe. Sustainability through sustainable development is not persistent in large scale mining, nor is it embedded in organisational thinking. It is a concept which conflicts with business-as-usual, that has to be monitored and regulated for even the minimum obligations to be performed. Hence a value system of corporate citizenship is lacking within the mining sector in Shamva therefore there is need for corporate enlightment (Chatterji et al, 2009).

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2.1.2 The role of corporations on globalisations and sustainable development

The theoretical foundation of the study is based on a systems approach to sustainable development on a global perspective. Key information pertaining to sustainability, sustainable development, how it is regulated and theories about transitions and complex adaptive systems is perceived on a global perspective (Moon, 2007). Insights on economic models and globalisation which currently support the mining industry's approach to CSR is explored. The regulatory structures which pertain to the environmental management systems and the mining company's corporate citizenship is examined. The thematic areas are: that the mining sector would be *beyond* mining, second, that there would be a low profit margin because non-monetary components would be valued, and third, that dimensions other than economic and technological would be given weight in evaluating service to society and conservation of the environment (Moon, 2007).

There have been vast programmes on sustainable development within the mining sector in Zimbabwe, including those which are discussed in this study. Generally such programmes have not persisted much beyond the initial impetus, of the many reasons which might be adduced for non-persistence, one is immediately apparent in any sustainability efforts in the mining sector; it is their *economic* sustainability which is the key consideration (Moon, 2007). Dimensions other than economic are not given the same distinction, either in planning, execution or reporting, as is to be expected in the sector as it currently operates.

This observation points to the core of the critical analysis between the two competing approaches to sustainable development discussed in this study. There is, on the one hand, the dominant neoclassical economic model predicated on continuous growth and maximisation of shareholder return, in which sustainability projects are an add-on and are policed by the regulator (Dowling, 2006). On the other hand, there is an economic model which favours the maintenance of a balance between technological development and profitability of organisations, and environmental preservation, (Crane et al., 2010). In this second view organisations such as trans-national corporations, are politically economic actors (Denis and McConnell, 2003). This is not a view the mines have taken up at all in Zimbabwe.

To contextualise economic sustainability, it is known that mines are mostly owned by multi-national corporations (Belu, 2009). Policies and practice dealing with local socio-economic considerations for the multi-nationals are driven by business principles that reflect the praxis of economic globalisation (Moon, 2007). Shamva Gold Mine is operated by a Multi-National

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Company called Metallon Gold Corporation and also Dodge Mine is run by Mabwe Minerals an American owned company though there is still dispute pending in the Supreme Court of Zimbabwe over ownership between Base Minerals Zimbabwe and Mabwe Minerals Pvt (Ltd).

Nation-states are no longer independent hegemonic systems; instead there are now coalitions between countries and social movements (Gjølberg, 2009). Environmental and sustainability movements arise from such civil society or social movements and they could represent an "energy-source which makes change possible" (Hansen, 2002). It is through civil society initiatives that questions are being raised of industry, of government and of individuals about humanity's focus on the kind of materialism which benefits some sectors of humanity to the detriment of other interrelated systems in some dimensions.

2.1.3 CSR requires change in a corporation strategy

CSR is dynamic in nature, it should transform with the passage of time. This reflects the view that polices transform with the changes hence an objective analysis of the policies in place should be conducted to check if the policies are still consistent with time (John, 2005). The discussion which depicts concepts of sustainability from a perspective, in which human activity, as it occurs and affects the biosphere, is a central consideration. This argument is based on the use of the seven dimensions as defined by Crane *et al* (2010), with which to articulate a broader concept of sustainability. Such dimensions allow room for transformation and need for a reflective insight on CSR policies which impacts on sustainable development.

Sustainability, and its operationalisation as sustainable development, is a contested concept (Murphy and Bendell, 2002). Although there are numerous definitions of sustainable development, (Maaga, 2001) has categorised them into three ideological orientations: firstly as business-as usual, based on neoclassical economics; secondly as social and ecological modernisation or reformist neoclassical economics; and thirdly, radical interpretation of sustainable development looking at alternative political economic models.

An illustrated representation of three widely used models of sustainable development is presented. Each of these models reflects contemporary thinking about the significance of economics. In the business-as-usual model, the economy stands always at the heart of society, and independent of the environment, according to neoclassical thinking about economics. The Three-Ring model (Dowling, 2006) considers society, the environment and the economy as principally independent entities, with overlapping intersections, in which activities with a mutual impact on each other happen. Each section of the model or each entity is given the same

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significance thus the economy, society, the environment in which society exercises its economic interventions (Baumgartner and Ebner, 2010).

There is increasing criticism of the current form of the economy with its focus on the global market and continuous growth leading to homogenisation and uniformity dominating economic and political discourse (Helleiner and Thistle Thwaite, 2009). In response to the identified shortcomings of the ideological orientation reflected in neoclassical and adjusted neoclassical paradigms, the *Nested* model places the economy and society within the environment (Ihlen, 2011). But, resources arising from the exploitation of the environment continue to be distributed by the market. Sustainability indicators attempt to measure the extent to which the boundaries between the environment, the economy and society are valued (Ioannou and Serafeim, 2010).

Another example of a radical interpretation of sustainable development, advocating major shifts in paradigm, ideology and institutional frameworks is represented by the fuzzy boundaries model, this model shows a merging of society and economy and an opening up to the environment, which highlights the system interdependencies (Kassinis and Vafeas, 2006). Such philosophy is a result of theories moving toward a pluralistic and democratic perspective of sustainable development, based on a system of interactions between human actors, their well-being and the environment that is posited as ultimate in this study (Li and Zhang, 2010). Sustainability and sustainable development is conceptualised as a fuzzy boundaries system in which society, the economy and the environment respond and adapt (Denis and McConnell, 2003).

The limited number of opportunities on a mining operation is a source of social disgruntlement to the society, moreover, people in the communities adjacent to the mines most often have low levels of education as the current practice in the mines is one of active deskilling and engagement in unfulfilling work to ensure low levels of pay (Matten and Crane, 2005). In terms of a sustainability agenda beyond mining, current practice does not ensure or promote it, despite regulations. By law, mining companies are obliged to submit social and labour plans which outline alternate opportunities for affected communities (Mineral and Petroleum Resources Development Act, 28 of 2002 and the Mineral and Petroleum Resources Development Amendment Act, 49 of 2008). This South African approach is essential in that it support community development and emancipation of the marginalised communities by equal opportunities to community members.

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2.1.4 Sustainability in mining.

It is the perception of Moon (2007) that a global consciousness is the basis of thoughts on sustainability and that prompted this research for further understandings by virtue of its inclusivity, sustainability is Trans disciplinary and systemic. This will assist in evaluating the impact of corporate social responsibility on sustainable development of mining communities. Sustainability can be described as a complex adaptive system in which the needs of the present do not compromise the ability of future generations to meet their own needs. Extinction of future and present biodiversity might result from the excessive exploitation of resources in the biosphere, at many levels and in many dimensions. Although three dimensions social, economic and environmental are said to contribute to triple bottom line accounting, the monetary metric is the one by which sustainability is ultimately measured in mining. Other considerations are largely ignored. To implement sustainability therefore, seemed to require a different approach based on different understandings of the system

For the ideological facet to evolve toward sustainability, a discourse between government and industry is indispensable (Veleva, 2010). In the institutional dimension which encompasses the mining companies, stakeholders including the municipality in this context the rural district council, Environmental Management Agency, line ministries linked with mining and community development key result areas should include actions which facilitate the emergence of a new industrial sector. In the social dimension, the actor roles of individuals and institutions need to maintain their own welfare. The demographic dimension of the network is focussed on communities in the vicinity of the mining operation, in the zones of influence (Moon, 2007).

Sustainability beyond mining is understood in a broad paradigm in which ideological, institutional, social, demographic and informational considerations in addition to economic and technological dimensions, are taken into account in the implementation of sustainable development (Veleva, 2010). The implementation of sustainable development is put in place outside the responsibility of the mining industry to provide smoother transitions from mining to post mining local economies, creating upstream activities that will sustain communities after the depletion of primary resources (Moon, 2007).

Multinational Corporations (MNC) are principal drivers of the drift of globalization and hence they can be held accountable for the accomplishment or failure of sustainable development as it relates to continued economic growth without harm to the environment and exploitation of the human workforce through insufficient labour standards (Veleva 2010). Metallon Corporation Limited is

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one of the leading gold producers in Zimbabwe as it runs mines like Shamva Gold Mine, Acturus Mine, How Mine, Redwing Mine and Mazowe Mine in Zimbabwe.

CSR is an initiative that has been seen as a probable solution for the harms of globalization that hamper the realization of sustainable development that is, inequities in wealth, environmental degradation, and unfair labour practices that are endemic of globalization. This dissertation outlines the impact of corporate social responsibility on sustainable development and describes the role of mining companies with regard to these concepts. It also summarizes previous methods that have proved insufficient in ensuring that sustainable development becomes a reality, including national approaches, international agreements, and private initiatives around the globe (Moon, 2007).

The focus considers corporate social responsibility as a prospective solution which leads to the achievement of sustainable development. In doing so, the study examines the implications of adopting a corporate social responsibility regime for mining enterprises. The European Union's (EU) initiative in creating corporate social responsibility guidelines can be used as a detailed case study for scrutinizing the potential of corporate social responsibility as a viable solution (European Commission Director General, 2002). After analysing the concept of corporate social responsibility and the need for sustainable development in light of social transformation of communities in which the mining companies are operating.

For sustainable development to move toward achieving sustainability in mining would require the corporate to be considerate and taking action on the fact that systems in the biospheres are inter-reliant (Ngwakwe, 2012). One such system is that of human activity and well-being in its response and adaptation to processes of stimulus-response stimuli; with this system are connected all the systems which destroy and or conserve the environment, to summarise all the systems which Matten and Crane has characterised in his seven dimensions (Matten and Crane, 2005). The differing time scales in which these systems connect and change each other in the multifaceted ways they do, adds a degree of complexity to thinking about the systems. Naturally, this makes new thinking about sustainability within mining industry which is complicated to construe.

The roots of the modern concept of sustainable development can be found in the Industrial Revolution of the 18th and 19th Centuries in Europe in the transition processes that moved an agrarian economy to an industrial one. Industrialisation, primarily because of changes in technology, had a major impact on society shifting from a steady-state subsistence economy to

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one of sustained economic and demographic growth. This led to the emergence of the modern market economy. Initially there was little regard for sustainability. Later changing ideas led to an adaptation of the neoclassical paradigm to take the environmental and social dimensions into account (Noor and Syumanda, 2006). But, the mining industry globally focussed on primary beneficiation and has continued to reflect the dominant neoclassical economic paradigm, including a reaction to sustainability characterised as weak sustainability (Palosa and Papania, 2008).

Sustainable development may be described from a complex adaptive systems viewpoint (Rodriguez et al, 2009). When it is, the achievement of sustainability may then be viewed as a series of transitions inspired by the desire for a more sufficiency and sustainability orientated world (Noor and Syumanda, 2006). Such a purpose, Cerin and Scholters (2011) argues, requires that an incorporated approach be followed. A sustainable world would mean seeing it as a diverse complex adaptive system that enables people to embrace with insight the demographic, technological, economic, social, institutional, ideological and informational dimensions (Noor and Syumanda, 2006). Five dimensions were identified by Speth as significant to achieve a sustainable society; this number of dimensions was augmented by Matten and Crane (2005) to seven with the addition of ideological and informational components. A tabulated précis of Matten and Crane (2005) seven transitional stages is presented (Cerin and Scholters, 2011).

Sustainable development was described as a complex adaptive system in seven dimensions represents a nuanced and holistic definition (Scholtens *et al*, 2011). Social, economic and environmental dimensions together with other considerations such as political, military and diplomatic actors can be considered (Brown and Whysall, 2010). The seven dimensions, when they form the landscape in which any sustainable development takes place, reflect a more comprehensive view of the biosphere (Matten and Crane, 2005). Understanding the landscape in this way simplifies the identification of components to be evaluated in decision-making processes, which are not simply economic (Scholtens and Zhou, 2008). These components are relevant at local, national and global levels and can be said to belong to the seven dimensions in which Matten and Crane (2005) suggests transitions must be made to a more sustainable way.

2.1.5 Integrating environment into corporate performance evaluation

Firstly, demographic transition to population stability; levelling off of population growth discouraging environmental degradation, technological transition to production and consumption with low environmental impact, economic transition to practices that encourage growth in quality not quantity and living on nature's income, not its capital (Sheu and Lo, 2005) is a major priority.

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Where prices reflect environmental costs, social transition to equitable access and use of resources, lessening extreme poverty through CSR activities is a core driving factor for integrating environment into corporate performance evaluation (Chang and Kuo,2008) and this calls for businesses, and peoples stronger global institutions to deal with urgent global problems. Ideological transition to attitudes that favour unity in diversity allowing for co-operation and non-violent competition among different cultures and nation states and sustainable co-existence with organisms with which humans share the biosphere, Informational transition to a better informed public aware of the complex and multiple challenges of the future is an essential tool for sustainable growth of communities (Vifell and Soneryd, 2012).

Companies must comply with international norms and standards as enshrined in International Standardisation Organisation through the concept of Global Reporting which provides mining companies with a methodology thus sustainability reporting guidelines, in order for them to report on CSR initiatives in a uniform and targeted way to enhance transparency and accountability, and to provide an instrument for companies to communicate their CSR efforts (Weber, 2005, Welford *et al*, 2008). The framework helps benchmark organizational performance with respect to laws, norms, codes, performance standards and voluntary initiatives that demonstrate commitment to sustainable development; and compare organizational performance over time. Companies should comply in a bid to assess their performance (Noor and Syumanda, 2006). Such a framework leads to engagement by all the key players and hence addressing the need for sustainable development. This concept can be viewed on a local perspective as glocalisation thus globalisation rooted in a local sense.

The United Nations Global Compact promotes corporate to implement sustainable and socially responsible policies associated to ten principles concerning human rights, labour, environment and corruption. The objectives of the Global Compact are to mainstream the principles into business activities, and to catalyse action in support of broader UN goals, including the Millennium Development Goals. This view is in line with Sheu and Lo (2005). International Council on Mining and Metals members are required to practice their commitment to environmental, economic and social responsibility, based on a Sustainable Development Framework, which includes a set of 10 principles supported by public reporting and independent monitoring. International Council on Mining and Metals has also produced a Community Development Toolkit that is a best practice guide for CSR, Sustainable Development Framework this view is in line with the International Council on Mining and Metals (2008).

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Rodriguez *et al* (2009) echoes the same sentiments with the World Bank's International Financial Corporation which applies its Performance Standards on Social and Environmental Sustainability to all investment projects it finances. Such a move enhance companies the potential growth of the company's corporate environmentalism and social responsibility on its community. The standards were developed from World Bank environmental and social policies (Sheu and Lo, 2005).

The standards aim at minimising investment's impact on the environment and affected communities, while enhancing development outcomes. The key main performance standards for attainment of include social and environmental evaluation systems, sustainable resource management, working conditions, and health and safety regulations. The International Organization for Standard's (ISO'S) specifies standards for social responsibility (Weber, 2005). The guidance is broad in that it can be applied to any sector but is a framework for CSR in mining. Like other ISO standards, the guideline does not replace technical requirements embodied in statutes or regulations, and does not set prescribed standards of performance (Sheu and Lo, 2005).

2.1.6 The role of CSR in the mining sector

Zimbabwe faces a number of unique challenges on Corporate Social Responsibility in the mining sector. Since independence in 1980 Zimbabwe witnessed great committed support for social development from the local mining companies as the nation had required that companies embrace broader developmental objectives by means of social investment initiatives. The level of adherence to the government call for corporate social responsibility towards sustainable development was high up until 2004 when the indigenisation policy was introduced. The Indigenisation policy shuns away investors due to the 51 percent local ownership of companies (Harvey and Brereton, 2005).

A prominent example of corporate citizenship is the engagement of Anglo American's Fund, of the Lonrho Company which operated majority of gold mines in Zimbabwe before Metallon Gold Zimbabwe came into being, among them is How Mine, Acturus Mine, Shamva Mine and Mazowe Mine. The fund was meant to assist social development of communities and initiatives like educational bursaries. The social development challenges faced by Zimbabwe include rife unemployment, lack of infrastructure, lack of social amenities and HIV/AIDS (Brown and Whysall, 2010).

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In South Africa efforts at maximising economic development impacts of corporate activity were put in place in order to fight unemployment. A thorough scrutiny of whether the concept of Corporate Social Responsibility can be legislated or implemented as voluntary commitment has been investigated through various literature .In 1980s, "socio-economic and social-legal developments shifted considerable social power to the private economy in general and more specifically to large corporations (Cerin and Scholters, 2011) .Current research have also revealed that, in addition to economic surveys, the environmental and social impact from international mining operations should be integrated more closely into corporate strategic decision making (Scholtens et al, 2011, Sheu and Lo, 2005) Ngwakwe (2012) attributes the relevance of business in society, especially its legitimacy, obligations, and responsibility in relation to sustainable development.

Socially responsible investment (SRI) is greatly practised in the USA, Europe and Asia (Peloza and Papania, 2008). This has greatly impacted on the lives of many citizens through benefiting the local citizens in various forms which includes contributing towards reducing unemployment, improving health care, improving infrastructure and other contributions. Welford *et al*, (2008) identified four general types of Corporate Social Responsibility as a business case, which is a motivating factor for firms to engage in CSR in a bid to reduce costs and risks in their operations, to realise a competitive advantage, to improve their reputation in communities and legitimacy, and to integrate stakeholder interests to create value on multiple fronts (Weber, 2005).

Surveys on company efforts to integrate the CSR concept into their organizational practices have revealed that lack of understanding of the rising demands of stakeholders, ethical values and commitment backed by the top management, among other things, often lead to a failure of Corporate Social Responsibility, (Li, 2011.) The mining sector plays a pivotal role in global sustainable development.

As a mode of implementing human rights, labour, and environmental standards, CSR has long been discussed as a possible remedy to the inequalities created and exacerbated by globalization (Moon, 2007). It considers that a corporation is not just a self-centred profit-making entity, but that the company and its actions are also integral to the economy, society, and environment in which they occur (Li, 2011, Directors and officers are becoming ever more aware that CSR may provide human rights, labour, and environmental protections to the communities in which they live and to the people they employ. The business case for such social responsibility among corporations is

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becoming clearer as globalization progresses. It includes, "Managing risks "Protecting and enhancing reputation and brand equity (Moon, 2007).

The concept of corporate social responsibility is intertwined with sustainable development. Quite a number of mining companies have crafted sustainable development policy in line with environmental management systems which guides how they operate. Corporate Social Responsibility is defined as a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with stakeholders on a voluntary basis as they are increasingly aware that responsible business behaviour and ethics lead to sustainable business success, Hamman (2003), May et al. (2007) provide detailed evidence in the interrelationship between CSR and sustainable business. According to them both concepts highlight the notion of balancing interests-economic versus social and environmental interests and the current versus future generation's interests. Li and Zhang (2010) argue that sustainability or sustainable business is a broader concept compared to CSR.

2.2 Legal Framework of Corporate Social Responsibility in Zimbabwe

Zimbabwe does not have a clear legislative framework on Corporate Social Responsibility hence many companies invest in their community based on the Community Share Ownership Trust, a regulation imposed by the Ministry of Youth, Indigenisation and Economic Empowerment. This regulation in principle stipulates that a mining company should pay 10% of its profits to the Share Community Trust in order to promote community development programmes. In practice mining companies are at the moment paying any amount they deem fit until such time when the matter has been resolved in terms of determination of the percentage. Just as there is no universally accepted definition for CSR, there is also no single commonly accepted blueprint for a government CSR policy framework (Geels, 2004).

Zimbabwe does not have specific legislation that addresses CSR but elements of CSR language are incorporated into legislation. Despite public participation and consultation several communities still feel threatened by mining companies that are in a stronger bargaining position. It is said that in some communities only certain persons benefit from mining but that others are still struggling to survive. Activists acting on behalf of communities claim that communities are not properly compensated for the use of their land and that the health of their members is impaired by mining. Advocates of legislative intervention highlight the failure of the present voluntary systems as one of the main reasons for the state to play a more important role in the facilitation of CSR

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2.2.1 The mandate of government on CSR

CSR when used as a vehicle for contributing to sustainable development requires government to play a key role in not only promoting the economic, social and environmental conditions that favours CSR towards sustainable development, but it has a mandate of providing regulatory frameworks for companies to operate effectively. The Regional Centre for Social Responsibility plays a fundamental role in increasing the impact of CSR within Zimbabwe. It advocates for a multi- sector approach in dealing with CSR issues guided by the Millennium Development Goals, and International Standards Organisation on Social Responsibility (Scholtens and Zhou, 2008).

In Zimbabwe CSR has been operationalized in the form of Community Schemes or Trusts. This is in line with the Indigenisation and Economic Empowerment Act (Chapter 14:33). The indigenisation and Economic Empowerment agenda endeavours to widen the economic base through the involvement of the bulk of native Zimbabweans in the main stream economy. The government of Zimbabwe in seeking to achieve this goal has among other strategies prescribed for direct equity participation by the communities within which the mining companies are exploiting natural resources on a commercial basis, through Community Share Ownership Schemes or Trusts.

According to the Indigenisation and Economic Empowerment Act, (Section 14(b) of the Statutory Instrument 21 of 2012), the establishment of Community Share Ownership Trusts shall hold shares in qualifying businesses on behalf of their respective communities as a benefit from the exploitation of natural resources within their areas. This government initiative is meant to transform the lives of the people socially and economically within their communities through the implementation of development programmes. This can be construed as CSR implemented through legislation, not voluntary commitment by the private sector, thus the mining companies exploiting the natural resources, Indigenisation and Economic Empowerment Act (2012).

The state, the corporate sector and the community should be partners to steer development that promotes sustainable development within the mining communities (Moon, 2007). The interface between the state, corporate sector, the environment and the citizens is yet to be accurately determined in as far as Community Share Ownership Trust are concerned which are viewed as a model for effective CSR (Maaga, 2001). Tracking and measuring of impact of CSR on sustainable development is crucial in this study. Mining companies have laid out regulations in their company policy documents as well as their Environmental Management Systems, but whether these intentions have been implemented is rarely scrutinised (Kates et al, 2005).

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Lack of corporate citizenship has been a trend in Zimbabwe in various communities. Most mining companies have shown insensitivity to societal needs and has resulted in environmental concerns. Tangible skills with reference to policy programme on environmental management and protection has posed serious doubts over the capacity of such schemes in contributing towards sustainable development in general and human welfare in particular (Utting, 2008).

The Community Schemes or Trusts is a statute in terms of the Indigenisation and Economic Empowerment Act, (2012). The indigenisation and Economic Empowerment agenda seeks to broaden the economic base by involving the majority of indigenous Zimbabweans in the main stream economy. In seeking to achieve this agenda the government of Zimbabwe has among other strategies prescribed for direct equity participation by the communities within which businesses are exploiting natural resources on a commercial basis, through Community Share Ownership Schemes or Trusts. Section 14(b) of the Statutory Instrument 21 of (2012) provides for the establishment of Community Share Ownership Trusts which shall hold shares in qualifying businesses on behalf of their respective communities as a benefit from the exploitation of natural resources within their areas.

The initiative is meant to transform the lives of the people socially and economically within their communities through the implementation of development programmes (Moon, 2007). This can be construed as CSR implemented through legislation not voluntary commitment by the private sector (Maaga, 2001) thus the mining companies exploiting the natural resources. Veleva (2010) is of the view that despite statutory prescriptions, companies should be involved directly on the CSR programmes; hence a committee ought to be responsible for manning the activities. The Indigenisation and Empowerment statute lacks value in that it does not link the company contribution towards community development neither is the community involved in implementation of their programmes (Ngwakwe, 2012).

Most mining companies comply with the Ministry of Youth, Indigenisation and Economic Empowerment initiative as a tool for transformation of the socio-economic circumstances of all communities concerned through implementation of development programmes and thus many assimilate the community share ownership trust as Corporate Social Responsibility though in principle it is not. Several companies conduct some promotions as part of advertising their products and view those promotions as corporate citizenship. Several mining companies like Anglo Gold Ashanti offer scholarships, construct schools, hospitals and various social

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interventions as part of reaching out to the communities in which they operate. Mbada Diamonds also engages in home based care support assisting organisations dealing with people living with AIDS.

Environmental Management Agency is empowered by the Environmental Management Act Chapter 20:27 that deals with a number of aspects addressing matters on environmental sustainability. Section 57 of the act deals with water pollution prohibition, the section notes that any person who discharges or applies poison or toxic, noxious or obstructing matter, radioactive waste or other pollutants or discharges such matter into aquatic environment in contravention of water pollution control standards shall be liable to an offence. Various sections prohibit discharge of hazardous substances, chemicals into the environment. There is discord amongst many mining companies in Zimbabwe in that their environmental management system CSR activities are not addressed.

2.2.2 Social and Environmental effects of mining

Shamva is a rural based community located 90 kilometres from Harare. It is a mining peri-urban settlement with vast families depending on gold panning for livelihood. Mining is perceived by many as the major employer as it is the main economic activity in Shamva. Major companies engaging in mining are Shamva Gold Mine operated by Metallon Gold Zimbabwe and Dodge Mine which mines limestone and barites and other small mines mining gold.

These mining companies extent of social responsiveness to their communities is questionable. A sound relationship between the companies and host communities seems to be lacking (Noor and Syumanda, 2006). Key among these is the lack of infrastructural development, road networks, poverty, unemployment and the irreparable damage to the environment caused by the mining methods of gold at Shamva Mine where the cyanide has detrimental effects on aquatic life. This is a leading environmental and health problem as people are consuming fish which are intoxicated with cyanide and other harmful chemicals from the mines which drains in the streams and rivers nearby as reported to Environmental Management Agency of Zimbabwe located in Bindura by the management of Douglyn Farm in Shamva. The District Health and Environmental Officer echoes the same sentiments about the effects of spillage of cyanide into the rivers which has effect on human health.

The major environmental and socioeconomic problems caused by gold mining in Zimbabwe at large include deforestation; acid mine drainage; noise, dust, air and water pollution from arsenic,

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cyanide and mercury; social disorganization; a loss of livelihoods and mass displacement (Vifell and Soneryd, 2012). According to Li and Zhang (2010) managing business in a sustainable way requires taking into cognisance community values and needs. He postulated the Triple Bottom Line concept, illustrating a model of what sustainable practices should be in the corporate social responsibility policy framework of every business institution. Li and Zhang (2010) postulate the view that for businesses to be sustainable, they should consider the triple bottom line of economic profit, environmental quality and social justice. However, this can be drafted by companies as laid out policies though in practice many companies are not implementing such policies. Majority of companies are focused on ensuring profit maximisation without considering environmental sustainability and corporate citizenship in countries they are operating (Kassinis and Vafeas, 2006). The concept of corporate citizenship and sustainable development creates a fundamental link between corporate objectives and sustainable development policy within the mining sector (Ihen, 2011). It has emphasised that the concept of sustainable development within the mining sector needs to be integrated with the three pillars of sustainability environment, economic, and social into development policymaking (Centindamar and Erer, 2003).

Globally mining plays a significant role in the economy transformation of many nationalities. Mining in Zimbabwe has contributed to the gross domestic product of the country. Globally the mining sector plays a fundamental role in the socio-economic development of many nationalities and is perceived to be the major contributor to the GDP of the nation and per capita income of many African states like Ghana, Zimbabwe, DRC and South Africa. Mining industries significantly influence societies in which they operate (Yakovleva, 2005). Metals and minerals mining industries contribute to regional and national economies in terms of providing budget and export revenues, employment and infrastructure development.

However, despite the significance of mining on a global perspective, mining poses devastating impact on the community and the environment at large (Moon, 2007). Mostly mining activities leads to disruption of the social cohesion, social unrest and immorality like prostitution, intense inequality against women who are primarily affected by a predominantly male activity (Maaga, 2001). Various mining communities in Zimbabwe have observed that mining companies creates rapture in social network which predominantly affects the communities surrounding the mines (Vifell and Soneryd, 2012). Mining communities in Zimbabwe are mostly affected by many health problems such as respiratory diseases, respiratory tract infections which medical expects relate the problems to mining activities and that is attributed to air pollution, arsenic poisoning (Moon, 2007). More so, mining is associated with diseases like malaria, diarrhoea, upper respiratory tract

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infections, skin disease, acute conjunctivitis and accidents is noted to be high at Shamva Gold Mine, another mining community in Ghana (Scholtens et al., 2011).

Mining is a key driver for economic growth in most countries (Moon, 2007), however mining can be a factor of social unrest (Moon, 2007) in that it affects social relationships, impacts on health of community members, leads to social disintegration and radicalism in that it impacts on social patterns of the community. Irrespective of the social implications of mining on societies and community livelihoods, literature point out the view that efforts at minimising the detrimental effects of mining activities tend to lay focus on environmental impacts and such a misguided perception of dealing with environmental impacts in isolation to social effects will be tantamount to reduce the social impacts (Matten and Crane, 2005).

Such an approach may assist in dealing with aspects of the problem due to the coexistence of environmental and social impacts which are interconnected facets of sustainable development of mining communities (Crane et al, 2010). Focus is driven on environmental impact assessment than social impact assessment in most situations. Communities concerns ought to be integrated in the design and implementation of impact management strategies and measures and also a mechanism which embraces community involvement (Helleiner and Thistle Thwaite, 2009).

The HIV or AIDS epidemic is prevalent in vast communities surrounded by mines (Utting, 1994). This phenomenon is a tragedy to many communities nationwide as a result of mining activities despite the community exposure to behavioural change programmes by various NGO doing HIV and AIDS prevention work in Zimbabwe (Kassinis and Vafeas, 2006). Survey conducted in Mpumalanga province in South Africa reveals that the prevalence rate of the HIV is high within the mining community is high. This can be construed by the behavioural practices of community members staying within mining communities.

Mining is an activity which ought to be carefully planned bearing in mind the probable environmental impacts which may arise, such requires the company to identify potential risks, evaluate strategies for prevention and reactionary measures and employ mitigating measures when such predicaments pose a threat to the environment, mining is perceived as a short economic benefit which have long term effects (Ihlen, 2011). The study explored a number of mining activities which posed adverse effects on the natural environment as well as community livelihoods. Mining processes are wide, this study will explore more on the treatment stage which poses serious environmental harm (Denis and Connell, 2003). To begin with, the effects of acid mine drainage will be explored.

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Acid rock drainage (ARD) is amongst the detrimental effects of mining on the environment and this challenge is a predicament to the world at large (Davis et al., 2000). This is a major threat to water quality in that it poses a severe risk on aquatic environments. This environmental threat happens when ever rocks are exposed to water and air in subterranean and superficial mines. This ordeal happens when metal sulphide minerals is oxidized, which culminates into the formulation of sulphuric acid due to weathering processes the rock is exposed to. The generation of acid and subsequent release of contaminants is based on a number of factors which may be classified under primary, secondary and tertiary. Primary factors implies acid production like oxidation reactions, secondary are the controlling factors which may neutralise acid or act as reactant substance (Sheu and Lo, 2005).

Such illustrates the effects of acid mine drainage on underground water which may affect boreholes, streams and rivers which ultimately affects water quality which might pose a serious health risk to consumers of the water which contains unspecified amounts of industrial waste. Mining was declared as sustainable in the World Summit on sustainable development (Ngwakwe, 2012), is a critic of this view on the basis that mining does not at all times contribute to sustainable development. This view is in the context of an economic perspective in that it does not only exploit non-renewable resources but also destroys the natural resource which culminates into destruction of societies and the natural habitat.

Geological mapping, geophysical work, hydro-geological tasks, deforestation, erosion, contamination of air quality, water quality and land by chemicals like cyanides, alkaline and acids compounds affect grossly the environment leading to environmental health problems to community livelihoods (Weber, 2005). The effects of acid mine drainage is crucial in that they affect biodervisity, water quality and sanitation, the chemicals used during the processing of ores needs to be controlled to avoid the irreparable damage the chemicals have on the environment hence geo pollution management is crucial in achievement sustainable development of mining communities.

2.3 Mining Contributions towards CSR for Sustainable Development

A critical evaluation of the management practices should postulate the view that Shamva Mine and Dodge mine are aware of the latent impacts of their mining operations on the community *and* how they are managing or intend to manage the impacts of their activities on the environment. The study seeks to assess if the focus of the mining companies have been drawn on real or imagined impacts of their operations on the community livelihoods. If the companies have been

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impacting negatively on the environment, what have been their reactions on environmental management and also addressing community challenges, such a question is of paramount importance in that the enquiry highlights the general notion which addresses mining as sustainable in the World Summit on Sustainable Development (Li and Zhang, 2010). Critically analysing this view one may note the view that mining poses vast impact on community livelihoods and the environment. Mining policies on corporate environmentalism should be reflected on how to carry out their activities and ensuring environmental conservation and social justice is a fundamental core issue of their business (Dowling, 2006).

The business community often raise vital business case opinion emphasising medium to long-term benefits of social and environmental responsibility (Denis and McConnell, 2003). How this time frame competes with short-term benefits and imperatives, and its correlation with the ongoing muddle of mergers and acquisitions, should be an important area of survey (Crane et al 2010). In principle CSR is all about how social, environmental and ethical values are incorporated in the core business of a company rather than 'add-on' philanthropy (Baumgartner and Ebner, 2010). Emphasis for corporate citizenship is on creation of shared value, thus value for business, value for the community and value for the environment (Gjølberg, 2009). Critically examining the sustainability matrix applied by Morley Fund Management for its Social Responsible fund, the idea of business sustainability measures the position of a company on a scale between 'providing a sustainability solution to major environmental or social issues 'and 'a business fundamentally incompatible with sustainable development' (Moon, 2007).

The core issues a company has to address should be derived from the sustainable development goals and also the national development goals. What underpins the drive of sustainable development is a CSR framework which embodies the organisational governance, human rights, labour practices, the environment, community involvement and development (Li and Zhang 2010). This is in line with the Millennium Development Goals which have been super ceded by the sustainable development goals. The sustainable development goals focus on key drivers of any CSR framework which are ending poverty, hunger, education, child health, HIV and AIDS, environmental sustainability amongst others which form a blue print for sustainable development (Moon, 2007).

Once these measures have been implemented one may be in a position to measure the community happiness index as a social aspect and the ecological happiness index. Community engagement and contributing towards community development is not only a lucrative deal for

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companies to do but it also makes good business sense. In principle companies are obliged to secure broad community support and acceptance in order to protect their social licence to operate (Rodriguez et al, 2009). The Australian Minerals Industry Framework for Sustainable Development believes that unless a company earns that licence and maintains it on the basis of good performance on the ground and community trust, there will undoubtedly be negative implications. Communities may seek to block project developments employees may choose to work for a company that is better at fostering corporate citizenship and projects may be subject to ongoing legal challenge, even after regulatory permits have been obtained, potentially halting project development' (Chang and Kuo, 2008).

2.4 Corporate Engagement

Companies that are perceived as closed and non-responsive will be much less likely to have the trust and support of a community than those which share information openly, listen and respond to people's concerns, and show that they care about the community and are committed to its development. By listening and engaging, companies will also be better placed to identify emerging community issues at an early stage and deal with them proactively rather than reactively (Welford *et al*, 2008).

The time taken to plan, finance, insure and regulate any operation has increased substantially in the past few decades, particularly in the case of large-scale mines. In these circumstances, there can be real financial returns for those companies that are able to show that they take their community responsibilities seriously (Veleva, 2010). These benefits can include reduced time in obtaining approvals and negotiating agreements, easier access to new resources, an improved corporate risk profile and, potentially, the ability to secure access to capital on more favourable terms.

A further consideration is that many mining operations in Australia are located on land where Indigenous people hold and claim traditional rights and interests in country. Increasingly, agreements with Traditional Owners require mining companies to engage effectively with Indigenous communities and contribute to long-term development objectives (Crane *et al*, 2010). Companies that are unable or unwilling to do so, or fail to follow through on undertakings and are likely be seriously disadvantaged when it comes to negotiating future agreements with Traditional Owner groups.

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Community engagement and development can be challenging as well as rewarding, and there are no simple solutions for success. Communities are complex and dynamic entities and can react in a variety of ways to company efforts to engage with them. There is no guarantee that what works in one context will be readily transferable to another, or that following 'good practice' will always produce the desired outcome (Dowling, 2006).

Companies need to take a long-term view when assessing the success of community initiatives; for example, a company may have worked with a community over a number of years on a process to ensure that local people have a voice in development that affects them, only for the community to then decide to oppose the company's development proposal, or components of it (Denis and Mc Connell, 2003). This may seem like a failure of engagement from an industry perspective, in the short term, the company may be frustrated that it did not secure community support for the project. But on another project, in another location, the company may gain access as a direct result of operating in accordance with its values and respecting the views of the local community, (CSRM, 2011).

Knowledge about effective strategies for promoting community development is still evolving. This is, in part, because many mining companies in Zimbabwe have only recently become involved in structured community development activities and it is still too early to evaluate some of the long-term impacts of these initiatives (Li and Zhang, 2010). One of the keys to operating effectively, therefore, is to have good systems and processes in place, including regular evaluations, and the capacity to learn and adapt when circumstances change. This social transformation is greatly impacted by policies which are not consistence with the changing environment at a given time (Gjølberg, 2009).

Specific challenges related to community engagement and development is discussed in this study, and specific attention is given to how some of these challenges might be addressed. Sustainable social development entails the long-term transformation, improvement and continuous betterment of the livelihoods of people in a given social context. The view of Maaga, (2001) is that development encompasses long-term sustainability in production and consumption relating to all economic activities in order to optimise the economically sound use of resources and minimise waste. The purpose of development is therefore to achieve and enhance the social and economic well-being of communities, both urban and rural, and to meet the basic needs of society. It should not concentrate only on the material well-being of citizens; it should also ensure individual actualisation and fulfilment and create a just and fair development environment in order to provide equal opportunity for civil society to participate (Maaga, 2001).

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On a theoretical perspective, historically the concept of development has been analysed from a macro perspective. More specifically, modernisation theory, dependency theory and world system theory are the foundation stones of development studies resources through mining and agriculture which dominate, (Crane et al., 2010). Dowling (2006) further states that the word 'development' connotes a favourable change, moving from worst to better, evolving from simple to complex, or advancing away from the inferior.

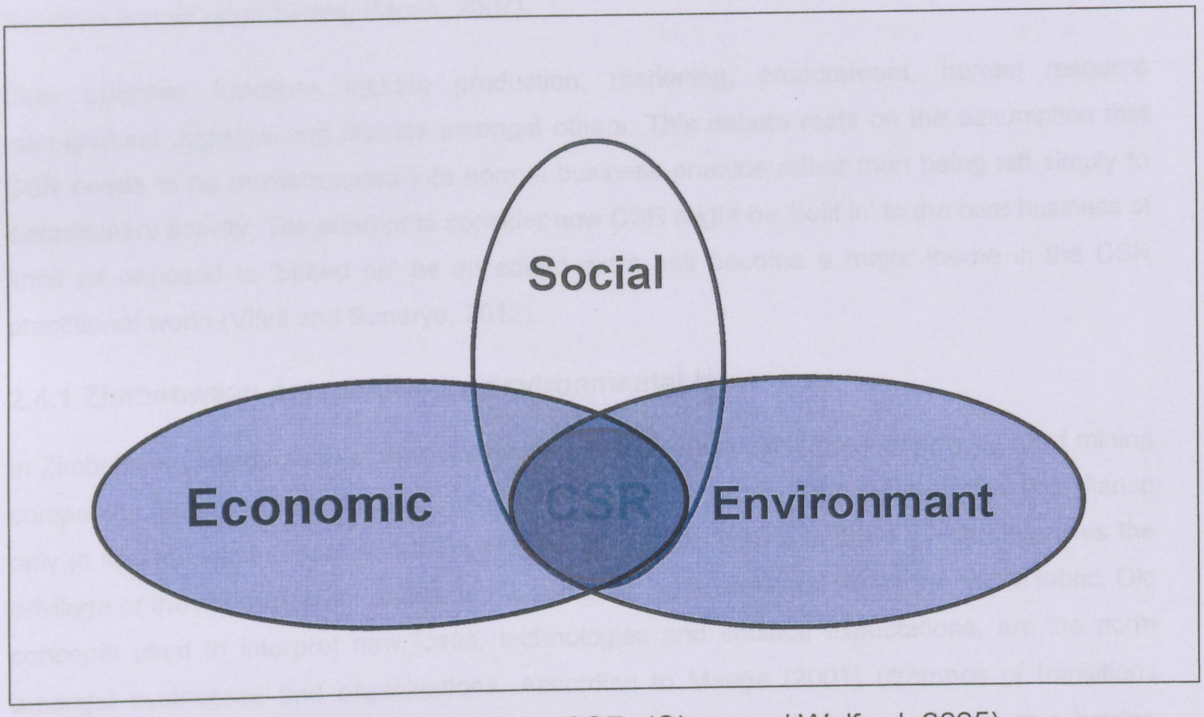


Figure 2.1: The triple bottom line of the CSR, (Chan and Welford, 2005).

Sustainable development is an emerging concept implemented within the mining sector and is not importunate. Sustainability is construed as a short term solution to long-term abuses of the biosphere and reporting structures on how it is achieved continue to pass through operational departments, the core concern of which is not sustainability (Ngwakwe, 2012). There are no career developments paths open to sustainability practitioners in mining companies. Budgets are designed according to mining constraints without consideration of the broader obligations. Mining waste residues from the tailing dams as well as spillage from the processing at the plants are a liability to the company though they pose serious public health threat to the community (Peloza and Papania, 2008).

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Society's concerns and needs are approached in an apparently ad hoc way. It might be argued that this is a false claim. The dominant norms within the mining sector are well regulated and monitored through an Environmental Management System. Operational norms of Shamva Mine, Canterbury Mine and Dodge Mine are envisaged within the company's environmental management system which conforms to ISO standards. CSR is about more than just philanthropy and community projects, but about how the entire operations of the firm thus its core business functions impact upon society (Moon, 2007).

Core business functions include production, marketing, procurement, human resource management, logistics and finance amongst others. This debate rests on the assumption that CSR needs to be mainstreamed into normal business practice rather than being left simply to discretionary activity. The attempt to consider how CSR might be 'built in' to the core business of firms as opposed to 'bolted on' as an added extra has become a major theme in the CSR practitioner world (Vifell and Soneryd, 2012).

2.4.1 Zimbabwean perspective on environmental law

In Zimbabwe, consideration of environmental and human capital is not a priority by most mining companies. Some of the company's attitudes is to approach environmental legislative compliance only in its narrowest sense, and the wellbeing of workers from a position which underlines the privilege of the old master in relation to his servants, have remained within the social fabric. Old concepts used to interpret new ideas, technologies and societal expectations, are the norm amongst businesses and organisations. According to Maaga (2001) utterance of transitions optimistically reminds us that, "The existing regime should not just be analysed as a barrier. Ongoing processes in the regime can also provide opportunities for novelties to link up with". However, to date, the transitions to an ecologically focussed or institutional economic paradigm are hindered by the slow rate of change in the industry (Kumar, 2006).

Throughout the landmark change in political dispensation from being a colony to a republic, sustainable development has not been of paramount importance for companies. Zimbabwe only in the 1980s began to legislate for sustainability, reflecting the worldwide recognition of a looming environmental crisis. The crisis was described in terms of climate change, poor air quality, and the loss of natural resources. This call for sustainable development was in line with the United Nations Millennium Development Goals which advocates for development which does not compromise the future generation. Emphasis will not focus on the Millennium Development goals in that there is transformation into what are called the sustainable development goals. Hence

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sustainable social impact is crucial in assessing a paradigm shift within communities (Moon, 2007).

To implement sustainable development is complex, the understanding of the trans-national mining corporations about what to do with the sustainability agenda is important as they and government should institute the appropriate actions (Dunphy et al., 2003). Differentiating sustainability and sustainable development is a crucial aspect in this study. To confer effect to sustainability ideas through sustainable development in the mining context implies the economic dimension have to be scrutinised in more detail. Because the mining system occurs within the context of the whole biosphere, dimensions other than technological had to be given contemplation. All the dimensions form part of a complex adaptive system which has the possibility to eventuate in directed and non-directed transitions. Depending on the idea of sustainability one has, those transitions would serve sustainability in a limited or an extended way.

2.5 Community Engagement and Development

Community sensitisation of CSR around the world is not a new phenomenon in social studies,(Communities in Control, 2008). Such a concept reflects the belief in society and humanity that the social consciousness of development is a cause for concern in most marginalised communities were mining companies' exploit natural resources without ploughing back to the communities were resources are extracted. The emergency of the growing global consciousness that mining industries must make positive steps in ensuring long term development through their contributions to their indigent communities they are exploiting resources has led to social consciousness, (Maaga, 2001). Such an ideology aims at imparting social development for community livelihoods (Ngwakwe, 2012). Community intervention programmes include implementation of social investment programs, community development forums, community trust like the one which exists in Zimbabwe and foundations. These social interventions programmes may be led by government departments in collaboration with the mines and other stakeholders interested in creation of shared value (Sheu and Lo, 2005).

Community development entails building active communities entrenched on social justice principles and a value system (Moon, 2007). Emphasis on social consciousness of societies and the environment emanates from the beginning of mankind (Moon, 2007). A balanced approach of using natural resources and exercising responsibility has to be an integral component of institutional core values. Such a mechanism needs some enablers thus community engagement as a tool of driving CSR operations in order to realise sustainable community development (Veleva, 2010).

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2.5.1 Defining a community

A community can be a homogenous entity. Community members are likely to hold varied perceptions of the mine and the activities conducted at the mines. Local community historical, cultural, political and legislative context helps a mining company in determining who constitute the local community, and the conducive way of interacting and engaging with the people in that community. Companies ought to seek views on how the local community is constituted from a broad cross-section of people early in the engagement process and that engagement processes should be based on collaborative efforts of both stakeholders (Moon, 2007).

Gender equality is crucial in visualising a community in terms of growth and sustainable development (Asongu, 2007). Generally mining tends to be a male-dominated industry though women play a significant role within communities spearheading community development programmes stakeholders are an important tool in attaining sustainable community development (Moon, 2007). A stakeholder refers to those people who have a vested concern in a particular decision, either as individuals or representatives of a group (Rodriguez *et al*., 2009).

2.5.2 Community engagement as a tool for sustainable development

Currently focal point and rationale for community engagement in Africa has shifted with majority of companies now positioning these activities as part of their commitment to sustainable development and corporate social responsibility. These two potentially useful frameworks can be used to classify and describe different approaches to community engagement within the mining industry in Zimbabwe (Weber, 2005).

The International Association of Public Participation Spectrum (IAPPS) represents community engagement as a continuation of activities which ranges from informing, consulting, involving, collaboration and empowering (Noor and Syumanda, 2006). This is often facilitated through information linkages, media releases, newsletters, brochures, mail out programmes, websites and hotlines. The use of these methods is often viewed by many as a way of presenting basic information to various stakeholders which impacts positively on community livelihoods (Scholtens *et al*., 2011). Consultation is mostly used as the engagement process moves towards a directed method of stakeholder interaction (Cerin and Scholters, 2011).

Such social engagements involves public forums, discussion panels, community surveys and focus group discussions in investigating social trends of the phenomenon, Ngwakwe (2012) Emphasis lies on interactive mode between community members and the mine officials in collaboration with government stakeholders. Such a platform of collaborative engagement

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enables possible social outcomes which promotes sustainable development within communities (Vifell and Soneryd, 2012).

Welford et al (2008) express the view that Community consultative committee needs to be strengthened to empower the community for a shared vision of sustainable development. Emphasis lies on empowerment of the community which is attainable through a level of social engagement that can extend to participation in planning and decision-making, not only on issues related to operational impacts, but also on decisions regarding the community's future once the mine has closed (Moon, 2007). The more advanced an operation or project is in terms of its engagement processes, the more it will make use of techniques to the right of the spectrum.

2.5.3 Collaboration and partnership with stakeholders

In the new millennium, the mining industry has seriously engaged with the sustainable development agenda and has come to an understanding that local communities, in particular people who are impacted and affected, have the ability to influence the industry's ability to gain access to resources (Moon, 2007). Progressive companies have moved from a defensive crisis mentality to one that incorporates dialogue with local communities (Sheu and Lo, 2005). These companies use a variety of mechanisms in addition to public relations to understand and respond proactively to stakeholder issues, local community concerns and community aspirations.

In response to the sustainable development agenda, a growing number of companies are now focusing on how they can contribute to development of communities beyond the life of a mine (Chang and Kuo, 2008). The full achievement of fourth-generation approaches is not imminent, and may never be fully realised, but many companies are starting to recognise some important aspects, such as including minority and marginalised groups in community development, and formally recognising the relevance and importance of human rights. The generational framework highlights that third and fourth generation have emerged relatively recently, which goes some way towards explaining why the methodologies and approaches in these areas are still evolving (Scholtens and Zhou 2008).

A critical analysis of the mining industry in Zimbabwe reveals that community development is a concept mostly interconnected with the international aid, development sector and developing country contexts. However, one may note the view that the notion of community development is now a new philosophy being applied in Australia as governments and other organisations recognise the importance of building sustainable communities and regions (Welford *et al*, 2008).

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The mining sector has embraced the notion of community development to commune an approach that extends beyond corporate affairs to one that is focused on long-term outcomes and is more focused on sustainable development of the mining community (Matten and Crane, 2005). Such emphasis extends the crucial need of social engagements which are community centred and development orientated. Such social intervention recognises the importance of employees and community members as essential stakeholders in ensuring sustained growth. Matten and Crane (2005) express the view that collaborative efforts are a crucial component of institutional growth and sustainable development. This view is a critic of a self-centred approach on decision making by mining companies. The mining companies ought to embrace the sentiments of Sheu and Lo (2005) which leverage social and economic dimensions as an integral component in realising a substantial community happiness index.

Brown and Whysall (2010) assert the view that sustainable and socially responsible business entities recognize the essence of operating a green business agenda while accepting environmental stewardship as an indivisible whole of business operations. This acceptance includes a willingness both to operate transparently and to engage in a manner that collaborates with community members. Such a school of thought is an integral element of partnership and collaborative efforts which drive the community forward (Chang and Kuo, 2008).

In a nutshell, community development efforts emanate from a community and the mining company development projects have to be integrated into the community plan of action in ensuring civic participation and also government efforts. Such collaborative efforts of government, mining communities, and stakeholders are the key to community development as it embraces social engagements from all affected group of people within the community (Moon, 2007).

Companies ought to work with governments and communities on initiatives that help strengthen the social, human, economic and cultural capital of aspects of life (Ali et al, 2003). Community development is essentially about contributing to communities for transformation in order for the community members to be in a position to meet their needs and aspirations, both at present and in the future. In principle community development is all about improving quality of life of the people through increasing standards of living in purely economic terms (Dobers and Halme 2009).

Most mining companies contribute to their communities through provision of employment, creating business opportunities, paying taxes and royalties and providing community donations and sponsorships (Moon, 2007). Whilst some companies have gone beyond this transition by generating employment and business opportunities outside of the mining industry, and are actively developing people's skills and capacities so that they can find employment in other

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industries and contexts upon the mine closure (Cooney, 2000). Other companies have focused much energy and effort on employment and business opportunities specifically for Indigenous people, and have developed programs to support them in their transition from welfare to work. Such initiatives are meant to ensure sustainable development of the community livelihoods (Li and Zhang, 2010).

Community development includes helping people to link up and support each other through organisations and networks. Networking is an essential tool of achieving success through mixing and mingling with people from different backgrounds (Moon, 2007). The mining company, government and other stakeholders plays a crucial role in the improvement of public health and other services enhancing the local environment, building community pride and strengthening local institutions working with marginalised groups to help them participate more fully in the development of their community (Ali *et al.*, 2003).

Ioannou and Serafeim (2010) is of the view that the focus of community development programmes varies based on the location of the community; the capabilities, needs and aspirations of its members, community priorities, economic base of the community and the wider region; and the strength and capacity of other institutions such as regional organisations and state/territory or local governments which often have direct responsibility for providing services and infrastructure. In the Australian context, it is usually not necessary or even desirable for a company to be the lead player in the community development process (Ihlen, 2011).

The focus should primarily be on partnering with other organisations and government agencies which have expertise in the area, aligning activities with established community planning processes and augmenting successful existing programs and initiatives (Gjølberg, 2009). Community engagement and development are overlapping but distinct processes (Veleva, 2010). Effective community engagement is an integral part of community development, but engagement can also be undertaken for other purposes for example, to address community concerns about environmental impacts (Crane et al., 2010) Community development likewise involves more than just interacting with the community for example, designing programs and linking with government and other organisations. Key steps for sustainable community development have to be put in place by companies in line with government policy guidelines.

Historically, the mining industry's contribution to the community was often managed by outside planners without the involvement of people in the local community (Veleva, 2010). Planners, who may have been mining company managers, consultants or government officials from national or

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state territory governments, tended to inform communities of what programmes were available for them and sought their agreement rather than their participation (Veleva, 2010). International leading practice in community development including World Bank requirements calls for communities to be included in planning processes, and encouraged and supported to participate to the extent of their interest and capabilities (Kassinis and Vafeas, 2006). Involving community members, both women and men, in the actual planning stages of development programs, will make success much more likely (Ali *et al.*, 2003). Development work is complex and fluid in nature, and can be approached in diverse ways, but there are some logical steps which have to be followed. Such processes involve a collaborative approach thus the community, stakeholders, government and the corporate should be involved (Moon, 2007).

2.6 Conceptual Framework

This section presents the conceptual framework which guides the research and gives an insight of the research done previously. This research work will be focused on the Integrative Social Contract Theory propounded by Donaldson and Dunfee, (1998). The Integrative Social Contract Theory asserts the view that business and society are intertwined. This view is derived from Locke (Coetzee, 2001). The socio-cultural context is engrained in the theory. The theory seeks to integrate corporate social responsibility with sustainable development based on the social driven strategy emanating from hyper norms. In a nutshell, this approach is based on a micro- social contract. The integrative social contract theory can be accessed through scaling down to specific individuals within communities in order to ascertain the extent of corporate citizenship of the mining companies using a human centred approach (Maaga, 2001).

The human-centred approach allows individuals to participate actively and interactively in various programmes and processes in order to stimulate sustainable development. This approach, according to Maaga (2001), does not only includes individuals but also focuses on the personal growth of each individual, the basic needs that have to be met, and the right of each individual to live a meaningful life. We can therefore assert the view that the people-centred development is a micro centred (integrationists) approach which includes all aspects of life in society and relationships between people. 'New' concepts such as abilities, civil society, decentralisation, democracy, diversity, empowerment, environment, globalisation, human rights, participation, shareholder and sustainability subsequently form an integral part of an interactive human-centred approach (Moon, 2007).

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Traditional values such as peaceful communal living, justice, respect, and so on, can easily be used as basic point of departure for the people-centred approach (Donaldson and Dunfee, 1998). Although the theoretical approach of this research is primarily on a micro level, it is important to state that macro and micro approaches to development are not mutually exclusive. In fact, viewed together, they complement each other (Moon, 2007). However, a problem is that the various theories are seldom translated into practical application especially when it comes to identifying the responsibilities of the role-players (Maaga, 2007). In Zimbabwe, development initiatives have until recently been voluntary for the mining companies, so most development programmes have been philanthropic initiatives in communities around the mines or via national programmes in education, health, welfare or small business development. Hamann and Kapelus, (2004) argue that although these initiatives have in some cases been welcome contributions to development, they have had little impact on the root causes of social problems around the mines.

2.7 Summary of Literature Review

Review on literature indicates that environmental impact assessments are given more prominence by mining companies in their corporate social responsibility policies. Such a phenomenon is reflected within the mining companies Environmental Management Systems than their Social Impact Assessment. These elements underpin the core values of institutional strategic objectives. If in principle community is benefiting from mining, social considerations may be seen as an essential element to enable sustainable growth and transformation of societies (Moon, 2007). Lack of a framework for corporate citizenship underpins the lack of social transformation and sustainable development of mining communities to a shared vision of socioeconomic growth. This is as a result of lack of strategic objectives and management principles that fosters sustainable development of the mining communities. Such a system explores a gap of lack of a value system of the mining companies in Shamva mining community in Zimbabwe.

A critical review of the literature reveals that sustainable development is a value based concept. Such a concept is rooted on a macro- level rather than corporate level. It demands a relevant corporate contribution hence the gap to be filled emanates on a value system a philosophy which needs to be incorporated within the corporate bodies through corporate enlightenment to embrace such a value system. Proponents of CSR argues that a well-implemented and strongly enforced CSR policy is key to sustainable development as CSR is a comprehensive notion that takes into account the socioeconomic and environmental concerns of the community as well as protecting the business organization if they "play by the rules of the game"(Herrmann, 2004).

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Proponents of CSR for sustainable development are of the view that a well implemented responsible CSR plan with all stakeholders on board will lead to improvement in the quality of life of local people. It will further lead to empowerment of communities to care for their own environments, and livelihood (Hamann, 2004). However, Li (2010) noted that three interrelated factors make it difficult to prove whether CSR can or cannot generate sustainable development. First is the lack of clear definitions and guidelines on responsible business and sustainable development. Second, there is too much emphasis on the business side of CSR and too little attention to the benefits in the local context. Third, there is limited focus on empirical research agenda on the real impact of CSR on local sustainable development (Moon, 2007).

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CHAPTER THREE

RESEARCH METHODOLOGY

This chapter describes the design of the empirical investigation pertaining to an assessment of impact of corporate social responsibility on sustainable development of Shamva mining community in Zimbabwe. The chapter presents the objectives of the study, sampling techniques, instrumentation, data collection method and data analysis procedures employed in the study.

3.1 Research Design

This section provides a detailed logical procedure of data collection methods used in this study. A discussion and justification of the methodological approach is presented in this chapter. To address the magnitude of the matter under investigation the study used both qualitative and quantitative approach concurrently. The mixed methods literature is epitomised by vast number of mixed-methods research designs (Ivankova *et al.*, 2006).

This design involves collecting and analysing first quantitative and then qualitative data in two consecutive phases within one study (Bartunek and Myeong-Gu, 2002). The rational for this approach lies on the belief that quantitative data and its subsequent analysis provide a general comprehension of the research topic. The qualitative data and its analysis refine and explain those statistical results by looking at participants' views in more depth (Bryman and Bell, 2007, Czaja and Blair, 2005).

This study adopts the sequential explanatory research design as it initially aims to develop a general understanding of the research problem through quantitative data, and then to elaborate on the quantitative results and explain these results by exploring respondents' views in more depth through qualitative data. To succeed in its objectives the study relies on the four methods of data collection most commonly used in social sciences: surveying through administration of questionnaire's, focus group discussions, official document review and use of structured interviews (Bryman and Bell, 2007; Czaja and Blair, 2005).

Survey has been chosen because it enables the identification of certain typical characteristics of the subject of research (Czaja and Blair, 2005). In this study, these characteristics related to the impact of CSR on sustainable development of Shamva mining community in Zimbabwe. Moreover, survey has been selected owing to lack of public data on the variables included in this study (Bryman and Bell, 2007). Furthermore, surveys, through anonymous self-administered questionnaires, facilitate data collection on potentially sensitive topics which articulated on

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corporate environmentalism and the linkages which exist between the companies CSR programmes and sustainable development of Shamva mining community and the community perceptions on the companies interventions in relation to sustainable development; respondents seem to give more truthful answers as the anonymity of the questionnaire exempts them from any social imperatives (Czaja and Blair, 2005). In this way, a survey may result in more accurate depiction of reality.

According to (Bryman and Bell, 2007) qualitative research involves "developing a detailed understanding of an individual's views, attitudes and behaviour". Bryman and Bell, (2007) further points out that qualitative method can yield "volumes of exceedingly rich data". The main purpose of qualitative research is to make a detailed assessment of an already existing phenomenon. Qualitative research is not interested in achieving results that have been obtained through specific measurements or a standardised research procedure. According Arksen and Knight (1999), qualitative research is focused on obtaining detailed knowledge of individual's views, attitudes and behaviour. (Bryman and Bell, (2007) further points out that qualitative research method can yield a large amount of very detailed information. The main purpose of qualitative research is often to assess an existing phenomenon and then to use the data gathered to develop new theory or formulate new hypotheses (Arksen and Knight (1999). Data is assembled relying on responses to open ended questions.

Quantitative data typically endeavours to measure variables in some numeric way, whilst qualitative data looks at characteristics or qualities which cannot be reduced to numeric. These merged methods approach is essential in that it brings out in-depth data. The use of both designs will ensure that the study gets sufficient data which might not be the case when one design is used (Anderson and Kanuka, 2003). In addressing this survey the researcher used questionnaires, official document review, structured interviews, observation, focus group discussions and also community survey by enquiring information from community members on the problem investigated.

The cross-checking of the quantitative results improves confidence in findings and enables this research to combine 'the specificity and accuracy of quantitative data with the ability to interpret idiosyncrasies and complex perceptions, provided by qualitative analysis (Alderson and Morrow, 2006).The study targeted the selected mining company's records, community members, community leaders, Chaminuka Rural District Council management, District Administrators Office, Douglyn farm, Environmental Management Agency, Ministry of Mines, Dodge mine

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management, Shamva Mine management and other related government stakeholders within Shamva district.

3.2 Sampling Methods, Sizes and Unit of Analysis

Sampling refers to the process of subset of units to be observed from a population to form the basis for estimating a fact, situation or outcome of a larger group (Ballantine *et al*, 2000). This discussion of population was explored to determine its meaning in the context of sampling.

3.2.1 Population

Berg (2006) define population as the entire collection of persons, objects or events which are potentially available for observation. Shamva has a population of 98 695 people in the district (Zim Stat, 2012). For a community survey probability sampling was used to come up with 10 wards. The probability sampling focus on numeric data although narrative data can also be generated. Such a method allows the use of a mixed method approach, hence qualitative and quantitative data were collected using random sampling method.

The target population for this investigation were mining companies selected thus Shamva Gold Mine and Dodge mine management in particular interest were the Human Resources Department, Technical Services Department and the Safety, Health and Environment departmental officials, various government ministries like the ministry of Mines, Ministry of Youth Indigenisation and Economic Empowerment, Ministry of Environment and Tourism, Environmental Management Agency, Chaminuka Rural District Council, District Administrator, Department of Environmental Health- Shamva Hospital officials and community members within Shamva South Constituency, ten wards were randomly selected within the constituency. The constituency consists of 29 wards, so 10 wards were randomly selected.

A sample unit of 335 people was used to draw conclusions from community perceptions on the subject which was being investigated by the researcher. Thus 200 was a sample size for questionnaires, whilst 120 for focus group discussions and 15 was for structured interviews from various stakeholders. Community members comprising mine workers, families and neighbouring villages within the mining vicinity of a 30 Kilometre radius were selected to explore and deeply understand their insight on the impact of corporate social responsibility on sustainable development of the community and their experiences of how the mining activities have impacted on their lives. The research regards the identified population as the relevant group whom generalisation and perception was drawn (Leedy and Jeanne, 2010).

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3.2.2 Sample

Selection of proper sampling techniques is critical to limit bias and to ensure representation of the whole population group. In this study random sampling technique was employed to produce a sampling unit for the community survey. Sampling is defined as well as the selection of research participants from an entire population and involves decisions on which people, settings, events, behaviours and or social processes to observe (Leedy and Jeanne, 2010).

The unit of analysis has bearing on whom or what is selected for the sample. This should be representative of the population at which the researcher aims at drawing conclusions. A researcher usually chooses comprehensive sampling or purposeful sampling. The latter provides a strategy where groups are usually large and resources not plentiful (Bartunek and Myeong-Gu, 2002). However probability sampling technique was employed in this study in that it embraces both numeric data and also narrative data can also be generated from the study. Such a technique incorporates both qualitative and quantitative methods collectively.

The criteria used to select the wards was based on the rural characteristics of the area and communities within the mining operations and also areas within 30 kilometre radius from the mining site though feasibility of study was ensured. Random sampling technique was used as an approach employed to assess development within the community that promotes sustainable development. A random sampling technique was used in collecting data. Approximately 50 villages were randomly selected in a bid to come up with a manageable size. A sampling method of five households per ward was employed which translated to an average of 300 participants. Both genders were involved in these discussions.

3.3 Validity and Reliability

Validity refers to a measure which accurately reflects the phenomenon it intends to measure (Tashakkori and Teddie, 2003). In any scientific inquiry, two or more methods or sources of data collection can be applied to increase validity (Ivankova *et al*, 2006). This is ensured by the application of triangulation as an outcome of mixed methods. Triangulation is the practice of viewing things from more than one perspective. This may involve the use of different methods, different sources of data or different researchers (Golafshani, 2003). In the present study, methodological triangulations between methods were applied by using interview data to substantiate and complement survey data. Data triangulation was undertaken by obtaining data from company officials, various stakeholders, employees and community members (Tashakkori and Teddie, 2003).

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Reliability is a measurement of the quality of data collected. It indicates whether the same data would have been collected repeatedly in studying the same phenomenon (Golafshani, 2003). In terms of the survey, reliability was assured by triangulation and by testing the questionnaire by means of a pilot study. In contrast with quantitative research, no distinction is made between validity and reliability in qualitative research. As there cannot be validity without reliability, it can be assumed that when validity is proven, reliability is met (Golafshani, 2003). Since validity of the qualitative phase is ensured by triangulation, it can be assumed that the interview results are reliable. However, it has been suggested that the concept 'trustworthiness' be applied instead of reliability (Tashakkori and Creswell, 2007). In the present study, certain measures were employed to ensure a level of trustworthiness.

The use of different data sources thus mining personnel, various stakeholders and community members will lead to verification of the data by providing a general unified response. This implies use of several kinds of methods of data collection. Therefore to acquire valid and reliable data, multiple and diverse realities were employed in the study. Engaging multiple methods such as, official document review, questionnaires, observations, focus group discussions and structured interviews led to more valuable and reliable diverse construction of realities. It should however be noted that triangulation include multiple methods of data collection and data analysis, but does not suggest a fixed method for all the researches (Golafshani, 2003).

This study achieves methodological triangulation by using different methods of analysis and also theoretical triangulation by analysing the research topic from various theoretical perspectives and data triangulation by tapping different data sources. With reference to the latter, managers responsible for the implementation of CSR were targeted by the survey and various stakeholders including community members were approached for the interviews and focus group discussions respectively.

The choice of respondents was not incidental. Company personnel within various departments were approached at the respective mines in Shamva community. In addition, various stakeholders from different government ministries were also engaged during the data collection period. By targeting those different groups of people, this study was able to combine different sources of information and obtain more reliable data.

3.4 Ethical Considerations

Ethical issues were taken into consideration. Permission was obtained from the Provincial Administrator, local chiefs; the mining companies and the village headman were sought before

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carrying out the research. Participants voluntarily took part in the study and no force or coercion was used. Participants consent was sought before their participation. Information provided by the participants was treated as confidential. In principle a specific set of ethical considerations are applicable when a quantitative and qualitative approach is followed, and this applies to other types of studies as well.

For this study an important ethical principle was the principle of autonomy, which implies the right of sample members to decide voluntarily whether to participate in the study or to terminate their participation, and also the right to full disclosure (Ballantine et al, 2003). Care was taken to treat respondents respectfully and courteously at all times, and the respondent's right to informed consent was respected and endorsed by the researcher. Finally, the researcher endeavoured to ensure that the respondents' anonymity was maintained.

3.5 Methods of Data Collection

Data collection is a process of preparing and gathering information. (Berg, 2006) noted that the purpose of data collection is to acquire adequate information for record keeping, decision and developing an information pool. The research incorporates both primary and secondary data sources. For secondary data, official document review technique was used whilst structured interviews, focus group discussions, questionnaires were randomly distributed as primary data.

3.5.1 Review of Official Documents

The mining company's records were examined to determine the nature and extent of the role of the mining companies on corporate social responsibility on sustainable development in Shamva community. This study also explored on the effects of mining activities within the communities in the vicinity, hence compliance reports for environmental audits were explored from company records. The study also examined the role of the community on developmental projects being done in the community and such information was obtained from the companies files through official document review by the researcher.

3.5.2 Structured Interviews

Structured interviews were used as a primary technique of collecting data on Dodge Mine and Shamva Gold Mine, selected employees and management, staff from Environmental Management Agency, Chaminuka Rural District Council staff, District Administrator, Community leaders, related government ministries, local chiefs and community heads and the local community members in Shamva community. Predetermined responses were not expected as a

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response hence the interview guide was structured in such a way that information was obtained from participants. Leading questions and open ended questions formed the content of the structured interview which was analysed qualitatively using thematic approach.

This revealed the community level of engagement in the implementation process and the vulnerabilities in the communities over the past years, the policies and projects done which have a bearing on community livelihoods and which ultimately impacts on sustainable development of Shamva mining community in Zimbabwe. This research gave insight on the level of social engagement of Canterbury Mine, Shamva Gold Mine, Dodge Mine and the effects of lack of environmental mechanisms to curb risks associated with mining. Standardised questions made the process efficient and allowed the interviewer to be at liberty to elicit key information from the respondent. Such a platform ensured a more pragmatic, systematic and comprehensive interaction which helped in gathering essential information for the study.

3.5.3 Questionnaires

Questionnaires were self-administered to the respondents. The self-administered type of questionnaire were used for their structure. Such a structure allows in depth inference of community engagement and development issues. Such aspects assist in assessing impact of CSR on sustainable development of Shamva mining community. The questionnaires were self-administered to help clarify questions to the respondent. A pilot study to assess the feasibility of study was carried out using sample questionnaires. The researcher used questionnaires because they are a useful research tool which provides accurate reflections of people's perceptions on the matter under investigation as expressed by Berg (2009). The questions crafted in the questionnaire endeavoured to elicit views as well as knowledge and understanding of CSR on sustainable development

Doing a pilot study to test the validity of a questionnaire for potential misconceptions or problems and consequently correct possible weaknesses and inadequacies is recommended before the actual data collection commences (Golafshani, 2003). The questionnaire was pilot-tested with a few randomly selected community members of Shamva and a few personnel from Chaminuka Rural District Council in Shamva so that the main survey would not be biased. Due to time constraints the pilot-questionnaire did not go to the other mines. An additional section was added to ask respondents about the time it took to complete the questionnaire; comprehension of instructions; ambiguity of terminology and any recommendations for questionnaire improvements. Twenty pilot-questionnaires were returned. The average time to complete the questionnaire was

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10-20 minutes and for the majority all questions were comprehensive. Several questions in the second section were unclear thus the wording was changed accordingly.

3.5.4 Focus Group Discussions

Focus group discussions were conducted in the selected wards which were randomly selected. These wards are within 30 kilometre radius from the respective mining communities. The essence of the group discussions were to determine business and society relationships, social and environmental impacts, social demands, social values which are imbedded in a micro-social contract which should be prevalent in any mining community. Community leaders like councillors, village headman, chiefs were used as opinion leaders during the focus group discussions. Four gatherings were conducted at places within the vicinity of the mining community in a bid to elicit community perceptions on the matter which was under study.

3.6 Data Analysis

Prior to the analysis of the quantitative data, responses were coded by hand according to the levels of measurement. Data capturing was managed by the Microsoft Excel 2013, making it possible to be transferred into SPSS (Statistical Package for Social Sciences). Analyses were undertaken with the Statistical Package for Social Sciences (SPSS 22.0). This allowed for Univariate and bivariate analysis. Univariate analysis refers to the investigation of a single variable for purposes of description. Bivariate analysis is the simultaneous analysis of two variables in order to test a relationship (Berry, 2004).

In order to describe the extent, nature and the contributions made by mining companies towards sustainable development in Shamva mining community, frequency tables were generated (Univariate analysis). Frequency distributions describe the number of times the different attributes of a variable were observed in a sample. This allowed for the comparison of different variables. As for the bivariate analysis, statistical tests of significance were conducted on strategic interventions in order to explore independent variables for instance gender, age or ethnicity differences. Chi square tests were used to calculate significant differences in the perception of the contribution made by mining companies towards sustainable development in the Shamva community between male and female residents (Berry, 2004). A 95% level of significance was used, which is most commonly used in social research (Fielding, 2004).

Qualitative data was analysed using thematic approach, thus the collected data from structured interviews. This was grouped into themes which was analysed using the thematic approach. Data was presented in the form of bar graphs, pie charts and graphs. A mixed method approach was

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employed in data analysis. The use of both qualitative and quantitative method resulted in gaining an in breadth and depth of understanding of various people's perceptions on the subject of enquiry in the purported research and it off sets the weaknesses inherent in using one approach alone. Results obtained from qualitative approach validate or corroborate the results to be obtained from quantitative approach. Thematic approach was used for qualitative data analysis whilst the SPSS was employed on quantitative data analysis.

3.7 Summary of Data Collection Methods

The chapter described the methods and procedures employed in order to obtain reliable and valid data for answering the research questions. A mixed method approach was employed in the study. The data collection methods used included administration of questionnaires, structured interviews, official document review from companies and the focus group discussions. The combination of quantitate and qualitative data provided depth of information for the study. A sample size of 335 was employed in the study which was limited to Shamva South Constituency .Wards were randomly selected within various communities in Shamva South Constituency. Questionnaires were administered to various communities members in Shamva South Constituency, structured interviews were administered to company personnel and various stakeholders including Chaminuka Rural District Council management, EMA officials, Ministry of Mines and Development, Ministry of Environment and the local government authorities in Shamva.

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CHAPTER FOUR

RESULTS AND DISCUSSIONS

The discussion of the result focus on the description on the opinions of some respondents compared to the whole sample, which gives specific trends on the respondent and findings of respondent's opinions on impact of CSR on sustainable development of Shamva community. With the sample being a representative unit of the population these trends can be generalised for the whole population. Interpretation of the data focused on making sense out of it without trying to make any. The management, analysis and interpretation of quantitative and qualitative data is unquestionably a complex process involving highly technical language and systems of discourse. According to Bogdan and Biklen (1982), it involves the mastery of a special set of interpretive practices and narrative techniques.

4.1 Demographic Data

Demographic data which include gender, age, educational background and marital status of the respondents was gathered to reflect the demographic information of respondents in Shamva mining community. Each variable was measured and assessed in ascertaining its impact on the findings of this research. The section below provides the description of the demographic data as collected for the purpose of this research.

4.1.1 Gender of the respondents

Gender describes the characteristics between male and female in a socially constructed society. It also refers to relationships which are a complex system of personal and social domination of power through which females and males gain access to power and material resources or how they are allocated status within society. The role of gender is crucial in this study as males and females plays different roles in the community. Men are mainly responsible for supporting the family financially, while women are responsible for management of the household. The gender of the respondents plays a role when dealing with the issue of employment within the mining community as many occupations in the mines are dominated by males as opposed to females.

In this research males constituted 53.5% of the respondents in Shamva mining community whilst women constituted about 46.5% of the respondents, see Table 4.1. Such a trend reflects the notion that males dominated in the study as respondents which is a general atmosphere that mining communities are dominated by males than females.

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Table 4.1: The distribution of respondents by gender

Gender	Frequency	Percent
Male	107	53.5
Female	93	46.5
Total	200	100.0

4.1.2 The age distribution of respondents

The age distribution of the respondents is illustrated in Figure 4.1. The age group ranging between 20-30 years had 79 respondents which amounted to 39.5%, age group 31-40 had 30 respondents which translated to 15% of the respondents. Age group 41-50 had the highest number of respondents which was 90 respondents and corresponded to 45% of the total respondents. Lastly, the age group of 51-60 had 1 respondent which translated to 0.5% of the respondents. Such data reflects that the age group of 41-50 had vast number of respondents and they dominated in the study.

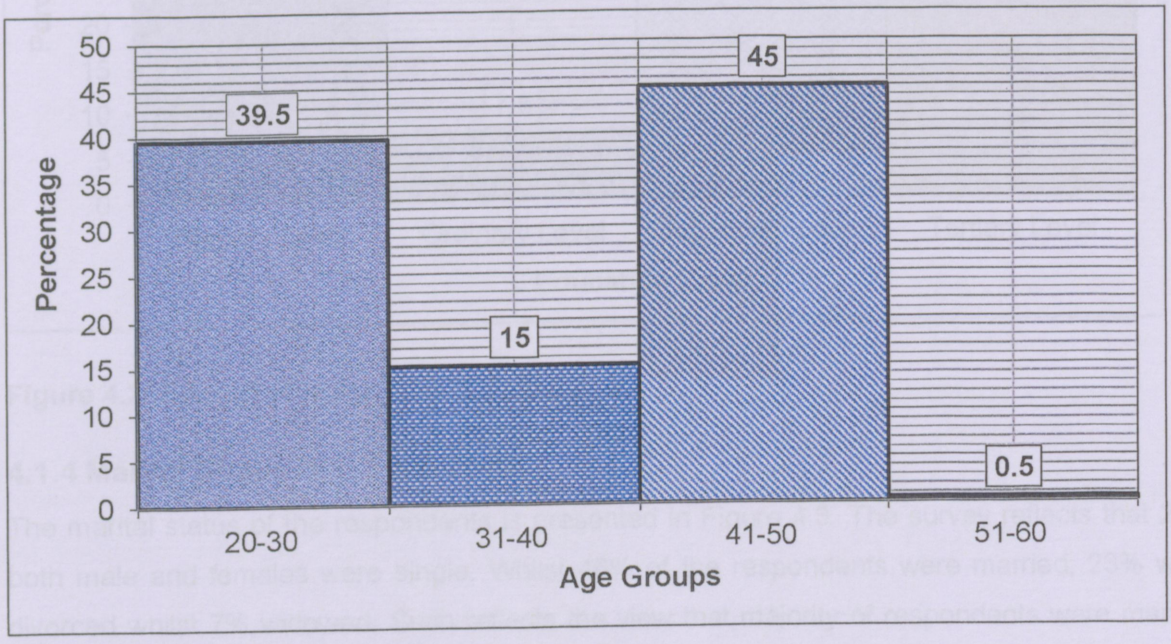


Figure 4.1: The age groups distribution of the respondents of Shamva mining community.

4.1.3 Educational Level of respondents

Figure 4.2 indicates that 46 respondents which amounted to 23% of the respondents had primary education as their highest qualification. The majority of such people occupied low positions within the community as general labourers and some work within farms found around the mines whilst others are unemployed. A total of 15 respondents reached ordinary level of education which

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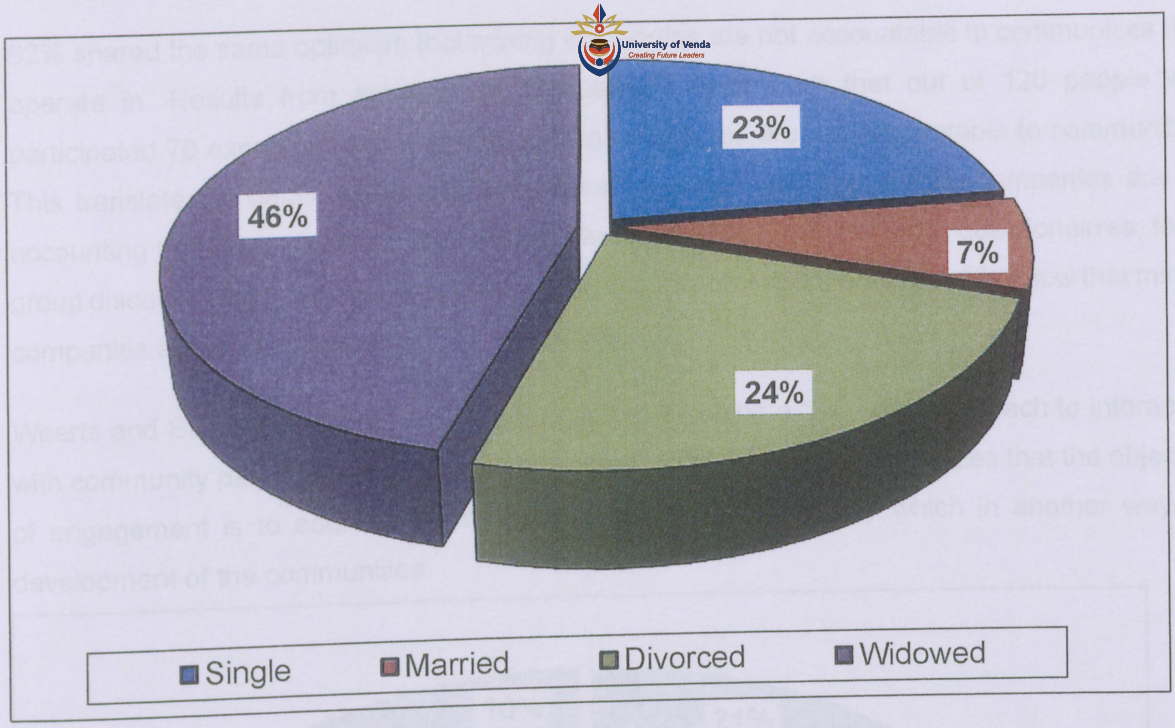


Figure 4.3: Marital Status of the respondents

4.2 Mining and Sustainable Development.

In assessing the companies' contribution towards development of Shamva community, a number of key issues were observed. Firstly, the level of engagement by the companies with various stakeholders was determined in the study. An input, output, outcome and impact analysis was drawn from the survey. Such was drawn through various tools which amongst others were through observation, assessing the most significant changes within the community. Such methods assisted in ascertaining the nature and extent of development of the community. This was done to elicit what the company was doing to the community and what the community as well as other stakeholders perceived. This will be elucidated in the discussion below in detail.

4.2.1 Mining companies accountability to communities

The responses from residents of Shamva community on mining companies accountability to communities is shown in Figure 4.4 and Table 4.2. The data shows that 31.5% of the respondents disagreed and 21% also strongly disagree which translate to 52.5% of the respondents who totally disagreed with the view that mining companies in Shamva community are any how accountable to communities in which they operate. This view is also supported by evidence gathered from interviews of key stakeholders like Chaminuka Rural District Council, Environmental Management Act, District Administrator and Ministry of Environment and Tourism where a total percentage of

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62% shared the same optimism that mining companies are not accountable to communities they operate in. Results from focus group discussions were such that out of 120 people who participated 76 expressed the view that mining companies are not accountable to communities. This translates to 63.3% of people who share the same view that mining companies are not accounting to their respective communities. Generally views gathered from questionairres, focus group discussions and interviews indicates that majority of respondents are of the view that mining companies are not accountable to communities.

Weerts and Sandmann (2008) define engagement as being a "two-way" approach to interacting with community partners to address societal needs. This definition emphasizes that the objective of engagement is to address the challenges faced by the society which in another ways is development of the communities.

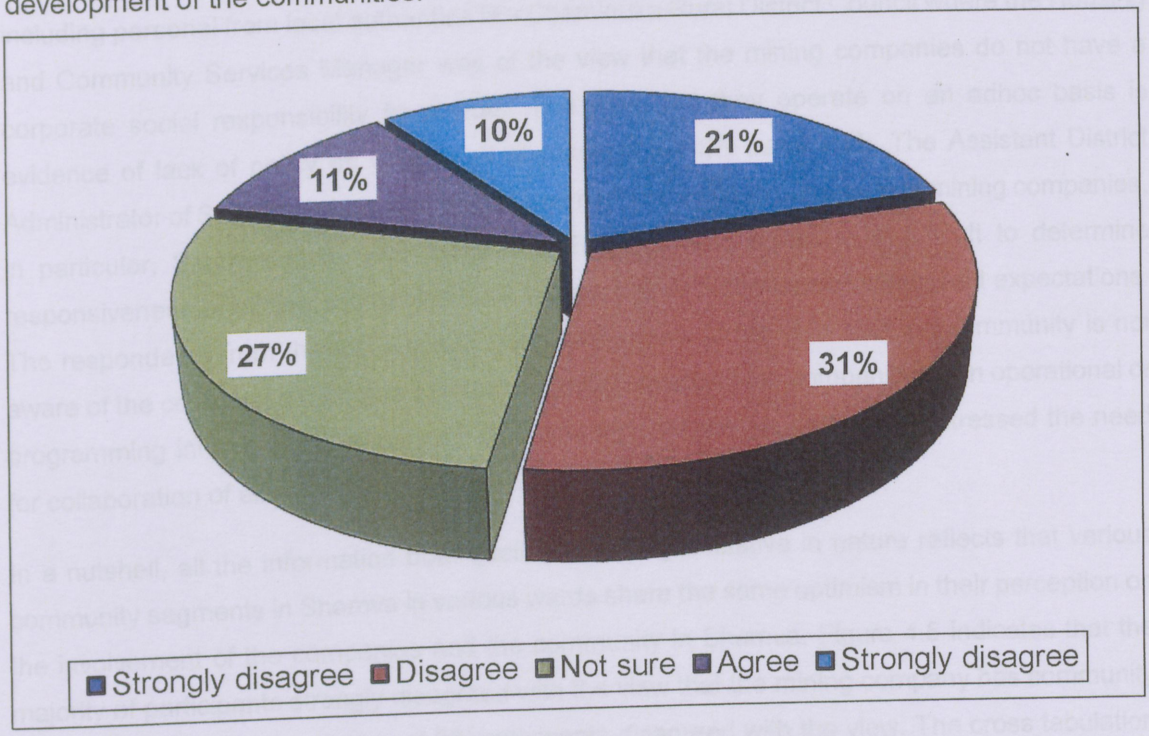


Figure 4.4: Companies accountability to communities which they operate.

Table 4.2: Mining company accountability to communities which they operate.

Community perception	Frequency	Percent
Strongly disagree	42	21.0
Disagree	63	31.5
Not Sure	54	27.0
Agree	22	11.0
Strongly disagree	19	9.5
Total	**200**	**100.0**

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4.2.2 CSR and community needs

The respondents reflected that mining companies in Shamva community are not responsive to community needs and expectations. This information is based on community perception assessment of the link between the mines and the community respectively. Figure 4.5 indicates that 22.5% of the respondents strongly disagreed with the view that mining companies CSR programmes in Shamva are responsive to community needs and expectations and 42% of the respondents disagreed with the view. Such indicates that majority of the respondents share the same view as opposed to the assertion. A total of 27% of the respondents were not sure, while 8% supported the view by agreeing .Only 0.5% of the respondents strongly agreed with the view.

Community perceptions were supported by the interviews which were meant for stakeholders including personel from local authorities like Chaminuka Rural District Council where the Housing and Community Services Manager was of the view that the mining companies do not have a corporate social responsibility framework. The view that they operate on an adhoc basis is evidence of lack of policy on CSR and absence of a CSR framework. The Assistant District Administrator of Shamva echoed the same sentiments pointing to the view that mining companies, in particular, Shamva Gold Mine lacks a CSR framework, hence it is difficult to determine responsiveness of mining companies CSR programmes on community needs and expectations. The respondents from the focus group discussions were of the view that the community is not aware of the companies mandate and management structure, the companies main operational or programming interventions within their CSR strategy. Hence the participants stressed the need for collaboration of all roles players.

In a nutshell, all the information both qualitative and quantitative in nature reflects that various community segments in Shamva in various wards share the same optimism in their perception on the involvement of the companies and the community in Shamva. Figure 4.5 indicates that the majority of participants strongly disagreed with the view that the mining company has community interest at heart. A total number of 38 participants disagreed with the view. The cross tabulation of gender shown in Table 4.3 which reflects that more males than females did not share the same optimism whilst 93 participants disagreed with the view. Males dominated with 52 whilst females who also disagreed with the view were 41. Forty nine respondents were not sure whilst 19 participants agreed with the view that Shamva Mine has community interest at heart. Lastly 1 participant strongly agreed with the view. Such a reflection indicates community perception on the mining company on community interest. Gender is a very crucial tool used to assess corporate social responsibilities in set up mining communities.

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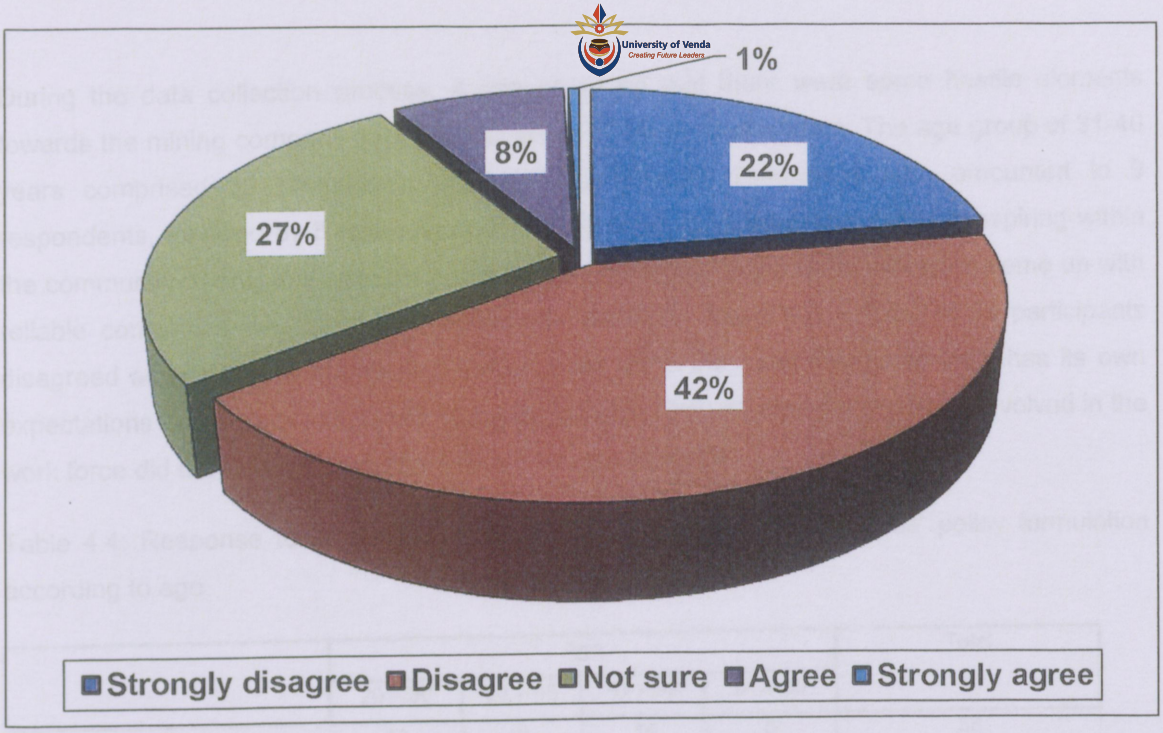


Figure 4.5: The perception of the community on the responsiveness of the mining companies CSR to the community.

Table 4.3: Mining CSR responsive to community needs (Gender breakdown of respondents

Responds	Gender		Total
	Male	Female	
Strongly Disagree	25	13	38
Disagree	52	41	93
Not sure	25	24	49
Agree	4	15	19
Strongly Agree	1	0	1
Total	107	93	200

The investigation of community interest against age was conducted in order to have a wide perspective about the need for a company to have community interest in their policy. This variable also brought in an interesting dynamics to the study. It can be seen from Table 4.4 that 13 respondents strongly disagreed in the category of 20-30 years, though it was expected that the majority of respondents are in be this category due to their contributions to the community and their status in terms of employment seeking. However, majority of the respondents were in the 41-50 category. This may be due to the fact that they have both experience and knowledge of the environment in which the company and the community operate. This age group is also considered the ancestors of the community with vast knowledge that can assist in successful making interesting observations about the corporate social responsibilities.

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During the data collection process, it was observed that there were some hostile elements towards the mining company from the age group of 20 to 40 age years. The age group of 31-40 years comprised 30 participants with majority strongly disagreeing who amounted to 9 respondents, followed by 8 agreeing and 7 being not sure of what was really transpiring within the community. If only this age group was to be used it was going to be difficult to come up with reliable conclusion due to given respondents shown in Table 4.3 A total of 93 participants disagreed across all the age groups, which bring us to the point that community has its own expectations that are not in line with company policies. Overall, majority of people involved in the work force did not participate in line with we our expectations.

Table 4.4: Response to incorporation of community interest in companies' policy formulation according to age.

	Age				Total
	20 – 30	31 – 40	41 – 50	51 – 60	
Strongly Disagree	13	9	16	0	38
Disagree	33	6	53	1	93
Not sure	22	7	20	0	49
Agree	10	8	1	0	19
Strongly Agree	1	0	0	0	1
Total	79	30	90	1	200

Table 4.5 shows the cross tabulation of community interest with educational background of the participants. The investigation would not be complete without the educational element in play; in modern days society is categorized by educational levels among other things, hence education background contributed in knowledge. During the study there were 11 respondents with primary school background people strongly disagreeing with the company social responsibility dispensation, 35 disagreeing, bringing the total of 46 participants with primary background level of education.

These 46 participants were not satisfied with the company policies towards the society. Participants with Ordinary level background were 15 in total, with 8 disagreeing, 6 not sure and supporting the CSR. The respondents with advanced level of education showed interest in participating in the study though the survey managed to have 47, it was not really a good number according to expectations. About 21 participants disagreed, 10 strongly disagreeing and 16 being unaware of the practice of the element under study. Interestingly no one showed any element of agreement on the manner of company CSR articulation policy. In Advanced level and tertiary level

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we expected informed responses or intelligence guesses because they studied some of the aspects in school. The tertiary educational background participants were the majority, as expected, a total of 92, of which 29 disagreeing, 27 not sure, and 17 strongly disagreeing. This follows that the efforts of the company are not yielding any benefits which are of paramount importance to the community. This suggests that the company maybe having strength of other aspects, at the same time neglecting other crucial issues.

Table 4.5: Community interest in relation to educational background

	Educational Background				Total
	Primary	Ordinary level	A level	Tertiary	
Strongly Disagree	11	0	10	17	38
Disagree	35	8	21	29	93
Not sure	0	6	16	27	49
Agree	0	1	0	18	19
Strongly Agree	0	0	0	1	1
Total	**46**	**15**	**47**	**92**	**200**

4.2.3 Promotion of active Community participation

Community interest was tested against marital status within the mining community. Marital status have a certain contributions in the community, this can even influence decision making in community interest on company policies. We included this variable to obtain family level scale responses. A total of 48 single participants had the majority (19) disagreeing that the company had the community interest at heart, 11 were agreeing and 15 being neutral. Majority participants were married, with 37 disagreeing on whether the company policy has the community interest, only 9 were positive and 21 were just neutral. The divorced category explicitly disagreed with 54 out of 59 participants. Other part of 59 was neutral. The other part of the status category investigated was the widowed, with 29 participants, but however it did not show any difference from the divorced and married categories. 18 showed dissatisfaction and 8 being not sure. After the entire variable considered, there was overwhelming evidence that the community is not satisfied with the company policy in relation to the community interests.

4.2.4 Promotion of active community participation and involvement

Figure 4.6 indicates the views of the community on mining companies in Shamva community on their promotion of active community participation and involvement. A total of 22% of the respondents strongly disagreed with the view, whilst 42% of the respondents disagreed. A total

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of 27% were not sure, whilst 8% agreed thus shared the same view with the assertion whilst 1% strongly agreed with the view. The level of community engagement by mining companies is very minimal which indicates that legal and institutional frames do not support and strengthen the work of CSR of most mining companies in Shamva community. It is of great concern that stakeholders within Shamva community failed to identify what the driving factors for CSR are within Shamva community, and how is CSR incorporated into the mining companies' corporate or functional strategy which should reflect community collaboration. Out of 120 respondents of the focus group discussions 89 pointed out the view that mining companies in Shamva are not engaging the community. Various stakeholders shared the same view. The interviews showed that companies ought to engage communities rather than work in isolation. Social investments within communities is ineffective if implemented without community involvement.

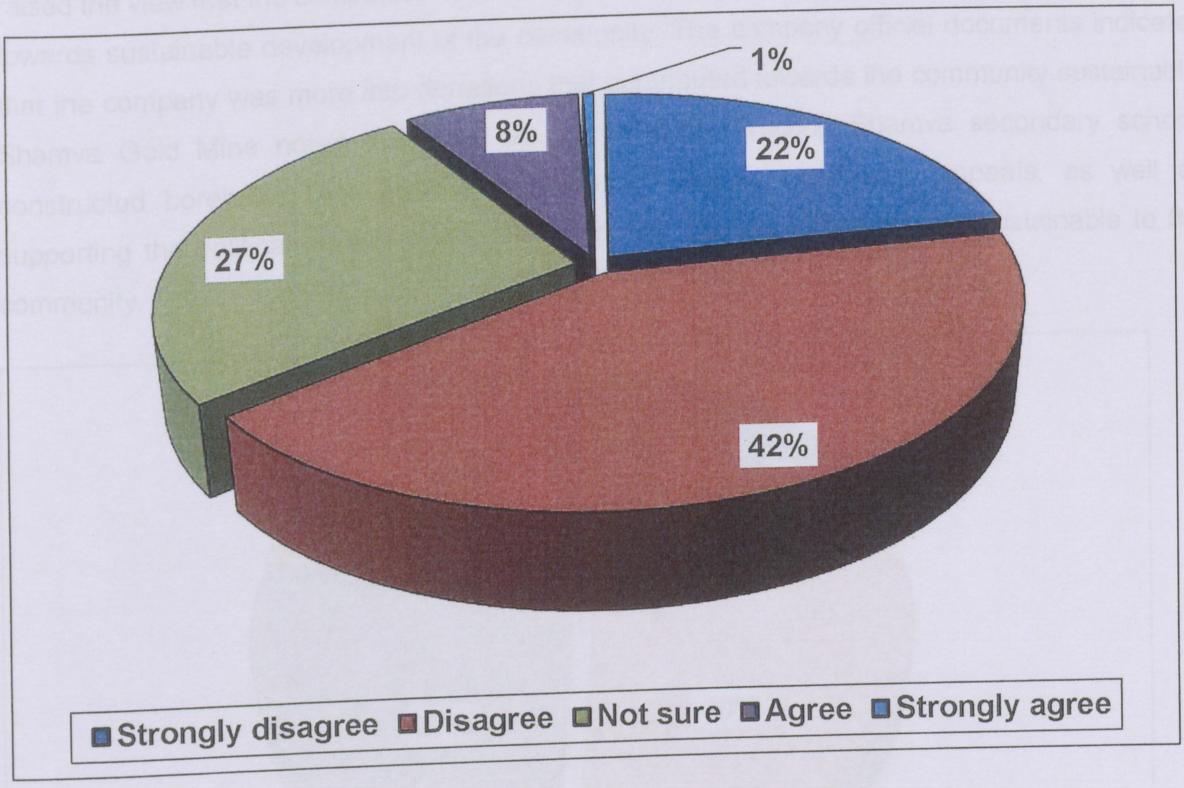


Figure 4.6: Companies promotion of active community participation and involvement

4.2.5 Responsiveness of the Mining companies CSR programmes

Figure 4.7 illustrates community perception on mining companies CSR programmes that facilitate sustainable community development. The data collected depicts the view that 21% of the respondents strongly disagreed with the view that mining companies CSR programmes facilitate sustainable community development of Shamva community. Whilst 30% shared the same view, 27% were not sure because they were not aware of what community intervention programmes

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the company is engaging in. About 20% of the respondents agreed with the view and asserted the notion that the companies were engaged in lot of community programmes which are sustainable. About 2% strongly agreed in support of the view. Interviews conducted at Shamva Gold Mine, Canterbury Mine and Dodge Mine reflected that the companies are doing a lot of programmes. The Human Resources Manager at Shamva Gold Mine affirmed that the company was investing in the community for sustainable growth and community development and that the company has a policy on CSR.

An official in the Safety Health and Environmental Department said the company does not have a clear framework on CSR and that they operate on an adhoc basis. Majority of respondents contradicted with the companies view during focus group discussions. Out of 120 participants 94 raised the view that the companies in Shamva, Shamva Gold Mine in particular is not contributing towards sustainable development of the community. The company official documents indicated that the company was more into donations that contributed towards the community sustainably. Shamva Gold Mine noted that they are currently constructing Shamva secondary school, constructed boreholes, and making donations to various community appeals, as well as supporting the political organisations. However their interventions were not sustainable to the community.

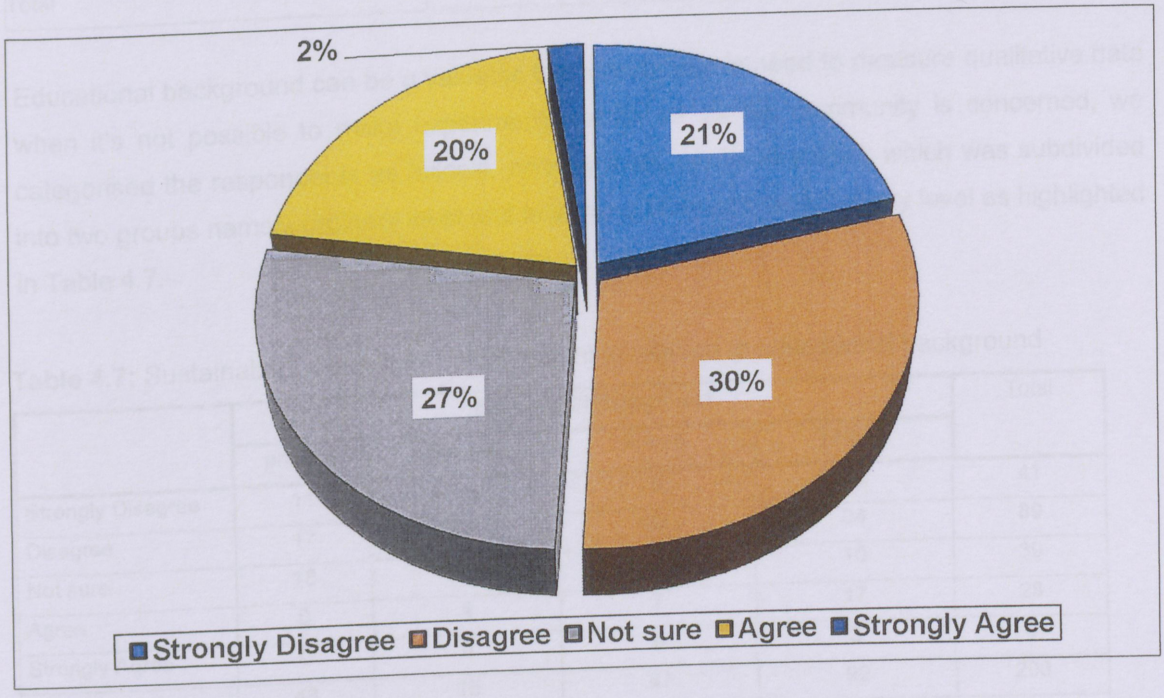


Figure 4.7: Companies CSR programmes facilitate Sustainable Development

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Sustainable community development was cross tabulated against gender which brought an interesting dimension that was not in our scope. We never factored in the government control mechanism of companies on CSR programmes. Herein, the sample under study was cataloged into two groups, that is, male and females. The table below gives the findings, which can be interpreted as follows; from 107 males 25 strongly disagree, 47 disagree and 26 not being sure. However 9 males agreed that the company is implementing its policies on community engagement. On the other hand, a total of 93 with 58 females disagreeing on the company community development and 22 agreeing. Some light was shaded in as far as sustainable community development is concerned.

Table 4.6: Sustainable Community Development in relation to gender

	Gender		Total
	Male	Female	
Strongly Disagree	25	16	41
Disagree	47	42	89
Not sure	26	13	39
Agree	6	22	28
Strongly Agree	3	0	3
Total	107	93	200

Educational background can be a valuable tool when there is need to measure qualitative data when it's not possible to make experiments. In as far as the community is concerned, we categorised the respondents as follows, primary level, secondary level, which was subdivided into two groups namely ordinary level and advanced level and lastly tertiary level as highlighted in Table 4.7.

Table 4.7: Sustainable Community Development in relation to educational background

	Educational Background				Total
	primary	O level	A level	Tertiary	
Strongly Disagree	11	2	0	28,	41
Disagree	17	4	34	34	89
Not sure	18	5	6	10	39
Agree	0	4	7	17	28
Strongly Agree	0	0	0	3	3
Total	46	15	47	92	200

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There were 46 primary level, 15 ordinary, 47 advanced and 92 in tertiary background level. Twenty-eight of the respondents with primary background disagreed, that is, they do not see any significant development implemented by the mining company. This implies that even though the company is contributing significantly in sustainable community development, it's not appreciated by certain members of the community. In the ordinary level background, 2 strongly disagreed and 4 disagreed, but however 4 agreed and 5 are not sure or not aware of the aspects under discussion. It was observed that the majority of respondents were in the tertiary level background. This group provided intelligence guess were some aspects was not clear. The majority strongly disagree, giving intelligence responses indicating their genuineness. Though the least strongly agree, their argument showed that the company should involve the government representative and community leaders in decision making on matters that affect the community. This is tabulated in Table 4.8.

Table 4.8 shows sustainable community development against marital status. This was deemed necessary due the influence it has on decision making in all levels of any society. As expected married respondents participated more, followed by the divorced category. The single category and the widow did not participated much. Majority in the 17 respondent strongly agree and 2 is agreed. Eleven strongly disagreed while 10 just disagree giving us a total of 21 respondents who gave us a negatively response toward sustainable development. Married category had 27 respondents strongly disagreeing and 36 disagreeing. This leaves the positive feedback coming from only 1 participants. Three seemed to be not sure of the contributions. Over all, the majority of the respondents gave a negative feedback about the company contributions.

Table 4.8: Sustainable Community Development in relation to marital status

	Status				Total
	Single	Married	Divorced	widowed	
Strongly Disagree	11	27	1	2	41
Disagree	10	36	28	15	89
Not sure	8	3	26	2	39
Agree	17	0	4	7	28
Strongly Agree	2	1	0	0	3
Total	48	67	59	26	200

The collective results indicated that on average 95% of the participants in the community are not fully aware that corporate social responsibility can be utilized as a tool to build good relationships with communities. From focused group discussions conducted participants added that a good

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relationship with various stakeholders can enable sharing of resource which can further be a development tool for mining company and community. Furthermore the community suggested that there should participative decision making among all the parties involved. The company and the community had significant different views on the corporate social responsibilities of Shamva mining company. The interviews, questionnaire and focus group discussion highlighted the need for companies to work together with the community representative and government authorities. Ninety-five percent, of the 200 respondents, strongly contradict with the company management. They were of the idea that involving all stakeholders in policy making will empower the community and enable their views to be heard. In a way they emerged a concept of voice to the community. Some respondents mentioned that sustainable development implementation should relate to community norms and customs. The respondents also indicated that there is need for company to respect the tradition and culture of the community. Twenty-six respondent demanded transparence on the company policy.

4.2.6 CSR is integrated in existing community grassroots structures

The community perception of the CSR as integrated in existing community structures is depicted in Figure 4.8. On this the total of 44% of the respondents strongly disagreed with the view that mining companies CSR is integrated in existing community structures. The same optimism was supported by 45% respondents who also disagreeing with the assertion. Only 4% of the respondents indicated that they were not sure, whilst a total of 7% agreed with the assertion with 5% agreeing and 2% strongly agreeing with the view. It was observed from the focus group discussions conducted that there is no linkage between companies CSR programmes and the community's interest. This was also stressed out by 13 ward councillors who argued that no integration existed between companies and the communities at cell, ward, and branch and district level. Majority of the respondents shared the same view. The stakeholders were cantered at district level neglecting the marginalized communities. Such a practice is crucial in that it helps in community diagnosis and ultimately leads to community members making needs based assessment for sustainable community development.

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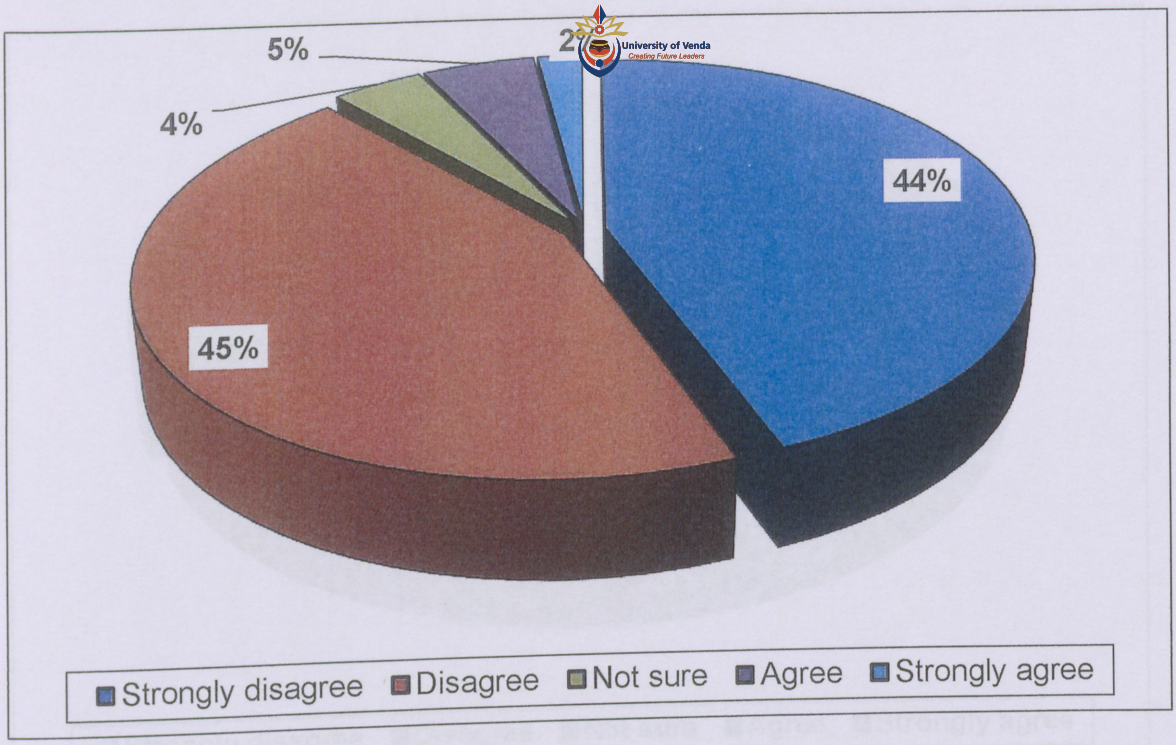


Figure 4.8: CSR is integrated in existing community grass root structures

4.2.7 CSR programmes are informed by community capacities and capability

Figure 4.9 indicates community perception on CSR programmes which are informed by community capacities and capabilities. About 28.5% of the respondents strongly disagreed with the view that mining companies CSR programmes are informed by community capacities and capabilities. The larger percentage 40% of the respondents disagreed with the view which clearly shows that the community perceive the CSR programmes as company centred and not community driven. It was only 23.5% of the respondents which view that they were not sure of the position and 4% agreed in support of the assertion whilst 4 % strongly agreed with the view. A total of 4 respondents interviewed shared and expressed their views stressing that the companies undermined community capacity and capabilities in promoting sustainable development of Shamva community. In the total of 120, 74 respondents of the focus group discussions expressed the view that companies had the sole mandate of ploughing back to the community without proper integration with stakeholders. Thus it meant the communities were being side lined by the mining companies when discharging their corporate mandate to the communities.

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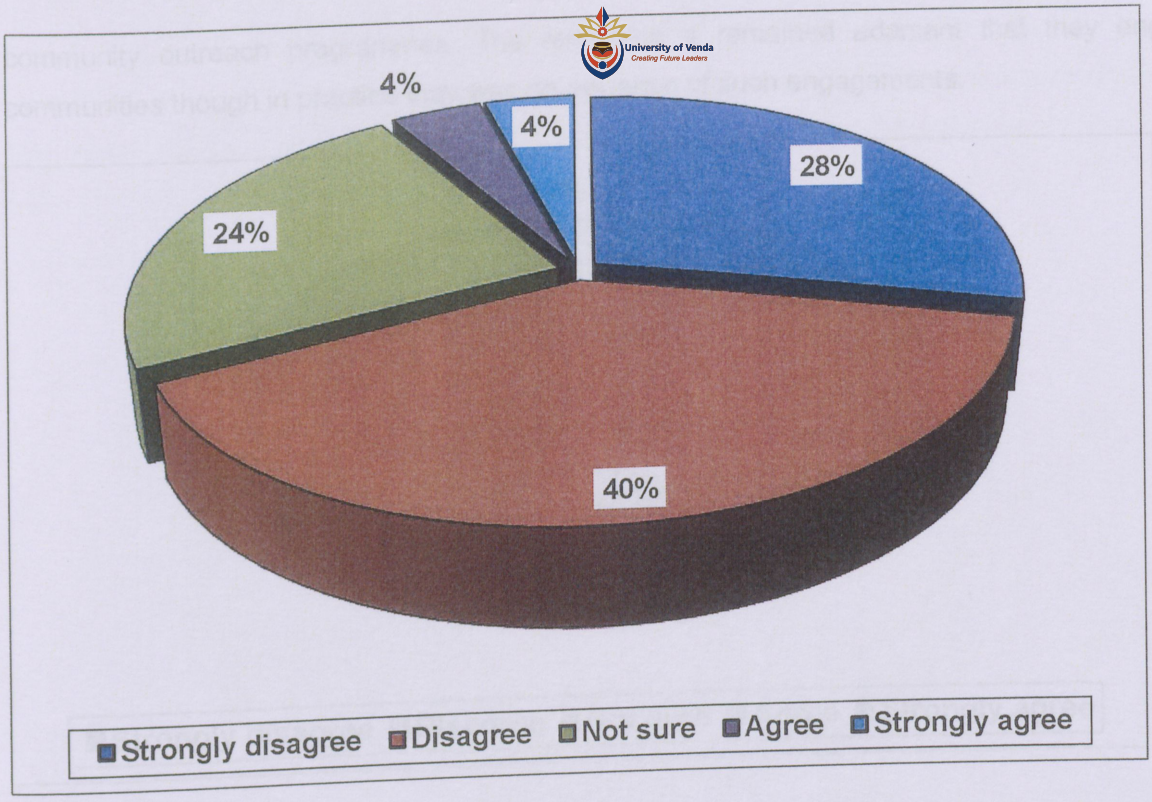


Figure 4.9: CSR programmes informed by community capacity and capabilities.

4.2.8 CSR programmes foster culture values of community engagement

Figure 4.10 indicates mining companies CSR programmes which fosters a culture values of community engagement through dialogue. A total of 17.5% of the respondents strongly disagreed with the view, whilst 37% disagreed with the notion of corporate community engagement which is a value system. Such in principle has to be embraced by the mining companies though in practice it is seldom practiced by the corporates in Shamva community. About 28% of the respondents were not sure of the position of the nature and extent of the level of corporate engagement by the companies. A very little fraction of the participants agreed with 16.5% of the respondents agreed and 1% of the respondents strongly agreed in support of the assertion. Out of 120 respondents of the focus group discussions, 89 stressed the view that mining companies' level of community engagement is very minimal. Personnel from human resources department which is also referred to as corporate affairs department in some companies do not engage in community outreach programmes in a bid to explore community needs through engagement processes at grassroots level. From interviews conducted with mining officials 2 out of 6 acknowledged the need for

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community outreach programmes. The remaining 4 remained adamant that they engage communities though in practice they was no evidence of such engagements.

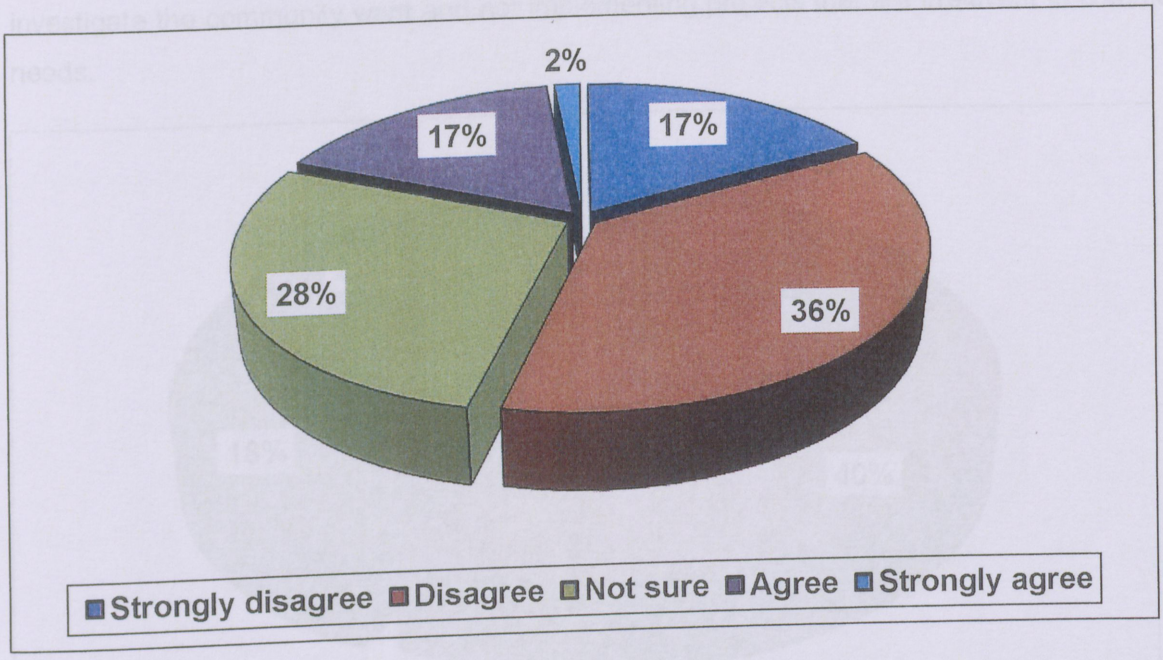


Fig 4.10 Fostering a culture of community engagement through dialogue

4.2.9 Mining companies implements projects that are relevant to communities.

Figure 4.11 indicates community perception on whether projects implemented by mining companies are relevant to communities. The research findings indicate that 17% of the respondents strongly disagreed with the view that projects of the companies are relevant to community needs. This is supported by the view that 41% of the respondents disagreed. A total of 18% of the respondents were not sure whilst 22% agreed with the assertion. A total of 2% of the respondents strongly agreed. This reflected a mixed opinion on extent to which the projects are relevant to communities.

The interviews conducted with stakeholders like Shamva Development Committee, District Administrators, local Chiefs, Village herdsmen, ward councillors, Member of Parliament for Shamva South Constituency drew various views on the relevance of the projects. Most of the stakeholders acknowledged that mining companies were playing a role towards development of Shamva though it was pointed out by 13 ward councillors that the development had no impact on the communities as it was not sustainable. One of the participants at the focus group discussions highlighted the view that the engagement by mining companies is unsustainable. He stated that companies are claiming that they have constructed boreholes and toilets at villages but the question is do we need the toilets and boreholes they are constructing. The respondent suggested

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that companies should engage communities than working in isolation with the communities. This implies companies ought to do community diagnosis as a needs based assessment strategy to investigate the community want and not implementing projects that are irrelevant to community needs.

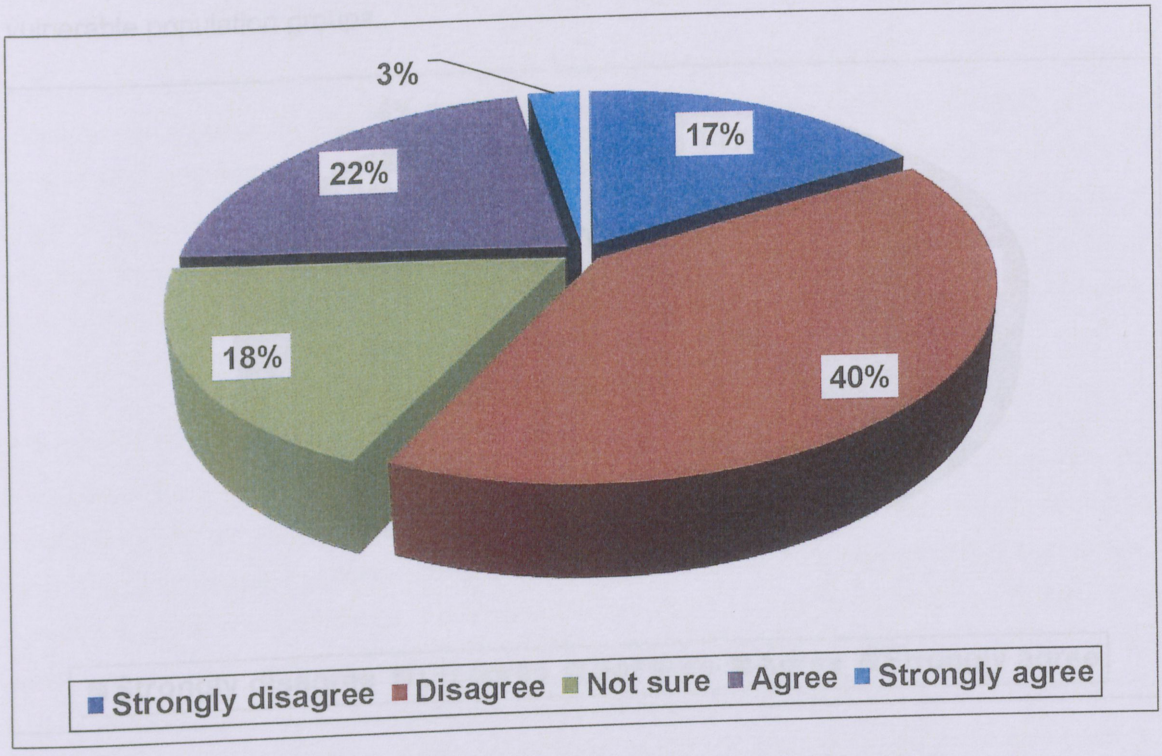


Figure 4.11: Mining companies implementation of projects relevant to communities.

4.2.10 CSR initiatives support of vulnerable population groups

The community perception of CSR initiatives by mining companies is presented in Figure 4.12. An assessment whether it practically support vulnerable population groups was observed. The study revealed that 13.5% of the respondents strongly disagreed with the view whilst 27.5% of the respondents disagreed with the assertion. About 30% of the respondents were not sure of the position while 25% of the respondents agreed with the assertion whilst 3.5% strongly agreed.

Such findings illustrate the view that companies in Shamva community are not supporting vulnerable groups to a greater extent. Shamva Mine personnel during an interview stressed that the company engages on community support which community members are not aware of. It was noted that the company amongst other things supports orphans, one of the vulnerable group includes Mhuri Yedu Feeding Scheme a programme that supports vulnerable children who are

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orphans. They receive rations of food during lunch. The learners are coming from surrounding villages attending school in Shamva urban in Wadzanai Township. A number of participants of the focus group discussions expressed their lack of knowledge on the support of vulnerable groups. Such information was known by ward councillors on what the companies are doing to vulnerable population groups.

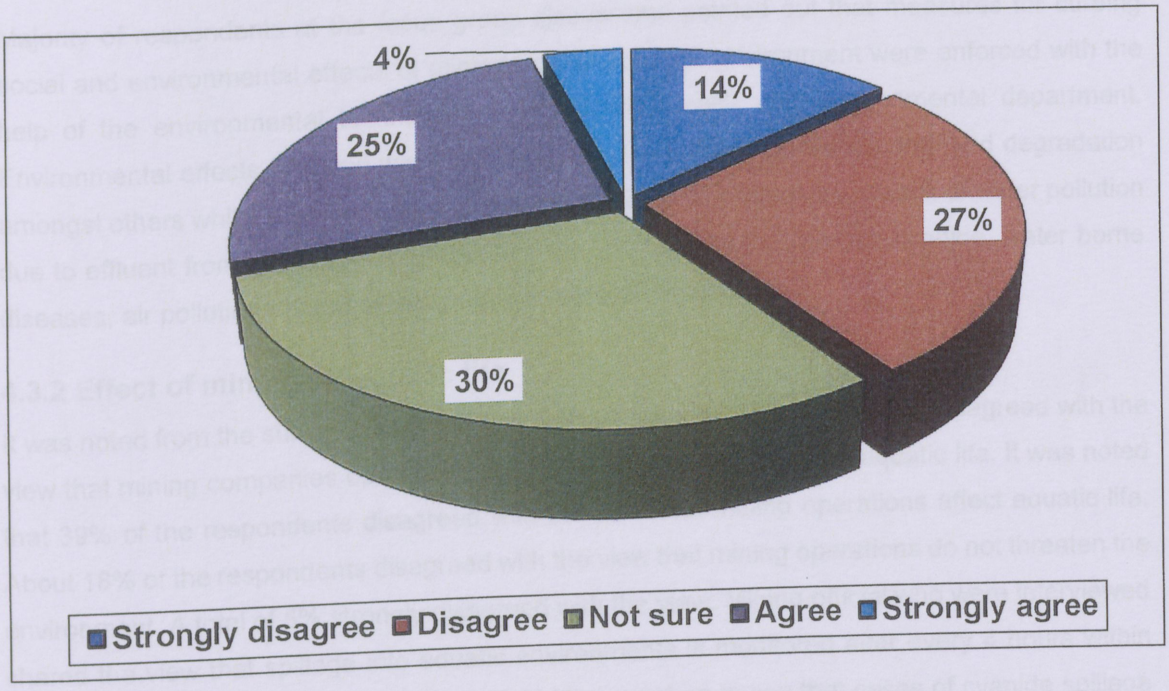


Figure 4.12: CSR initiatives by companies for support of vulnerable groups.

4.3 Social and Environmental Effects of Mining Activities

Social and Environmental effects of mining activities were explored in Shamva community through various means. Questionnaires, interviews and review of official documents were amongst other tools used in gathering the data from the participants.

4.3.1 Addressing effects of mining activities on the environment.

The respondent's perceptions on mining companies' address of potential effects of mining activities on the environment are illustrated in Figure 4.13. The survey revealed that 4% of the respondents strongly disagreed with the view that mining companies addressed potential effects of mining activities on the environment. A total of 23.5% of the respondents disagreed with the view while 11% of the respondents were not sure of the position and 57% agreed with the view that mining companies address potential effects of mining activities on the environment. Only 4.5% of the respondents strongly agreed with the view. Respondents from the mining companies on the interviews indicated that potential environmental threats due to mining activities are

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controlled and prevented from occurrence. The preventive measures are set out and regulations prescribed by the Environmental Management Agency. Failure to comply with such leads to companies being fined. Such environmental effects like cyanide spillage into streams and rivers are curbed by application of chemicals like hydrogen peroxide and sulphur trioxide.

Majority of respondents at the focus group discussions pointed out that measures for curbing social and environmental effects of mining activities on the environment were enforced with the help of the environmental technicians within Safety Health and Environmental department. Environmental effects included water pollution, air pollution, and pollution and land degradation amongst others whilst social effects might include diseases outbreak as a result of water pollution due to effluent from metallurgical processes from companies for instance cyanide, water borne diseases, air pollution related diseases due to ventilation problems.

4.3.2 Effect of mining on aquatic life

It was noted from the survey conducted that 5.5% of the respondents strongly disagreed with the view that mining companies operations in Shamva community threaten aquatic life. It was noted that 39% of the respondents disagreed with the view that mining operations affect aquatic life. About 18% of the respondents disagreed with the view that mining operations do not threaten the environment. A total of 5% strongly disagreed with the view. Mining official who were interviewed shared the view that spillage into aquatic environments is monitored after every 4 hours within nearby streams. The official at Shamva Gold Mine went on to say that cases of cyanide spillage into Musambanyama river which reportedly destroyed aquatic life was just an incident which was caused by a maintenance problem at the slimes dam. It was a technical thing which was addressed.

The bursting of the pipes led to spillage of effluent which had cyanide that affected fish in Magobo dam. The manager at Canterbury Mine were of the view that such incidences occur once in a while as the company puts measures to avoid such occurrences. Majority of respondents at the focus group discussions stressed the view that cyanide spillage at Shamva Mine into Musambanyama River, and also a milling company at Tafuna which is located at the river basin is a threat to the aquatic environments. Such spillage not only have effects on aquatic environments but also on the environmental health of people consuming fish from Magobo dam which had cyanide. It was submitted by many respondents that mining operations in Shamva community contributes to water pollution.

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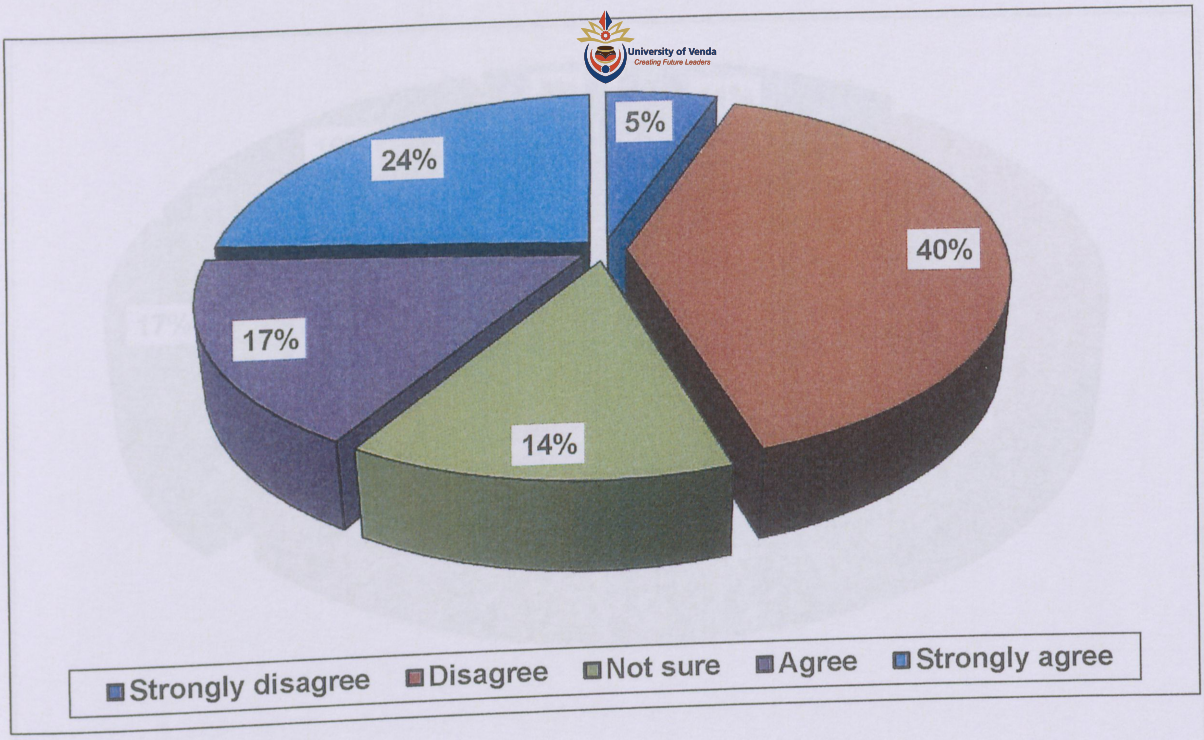


Figure 4.13: The community perceptions of mining effect in aquatic life

4.3.3 Mining operations and air pollution

About 63% of the respondents strongly agreed that mining operations in Shamva community leads to air pollution. 12% of the respondents agree with the view that mining companies in Shamva community. 17% of the respondents disagreed with the view. 8% of the respondents strongly disagreed with the view. This assertion was supported by participants of the focus group discussions. It was noted by 103 participants out of 120 participants that mining operations in Shamva community contribute to air pollution. The issue of mine dumps also referred to slimes dam was raised by participants stressing that during windy days the dumps are blown out by wind resulting in the community inhaling dust particles since the dumps are located within the communities. Such pollution is detrimental to people and the environment. Officials from EMA were interviewed together with department of Environmental Health at Shamva District hospital; it was common complaint that the mine dumps were a source of danger to environment health.

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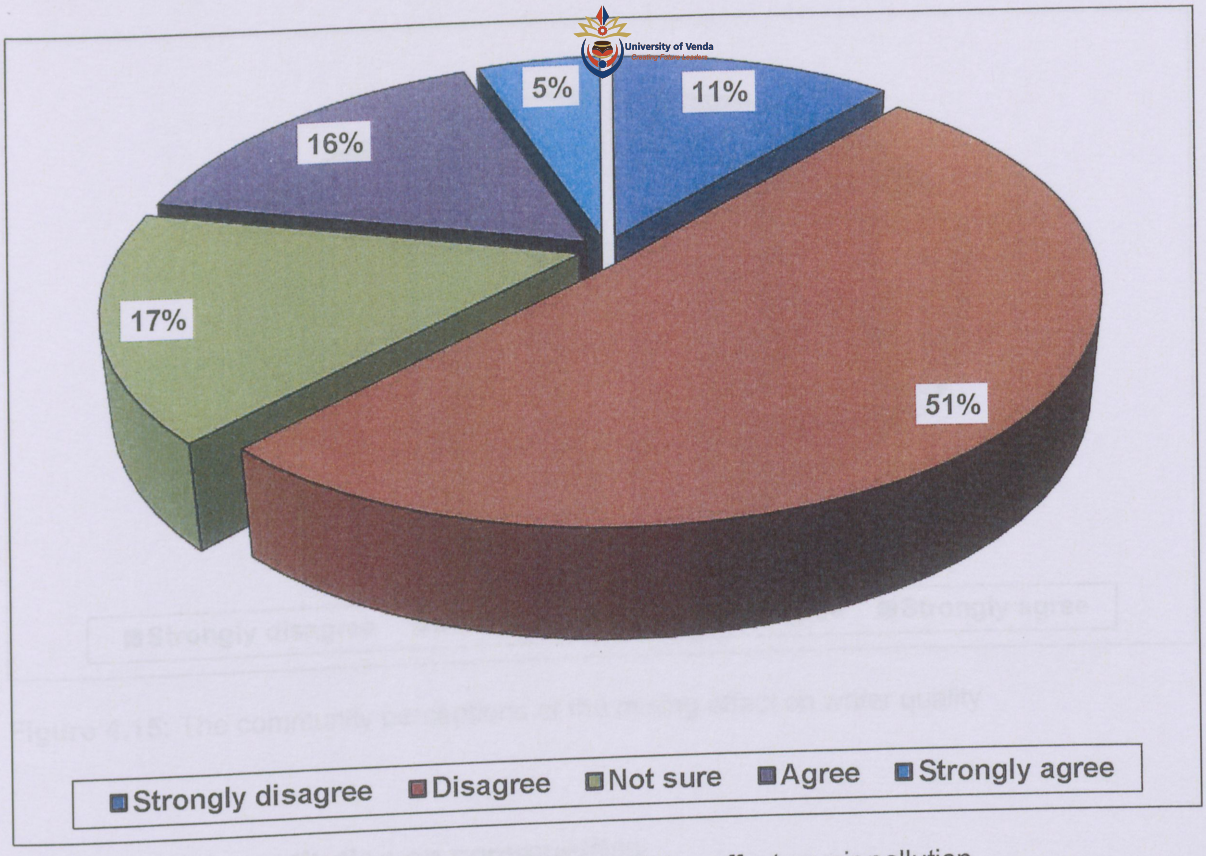


Figure 4.14: The community perceptions of the mining effect on air pollution

4.3.4 Mining operations and water quality issues

A total of 59% of the respondents strongly agreed that mining operations in Shamva community threaten the source of water supply to the community. 18% agreed with the view, whilst 21% disagreed with the assertion.14% strongly disagreed with the view. It was noted from the interviews conducted with officials from Zimbabwe National Water Authority (ZINWA) that drinking water samples are collected on weekly basis and hence the contamination is just an allegation but reports from laboratories indicate that that drinking water in the rivers is under control. This view was contrasted with issues raised during the focus group discussions that companies like Shamva Mine pollutes water and then applies hydrogen peroxide. In so doing the cyanide would not be traced hence making the results biased. This was revealed by one of the workers who collect water samples from the river and nearby streams. It was also noted that drinking water located near the mine dumps was not safe though people are seen drinking or fetching water at the boreholes located near Shamva Mine dumps. Due to acid mine drainage drinking water from boreholes is not safe for community but the companies are not doing anything to save the lives of community members.

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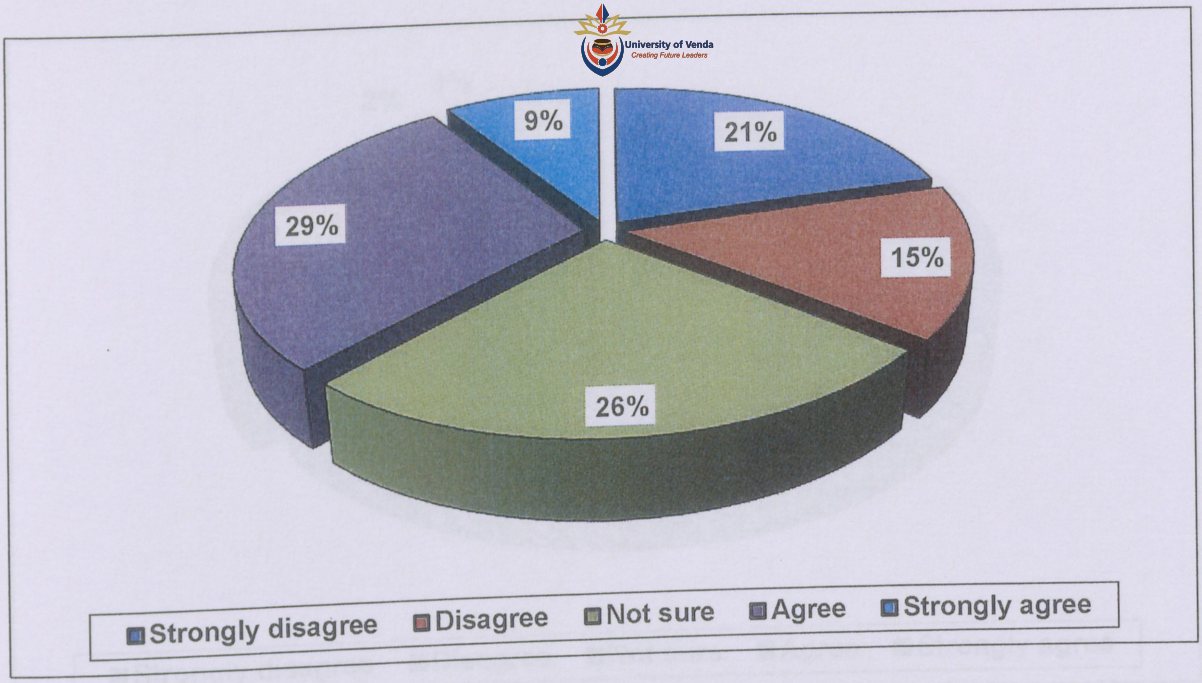


Figure 4.15: The community perceptions of the mining effect on water quality

4.3.5 Effect of prostitution on communities

57% of the respondents strongly agreed that mining operations have great impact on communities in that that they lead to health implications on communities if not properly checked. 21% agreed sharing the same the same view. 14% disagreed with the view whilst 2% strongly disagreed with the view. Whilst 4% were not sure of the position Majority of the participants of the focus group discussions shared the same view that mining operations leads to high rates of promiscuity thereby causing the outbreaks of the HIV or AIDS pandemic. Most participants were not keen to discuss matters of sexuality and promiscuity because it was detrimental to them due to morality issues. It was noted that the rate of prostitution was high where gold mining was involved with women even migrating from all walks of life coming to Shamva community in search of money which they hoped to acquire through prostitution. One of the participant revealed that the sole cause of prostitution lies on the love of money. Many young girls including married women are involved in the practice. Mining companies have a duty and obligation to sensitize their communities on the associated risk of promiscuity as part of social responsibility for sustainable development.

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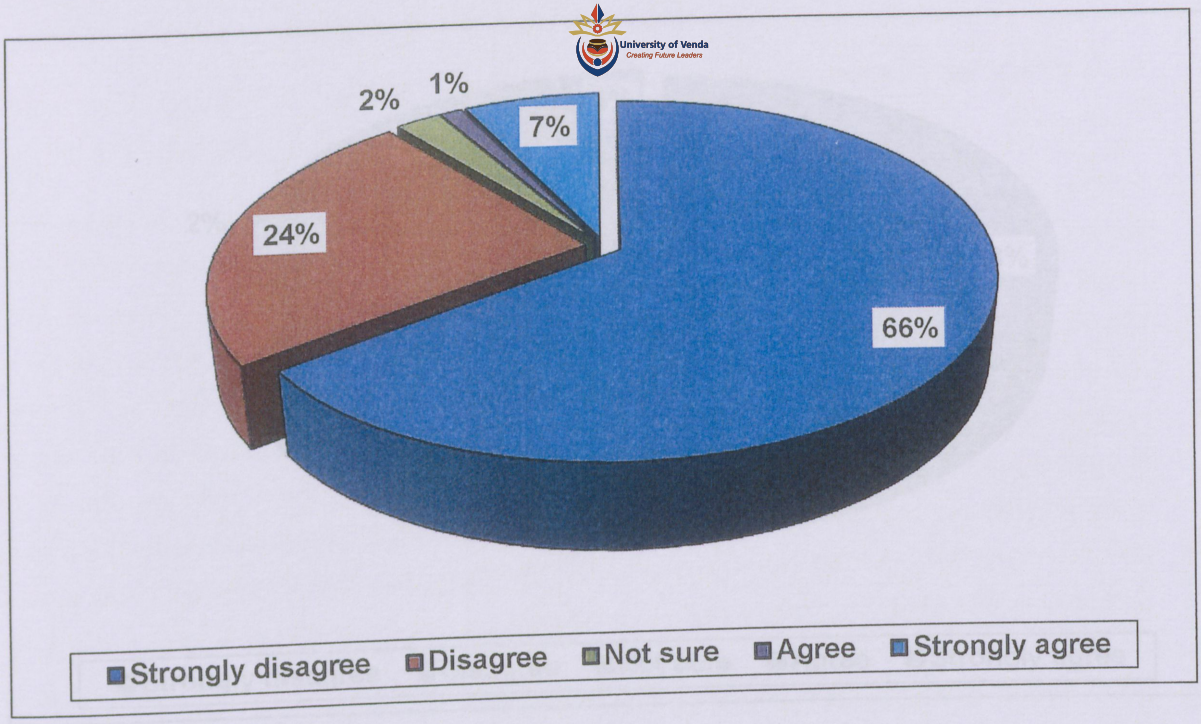


Figure 4.16: The effect of mining to prostitution

4.3.6 Effect of population growth on sustainable development

About 55% of the respondents strongly agreed with the view that population growth within mining communities' stalls the attainment of sustainable community development. The population growth affects companies' strategic management and planning processes due to the ever increasing population. A total of 23% of the respondents shared the same optimism and indicated that factors like high migration into mining communities was a factor that leads to the growth of the population. About 18% disagreed with the view stressing that the rise of population has no effect on sustainable development of the community of Shamva. A total of 4% of the respondents strongly disagreed with the view. Information gathered from the focus group discussions pointed out the view that the rate of population growth within mining communities was as result of influx of female migrants who are prostitutes looking for money hence they settle within surrounding communities.

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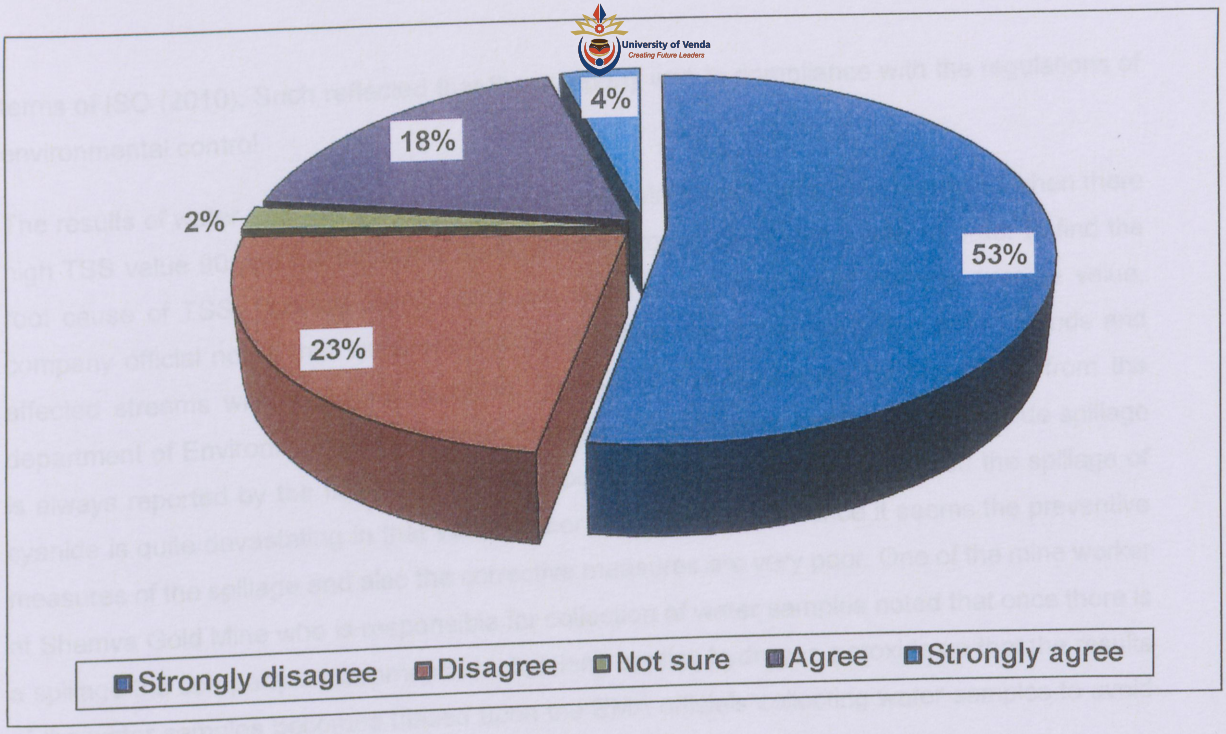


Figure 4.17: effect of mining to population growth

4.4 Mitigation of Social and Environmental Effects

Data was obtained from company personnel on the strategies adopted for mitigation of social and environmental effects of mining activities. Such data was obtained from company official documents, views of the employees within the Safety Heathy and Environmental Department, Technical Service Department and Human Resources Department. The community views were also elicited in enhancing the information gathered.

4.4.1 Environmental strategies

Data was gathered from company records and interviews of environmental technicians on strategies adopted by mining companies for minimizing the extent of spillage of effluent into aquatic environments. In a bid to evaluate strategies employed by the mining companies the researcher interviewed officials from EMA and also department of Environmental Health from Shamva District to ascertain the nature and extent of the effectiveness of the strategies employed. The interview conducted revealed that Shamva Gold Mine had precautionary steps to prevent disposal of effluent into the streams. It does effluent analysis daily after every 6 hours and employs corrective action within the upstream, midstream, downstream, Magobo dam, outside tailings dam, quarry ponds and emergence return water ponds. This is in line with the SHE standards in

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terms of ISO (2010). Such reflected that the company was in compliance with the regulations of environmental control.

The results of water analysis indicated that all parameters were safe- blue band and when there high TSS value 90mg/l the company continues monitoring the water quality in order to find the root cause of TSS. Outside tailing dams are continuously monitored to deter cyanide value, company official noted that were cyanide value is high the company doses quarry ponds and affected streams with hydrogen peroxide. This view was contrasted by the official from the department of Environmental Health from Shamva Hospital were incidences of cyanide spillage is always reported by the fish farmer of Magobo dam Mr. Scott Bean. He noted the spillage of cyanide is quite devastating in that vast number of fish are dying hence it seems the preventive measures of the spillage and also the corrective measures are very poor. One of the mine worker at Shamva Gold Mine who is responsible for collection of water samples noted that once there is a spillage the company environmental technicians applies hydrogen peroxide so that the results of the water samples becomes biased upon the EMA officials collecting water samples to avoid being fined.

The company official noted the view that the company Environmental Management has guiding principles for protection and conservation of the environment and all the strategies are embedded in the system. Dodge Mine officials acknowledged that they do not have an environmental management system in place they deal with environmental challenges as they come. At Canterbury Mine the environmental technicians apply international standards for environmental management such systems are meant for physical elements and aspects that might lead to impacts. Such Environmental Management System will employ emergency preparedness and response mechanism as a strategy meant to curb environmental impact and also lessen any social harm to humanity. Such strategy amongst other things includes emergency preparedness and response activities and periodic training. In a nutshell, not enough information could be gathered from the mining companies on issues pertaining to environmental strategies as they considered it as classified information and concealed the information as they regarded it confidential information. Most employees who were interviewed and those working at the Human Resources Department, Technical Services Department, Metallurgy Department and Safety Health and Environmental Department were not comfortable to release information in the form of official documents, or even generally soliciting information. One official remarked, “Once I give you the actual information you are looking for my job will be gone”. This meant companies like Shamva Gold Mine and Dodge had information to hide thus they were not complying with environmental principles, policies ad standards for operation.

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4.4.2 Social strategies

The companies noted that their corporate social responsibility strategy of the company is integrated by a feasible social policy of ploughing back to its communities. The companies amongst others are Shamva Gold Mine, Dodge Mine and Canterbury Mine which adheres to principles of corporate governance and social ethics as encapsulated by corporate community engagement. One of the officials at Dodge Mine stressed the view that companies ought to embrace community involvement in communities affected for them to engage in monitoring activities.

The nature and extent of monitoring has to be in line with the mining operation environmental and social risks and impacts in line with the compliance requirements. One of the respondents stressed the view that environmental and social strategies, policies and standards and also the operational norms of the mining companies in Shamva community do not conform to ISO standards in line with promotion of environmental sustainability and social cohesion and wellbeing of communities towards achievement of sustainable development of Shamva community. It was also emphasized that mining companies ought to embrace environmental and social principles and standards into operational practice than strategies which in principle are existent within the Environment Management Systems whereas in practice they are seldom applied to redress environmental and social harm that is detrimental to the environment and the community.

It was also stressed out by a number of mining officials that companies in Shamva community are playing a significant role in sensitizing community members on risk behaviour and the effects of promiscuous behaviour. Such education helps communities in raising awareness of HIV and AIDS which can affect labour and human capital development. At Magobo Milling Company the manager invites health personnel to sensitize communities on the effects of promiscuity and such is a great stride by mining companies as a social strategy is mitigating social impacts of mining activities in adjacent communities. Distribution of condoms on mining sites and communities by the mining company at Dodge Mine is one of the many significant steps the company is taking in reducing the rate of transmission of sexually transmitted diseases thereby reducing social impact as a preventive strategy.

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4.5 Summary of Research Findings

The research findings were based on assessment of impact of corporate social responsibility on sustainable development of Shamva mining community in Zimbabwe. The objectives of the study were assessed using various research methods and the findings are thus summarised as follows.

In this study the findings postulated the view that there was lack of shared value between business community and the environment. One may put forward the view that shared value is characterised by policies and operating practices that enhance the competitiveness of a company whilst at the same time advancing the economic and social conditions of the communities in which it operates. Majority of respondents asserted the view that CCE encompasses partnership building, collaboration, empowerment and resource sharing and these are the facets that impact on sustainable development of communities. Such facets were alien to the community of Shamva. Local authorities have a role to play in partnership with the mining companies in identifying and implementing local solutions to local problems and more so institute strategic priorities and decisions. Collaboration of companies with the respective community in Shamva is not enough if implemented without empowerment of communities.

Environmental concerns of the community were seldom addressed though the companies asserted the view that their conduct was in compliance with environmental law. The community perceptions on social and environmental effects of mining activities were that the mining operations posed harm to the environment which was detrimental to the community in terms of public health. It is of great note that the community of Shamva had some misgivings about the impact of CSR by the mining companies on sustainable development of the community.

One may argue that CSR is primarily about creating a "social responsible" image to the world and avoiding harsh criticism of their environmental performance'. The world's most polluting companies have created techniques to demonstrate their environmental sensibility. This is the main reason why CSR has been often characterised as 'green wash'. In other words, it could be considered as an effort to improve the company's image but without making any real difference to its policies on the ground.

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CHAPTER FIVE

STRATEGIC INTERVENTIONS

This chapter presents strategic interventions for improving mining practice to support local economic development and sustainable development of Shamva mining community in Zimbabwe. The study identified areas where there is need for programme enhancement strategy to be developed by the mining companies in partnership with the local communities. Literature offers various insights into how CSR can be implemented. The chapter presents frameworks for designing and implementing CSR for sustainable development of mining communities in Shamva, Zimbabwe.

5.1 Development of Corporate Social Responsibility Framework

The study unveiled that companies sustainable development principles in Shamva community do not align with principles of strategic management. Companies need to develop a framework for CSR rather than operating on an adhoc basis. The framework should incorporate community management instruments which allow a better management and coordination of sustainable development processes to ensure high standards of living to the people of Shamva community. Hence development of CSR framework and strategy for sustainable development of mining communities is essential in Shamva community.

Such an intervention of establishment of a CSR framework and strategy for sustainable development of Shamva community is applicable if the input variables for human needs framework are in place. The requirements for sustainable communities are health and wellbeing, empowerment and responsibility, economic security, efficient service and infrastructure, ecological integrity and social and human development. These principles contributes to a CSR framework in that they comprise of the basic tenets of a CSR framework which caters for health needs of a community, empowerment and responsibility, economic security, efficient services and infrastructure, ecological integrity and social and human development. Such requirements are essential in a CSR framework. These principles are in line with the National Strategic Framework on Sustainable Development (2015), they align with the then Millennium Development Goals (2012) and subsequently the Sustainable Development Goals. A Social Impact Assessment which is a systematic appraisal of impacts on the day to day quality of life of the people and communities in Shamva who are affected by policies, plans and projects of the company would be addressed in the strategic plan operating on an adhoc basis. Such would enhance the effectiveness of the programme.

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In a nutshell, CSR has moved from ideology to reality and is now acknowledged as an important dimension of contemporary business practice. Business leaders give increasing importance to this topic, recognizing that CSR is an important component of business survival and success in the 21st century. The management and marketing literature has significantly contributed to defining and characterizing the phenomenon of CSR (de Backer et al., 2005; Garriga and Melé, 2004), as well as developing the discussion concerning best practice (Esty and Winston, 2006; Savitz, 2006). However, an area that remains largely unexplored in the literature concerns the development and implementation of CSR. Based on a series of in-depth case studies, the study developed a framework to help guide managers, directors and environmental management practitioners and to identify some of the factors that contribute to CSR's successful development and implementation.

As Georges and Jones (1995) noted CSR strategy development and implementation could be considered as a corporate change process that is a transition from a current to a future state or as a new way of organizing and working (Dawson, 2003). The aim is to align the organization with the dynamic demands of the business and social environment through the identification and management of stakeholder expectations. In addition to change, CSR involves learning over time and the ability to understand the specific context and confluence of stakeholder expectations. Whilst there is no best way to bring about change (Burnes, 1996) enhanced learning of stakeholder expectations and the specifics of the context will help to ensure that change is beneficial and supported by appropriate mechanisms (Burnes, 2004). This requires managers to understand and be actively aware of both the context and expectations, but also to recognize that any changes they implement will also shape the environment in turn (Mitleton-Kelly, 2003). The development of CSR practices can therefore be seen as an evolutionary and recursive activity, acting and reacting on and with the business environment.

When considering how CSR can be implemented the literature offers various insights. However, to our knowledge most of the studies on CSR typically focus on limited aspects (Maigan, Ferrell and Ferrell, 2005). This means that an integrative framework has yet to be offered for development and implementation of CSR in a fashion that is soundly integrated to the organisation strategy, structure and culture (Bhattacharya and Sen, 2003). Khoo and Tan (2002) suggest a cyclical process from preparation to transformation and implementation to results, but offer little in terms of detailed guidelines. Panapaanan Linnanen, Karvonen and Phan (2003) discuss five activities, thus organization and structure, planning, implementation, monitoring and

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evaluation, and communication and reporting emphasizing the importance of social risk assessment.

Hardjono and de Klein (2004) review models and studies derived from interpretive sociology and incorporated within the European Corporate Sustainability Framework (ECSF), however whilst rigorous this framework does not provide managerially relevant guidelines. The overview produced by Werre (2003) is a rich and practice-based perspective of CSR implementation based on four stages or phases top management awareness, formulation of a CSR vision and core corporate values, changing organizational behavior, and anchoring of change but this approach is relatively poorly structured and consists more of general advice, and the application of the suggested framework is bounded by the limits of the single case study on which it is based. The eight-step approach identified by Maignan *et al.* (2005) provides more useful insights into the development and management of CSR policies, but lacks in-depth implementation guidelines as the linkage between strategy development and implementation is not explicated. Finally, Cramer (2005) suggests six main activities. These activities are as follows: list stakeholders' expectations and demands; formulate a CSR vision and mission and a code of conduct; develop CSR strategies and plan of action; set up monitoring and reporting system; embed the process in quality and management systems; and communicate about achieved results.

However, the retrospective conclusion is limited in terms of the guidance that it gives to managers despite the clear definition of the six main activities that are provided. Finally, Cramer suggests six main activities that "fall into place like a jigsaw puzzle" (Cramer, 2005). These activities are as follows, list stakeholders' expectations and demands, formulate a CSR vision and mission and a code of conduct, develop CSR strategies and plan of action, set up monitoring and reporting system, embed the process in quality and management systems; and communicate about achieved results. However, the retrospective conclusion is limited in terms of the guidance that it gives to managers despite the clear definition of the six main activities that are provided.

From this analysis of CSR models and frameworks for the development and implementation of a CSR orientation, it can be seen that the majority of studies base the definition of CSR strategy on existing corporate norms and values. However, the frameworks proposed by Maignan et al. (2005) and Panapaanan et al. (2003) stress the role of stakeholders and their concerns. Yet these frameworks differ in the emphasis they give to the role of stakeholders in either providing input into the development and implementation of CSR the activities, or alternatively gaining feedback

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as part of the process improvement. This latter point of process improvement by regarding CSR implementation as a cyclical process was consistent across many of the frameworks discussed. In attempting to integrate the differing perspectives of CSR development and implementation into a single, integrative model, we developed a preliminary model that has been confronted and refined by our multiple case study research (with the organizations being IKEA, Philips, and Unilever).

Figure 5.1 illustrates a framework which was developed from the study as a guideline which mining companies can implement in Shamva community. The framework was developed in such a way that it conforms to the corporate values and norms of the mining companies which were under study.

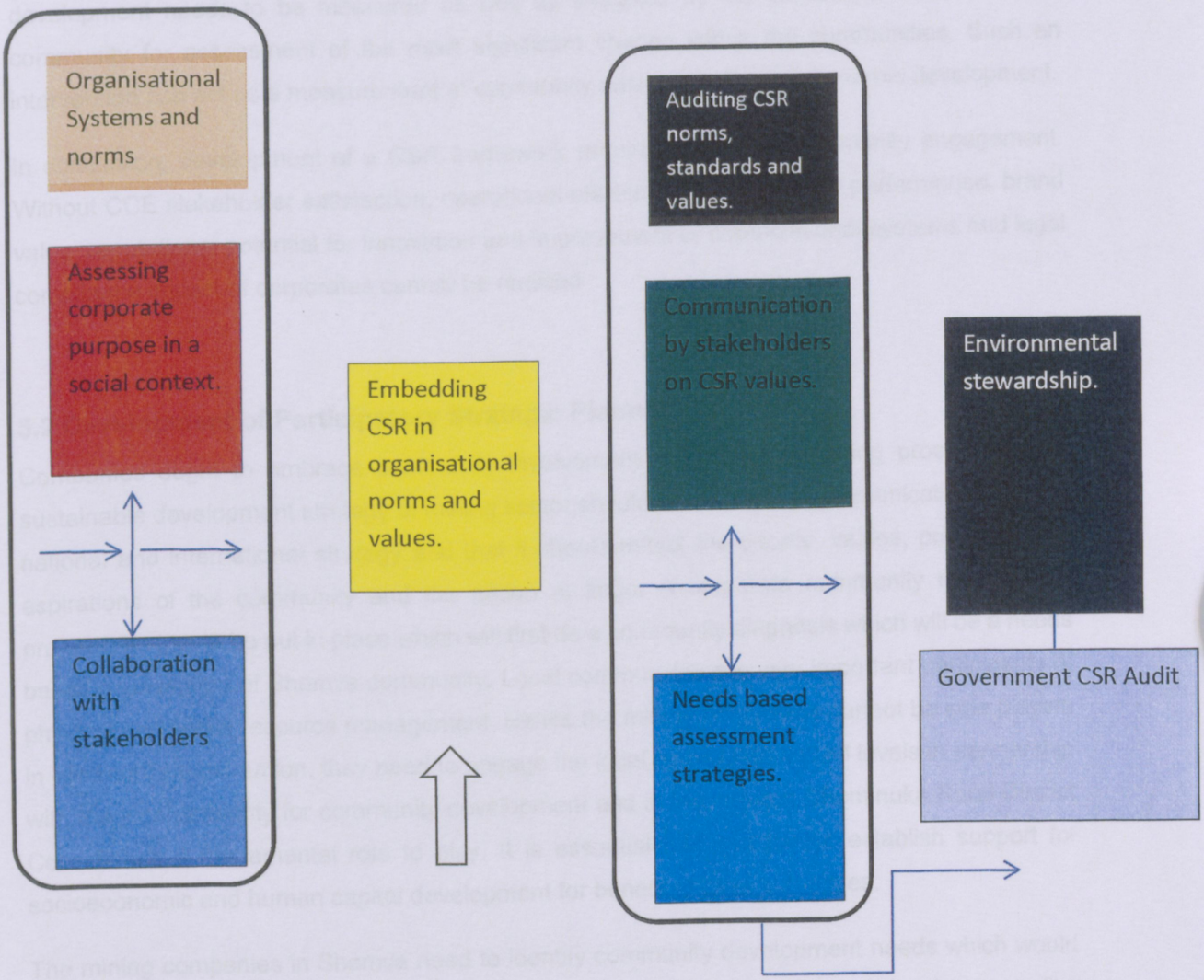


Figure 5.1 CSR Implementation framework

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Such a framework underpins the core values of a corporate strategic framework and thus it has to emanate from a value driven strategy of embracing various stakeholders and the community in decision making process. The initial stage in the development process is conducting a CSR assessment which involves key role players which will ultimately culminate into evaluation and improvement of the strategy. If properly implemented such a strategy may lead to enhanced corporate citizenship.

Figure 5.1 illustrates the view that corporates ought to spend their resources on interventions meant for sustainable development of communities as a value system not as an obligatory thing hence such a value system is a stakeholder expectation. Such facets of socioeconomic development needs to be measured as well as analysed by the corporates as well as the community for assessment of the most significant change within the communities. Such an intervention can act as a measurement of community social growth and economic development.

In conclusion, development of a CSR framework requires corporate community engagement. Without CCE stakeholder satisfaction, operational efficiency, environmental performance, brand value, reputational potential for innovation and improvement of organisational systems and legal compliance impact of corporates cannot be realised.

5.2 Development of Participatory Strategic Planning

Companies ought to embrace community involvement in strategic planning processes. The sustainable development strategy of mining sector should be effectively communicated, linked to national and international strategy and that it should reflect the priority, values, principles and aspirations of the community and the nation at large. A corporate community engagement programme has to be put in place which will first do a community diagnosis which will be a needs based assessment of Shamva community. Local communities are very important participants of physical and social resource management. Hence the mining companies cannot be sole players in community intervention, they need to engage the local communities at all levels in partnership with the local authority for community development and in this context Chaminuka Rural District Council has a fundamental role to play. It is essential that companies establish support for socioeconomic and human capital development for benefit of local authorities.

The mining companies in Shamva need to identify community development needs which would be programming priorities to strengthen socioeconomic and human capital development. The

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support would promote active community participation and involvement. This intervention would promote social and human capital development for self-sustenance. Such an intervention would be sustainable to community livelihoods and ultimately sustainable development of Shamva community. Hence it is crucial for development of participatory strategic planning of communities in collaboration with local authorities.

The intervention is applicable in that the government of Zimbabwe has the required human capital with requisite skills and more so it has the required capacity to ensure outcomes through cooperative governance. The mining companies CSR strategies and policies should transcends with government sustainable development strategy and goals for communities. Hence such an intervention will be applicable due to the role of stakeholders in strategic planning of communities thus the community and Chaminuka Rural District Council.

The diagram below indicates corporate community engagement and such an intervention calls for collaboration of all key players to actively participate on participatory strategic planning of the community hence the government plays a fundamental role through various departments in ensuring collaborative efforts in the implementation of collaborative efforts. The steps in developing such a framework are as follows, organisation structure, planning processes, implementation, monitoring, evaluation, stakeholder communication, auditing, and transparency and reporting.

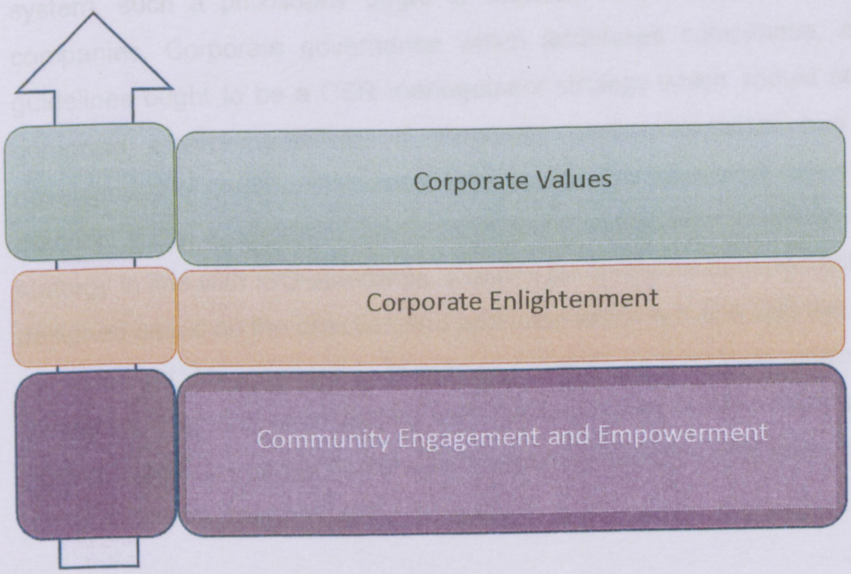


Figure 5.2 CSR Strategic participatory strategic planning

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5.3 Development and Implementation of Corporate Environmentalism

Corporate Environmentalism as a measure need to be developed to improve tools and mechanisms that ensure improved compliance within the mining sector. Regulatory capacity by Environmental Management Agency has to be efficient and the application of regulatory policies has to be consistent to all companies. Such a mechanism will minimise the risk of impact of effluent and toxic substances on the health and safety of the community for instance the spillage of cyanide which was noted to be prevalent in Shamva mining community. It is essential to develop and implement corporate environmentalism as a measure to strengthen environmental management and enforcement.

The strategy is applicable due the existing legal framework in Zimbabwe. The legislative considerations are in terms of the Environmental Management Act which amongst others is water pollution prohibition, Public health Act, prohibition of discharge of hazardous substances, chemicals and materials or oil into the environment and the legal remedies applied there to upon failure of compliance with the legal provisions. Such interventions were applied at Trojan Nickel Mine in Bindura and are feasible based on the company Environmental Management System.

Figure 5.3 indicates a framework for corporate environmentalism which incorporates corporate responsibility as a means to manage risks and impacts across economic, social and environmental dimensions. Asongu (2007) is of the view that corporate citizenship is a value system, such a philosophy ought to translate into a belief, principle and policy of mining companies. Corporate governance which addresses compliance, standards, principles and guidelines ought to be a CSR management strategy which should address matters relating to corporate environmentalism. If corporate environmentalism has been met sustainable development of communities would be a reality. The framework can be developed in a following manner, firstly a corporate environmentalism assessment ought to be conducted, develop a strategy in line with ISO standards, a matrix for corporate environmentalism has to be prepared, designed based on the direction and approach which is in line with the companies' environmental management, set measurable targets and identify performance measures. In addition, establish measures or strategies of dealing with challenges and finally measure and assure performance. Having done that engage stakeholders who may assist on evaluation of performance and identify opportunities for improvement.

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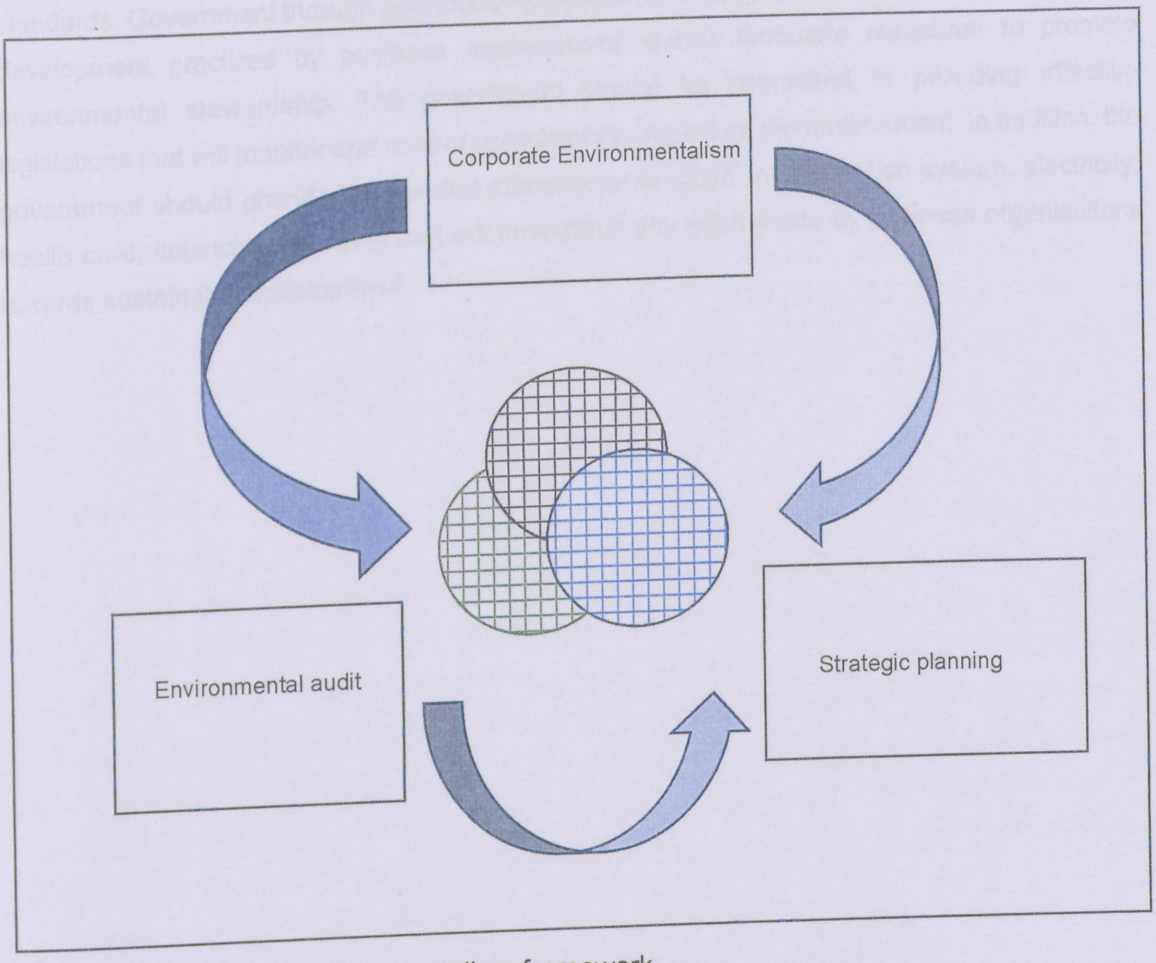


Figure 5.3 Corporate Environmentalism framework.

5.4 Summary of Strategic Interventions

The study developed strategic interventions to be employed in which the current practice could be improved to support socioeconomic development and ultimately sustainable development of Shamva community. The study developed the following interventions, development of a corporate social responsibility framework and strategy for sustainable development of Shamva community of Zimbabwe, development of participatory strategic planning of communities in collaboration with local authorities and lastly development of measures to strengthen environmental management and enforcement. To enable corporations attain efficiency and effectiveness towards a well implemented CSR framework for sustainable development of the community the Government of Zimbabwe through the local authorities is expected to provide national strategies and indicators. This will drive the nation's sustainable development policy which should conform to international

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standards. Government through agencies responsible for managing and coordinating sustainable development practices by business organisations should formulate measures to promote environmental stewardship. The government should be committed to providing effective legislations that will monitor and control organisations impact on the environment. In addition, the government should provide the needed infrastructures (good transportation system, electricity, health care, education, security) that will strengthen any effort made by business organisations towards sustainable development.

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CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

This chapter presents the conclusion and recommendations of the study on assessment of impact of corporate social responsibility for sustainable development of Shamva mining community in Zimbabwe. The conclusion and recommendations emanates from the findings of the study. The recommendations are presented to provide guideline to policy makers, company executive management, local authorities and Environmental Management Agency and potential stakeholders.

6.1 Summary of the Study

The study sought to address challenges confronting Shamva mining community in Zimbabwe. Mining contributes to the gross domestic product of many nationalities, it provides employment opportunities and has been the backbone of economy of many developing countries. However, the mining sector has been tainted with negative social and environmental impacts of its operations. Mining companies are perceived to be neglecting their host communities and the companies have been criticised by various stakeholders for not contributing towards sustainable development of their communities. It has been noted with concern that mining companies in Shamva community of Zimbabwe lack strategic objectives in relation to the needs of the local community about sustainable development.

The objectives of the study were to investigate the contribution made by mining companies towards sustainable development in Shamva mining area, to assess social and environmental effects in Shamva community, to evaluate strategies adopted by mining companies in enhancing the positive aspects and minimising the negative social and environmental impacts in the Shamva area and lastly to develop strategic interventions in which the current practice could be improved to support local economic development and eventually sustainable development.

A mixed method approach was employed and this comprised of qualitative and quantitative data collection methods. Focus group discussions, questionnaires, structured interviews and review of official documents were the methods used in data collection in the study. Sequential mixed design was used in this study and it involved collecting and analysing first quantitative data and then qualitative data in two consecutive phases. The rational for this approach lies on the belief that quantitative data and its subsequent analysis provide a general comprehension of the research topic. The qualitative data and its analysis refine and explain those statistical results by looking at participants' views in more depth.

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The study realised that mining companies corporate community engagement is confronted with significant challenges in responding to the call for corporate citizenship. Companies in Shamva community were seen to be doing charity work in the form of donations. Donations are essential in that they support community livelihoods. However, donations are not sustainable and as such charity work does not contribute to sustainable development of communities. The study noted that mining companies in Shamva community are not accountable to their communities. Such was evidenced by the high rate of responses which pointed out that the mining companies do not engage their communities on decision making on issues concerning the community. The study revealed that CSR programmes of the mining companies are not responsive to community needs and expectations. What the companies are doing as part of their contribution is alien to the community expectation. In essence the companies need to conduct community diagnosis for needs assessment strategy. Such an intervention calls for collaboration of all stakeholders in decision making and implementation of outcomes.

6.1 Conclusion

The analysis provided in the previous chapter supports the view that mining companies' CSR programs can contribute to the sustainable development of the communities in which they operate. However, the investigation conducted 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 findings postulates the view that mining companies in Shamva community play a fundamental role in corporate citizenship. Amongst other interventions the company supports cultural activities like Nyau, Muchongoyo dances, supports through charity work in the form of donations. The companies for instance Canterbury Mine and Shamva Gold Mine supports the Share Community Ownership Trust by ploughing back to its community for socio economic development of Shamva community. Base Minerals Zimbabwe which operates Dodge Mine supports community programmes like soccer team in the community by providing sponsorship though it is not a continuous support intervention by the company. Most mining companies were seen doing a lot to their respective communities. Critically assessing the impact of the contribution of the mining companies on the communities, one may assert the view that the contribution made by mining companies in Shamva community is unsustainable in that it is mostly in the form of donations. This is mainly attributed by lack of corporate enlightenment on what the notion CSR implies. CSR goes beyond philanthropy, which means donations do not contribute to sustainable development of communities.

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The study findings reflected that mining activities pose vast environmental and social harm to community livelihoods. This was evidenced by lack of systems in place for mitigation of the environmental impacts of the mining activities. The negative effects of mining identified in the study area include air pollution and water pollution due to acid mine drainage. The companies lacked strategies for environmental protection especially with the high rate of cyanide spillages reported in Shamva community as a result of the mining activities. The study will be significant in that it will assist the mining companies in Shamva to rethink and redesign their business models in order to address social and environmental concerns. A micro-level perspective is crucial in integrating CSR initiatives such as community involvement into a sustainable development plan. The principle of CSR impact on sustainable development of Shamva community by mining companies was examined. It was discovered that the awareness and knowledge of mining officials on sustainable development, most especially on the protection of the environment was low. Nevertheless, majority of the companies have shown more commitment to socioeconomic development with less priority to environmental protection, control and management.

The Zimbabwean government on her own part has not played the much needed role in stimulating firms to operate a high standard sustainable development policy, compared to the governments of United Kingdom, United States of America, South Africa and several others. It is however pertinent for Zimbabwean government as a matter of urgency to develop a well-structured sustainable development policy that will serve as a template and guideline to business organisations in Zimbabwe and in particular Shamva community.

On the contrary, companies in Shamva community mostly Shamva Gold Mine and Dodge Mine have a commendable Environmental Management System. Such a system outlines a number of strategies the companies employed in mitigating environmental challenges. The Department of Safety, Health and Environment at both mines except Dodge mine have clearly stipulated systems in place for environmental mitigation. Amongst other strategies was the precautionary steps which Shamva Gold Mine implemented as a measure to mitigation of cyanide spillage as one of the major environmental challenge in the community which is affecting both aquatic life and public health. The strategy used by Shamva Gold Mine as a precautionary measure was effluent analysis after every 6 hours upstream, middle stream and downstream. Corrective action was applied in the quarry ponds. The companies also had a number of strategies for environmental conservation. However, most of the corrective measures applied had negative implications on

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aquatic life for instance the application of hydrogen peroxide and sulphur trioxide in aquatic environments in order to neutralize cyanide levels.

The strategies applied as social measures where minimal in that they addressed short term benefits which do not have a bearing on sustainable development of Shamva community. The efforts of the companies in supporting interventions in the form of charitable work is acknowledged. The emphasis is that more ought to be done by mining companies for sustainable development of the community. Lack of interface between business, community and the environment is a factor which grossly impacted on sustainable community development of Shamva community. The companies' intervention within communities is ineffective if implemented without collaboration with the communities.

Finally, sustainable business agenda may be a way for corporations in Shamva to maximize their profits if well conceptualized as a marketing or public relations strategy. The role of business organisations in nation building is immeasurable if the principle of sustainable development is adopted. It is imperative that social development planning and management become a core business requirement in the Zimbabwean mining sector. There should be greater management support and accountability relating to the management of social issues at mine level. This should form part of the management incentive schemes, to ensure greater commitment at senior management level for the effective handling of sustainable community development and other social issues.

Donations and philanthropic work does not contribute to sustainable community development. The reality however is that in these poorly planned community development projects, the community's role is mostly that of benefactor and not stakeholder. Sustainable community development is much more than just getting financially involved in community development projects by addressing social needs of communities adjacent to or affected by mining. Emphasis should be about making communities part of the decision making process on issues that directly affect the quality of their lives and the sustainability of the capital on which their livelihoods depend. Trust and co-operation are essential for achieving sustainable development at community level but they should be effectively managed. The role of social and human capital is crucial to the success of sustainable community development. Therefore, programmes which focus on building social capital should have a positive impact on economic development, incomes and standards of living. The development of social capital requires investments in programmes that mobilize local people around a variety of local development initiatives.

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6.3 Recommendations.

The study makes the following recommendations for practice and for further studies.

6.3.1 Recommendation for practice

- It was noted from the study findings that mining companies do not usually take the issue of social investment serious as part of initiatives for sustainable development of the host communities. It is therefore recommended that corporations invest time and resources into sustainable business so as to create shared value in terms of value for business, value for the community and value for the environment.
- The education and training of company personnel and practitioners in relation to the dynamics of sustainable business is essential in raising the awareness of stakeholders and for improving organisation quality and performance.
- Social development planning and management should be at the core business of the mining companies in Zimbabwe and the government should play a critical role in monitoring implementation processes by the corporates.

6.3.2 Recommendation for further study.

- There is need for further research on how corporates can make social and economic profit through their involvement in protecting and conserving the environment as well as corporate citizenship. More research is required on what constitutes successful sustainable community development.

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- Further studies should explore the role the government plays in creating CSR standards within corporates which impacts on sustainable community development.

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APPENDICES

APPENDIX A

QUESTIONNAIRE

I am from the University of Venda and I am doing a mini-dissertation work that is in fulfilment of the Master of Earth Sciences in Mining and Environmental Geology degree at the University of Venda. I would like to ensure that all the information that you will provide will be treated with the highest level of confidentiality and it will be used only for the purpose of this study. Take note that we are after your honest opinion in all questions asked; therefore there is no write and wrong answer.

BASIC INFORMATION:

Name of Interviewer Mr. John Laisani

Master of Earth Sciences in Mining and Environmental Geology Student

University of Venda, South Africa.

*The success of this section of the research is based on your cooperation in answering the bellow stated questions, thus the interview is voluntary; you are therefore advised not to answer any question that you seem not to be comfortable with.

PART I: BACKGROUND QUESTIONS (BIO-DATA)

1. Gender: Male [] Female []
2. Age: Under 20 [] , 20-30 [] , 31-40 [] , 41-50 [], 51-60 [] over 60 []

   3a.Educational background: Primary [], O level [], A level [] and Tertiary []

   3b. Any reason for ending at this level?.....

   3c. If tertiary, indicate highest level attained .....
3. Marital Status: Single [], Married [], Divorced [] Other.....
4. Number of children: []

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PART II:

community perception assessment statement	Information perception rating response				
	Strongly disagree 1	Disagree 2	Not sure 3	Agree 4	Strongly agree 5
The mining company is accountable to communities they represent					
The mining CSR programmes are responsive to community needs and expectations					
The mining company promote active community participation and involvement					
The mining company CSR framework facilitate sustainable community development					
The company's CSR framework represent and advance broad-based community interests					
The company CSR encourages community self –determination (direct approach)					
The company harness community resources and opportunities					
The company's CSR framework strengthen community leadership (transformation)					
The mining company CSR programme supports collective community ownership of decisions					
CSR are effectively-efficiently managed on behalf of community by the mining company.					
Mining company CSR enable-catalyse community critical self-awareness					

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CSR is integrated in existing community (grassroots) structures					
The CSR programmes are informed by community capacities-capabilities					
Mining company's CSR framework is active, inherent-dormant community self – reliance potential					
CSR foster a culture-values of community engagement-dialogue					
Shamva Mine / Dodge Mine implements projects that are relevant to communities					
CSR initiatives by the company practically support vulnerable population segments					
CSR framework of Shamva Mine / Dodge Mine encourages communities to demand quality service delivery					
Shamva Mine/ Dodge Mine work with and not for community					

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CSR governance and management practice audit inventory checklist: Local Authorities

Kindly respond to each of the following questions by ticking the appropriate response column

Corporate Social Responsibility governance and management practice audit inventory question	Response	Strongly agree	Agree	Disagree	Strongly Disagree
Does the mining company have regular funding support for its programming interventions?					
What impact does the mining company community development programmes have on sustainable community development?					
Does the mining company engage local communities in identifying development projects?					
Does the mining company report to communities-is it accountable for performance results?					
Do the community have strategic plans and activity budgets (control mechanisms)?					
Do mining companies value transparency and accountability in all its operations?					
Does the mining company encourage active community participation in planning processes?					
Do communities feel they collectively own the work and decisions of the company's CSR programmes?					
Are communities empowered to demand results accountability from the mining company's CSR programmes?					
Do CSO Trustees serve fixed terms to allow leadership renewal/evolution?					
Do linkages exist between the community, environment and the business for sustainable social growth?					
Are community interests, needs and expectations shaping the mining company decisions?					

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Is there any government structure for CSR and does it includes external parties.			
Does Shamva Mine/ Dodge Mine have broad-based community-centred development agenda?			
Are communities fully aware of the work and supporting resources of the company's CSR programmes?			
Does the company have diverse funding sources to support its work or activities?			
Do CSR Trustees or company officials have requisite technical skills and operational capacities?			
Do CSR Trustee or officials have legitimate mandate from communities that they serve?			
Does the company clear-regular community feed-back and feed-up in platforms?			

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Community/Civic leaders perceptions, opinions and views on CSOT:

Using the 5 score Likert scale below, show how you feel about or view each of the following statements by ticking only one appropriate column e.g. 4 if you agree with the given statement

Opinion statement	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
All in all, I am satisfied with the mining company community development efforts					
I am satisfied with what the mining company is doing to develop and empower communities					
I am satisfied with the way the mining company is administers community empowerment programmes.					
The company discharges its company policy or statutory mandate effectively					
I feel community needs, capacities, plans and expectations shape the company's CSR framework.					
CSOT supports vulnerable population , sustainable development, segments and disadvantaged communities					
Environmental, social and economic concerns of the community are incorporated within the CSR framework of the company?					
CSR administration, management and governance inspire community confidence					
I feel that active community participation and involvement are encouraged by CSR initiatives of the mining company.					
I feel that community projects supported by the mining company CSR programmes are effective and sustainable					
Shamva Mine/ Dodge Mine CSR framework encourages community					

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ownership of project planning and management processes					
I am satisfied with the way community leaders protect and promote all interests					
CSR funds must be used in ways that directly benefit communities and not officials					
I am satisfied with the level of community consultations and inputs in CSR programmes in Shamva community.					

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PART III

1 = poor; 2 = fair; 3 = good; 4 = very good and 5 = excellent

Social and Environmental effects of mining activities in Shamva community	1	2	3	4	5
1 Do you have any idea of mining activities in your community? If yes, what methods of extraction are used by the mining company?					
2. Do you think the methods of operation by the mining company have some effects on the environment? If yes what are the effects?					
3. Do mining operations threaten or affect land, forest, aquatic life and plants. If yes give examples on how mining operations affect the environment.					
4 Do you think the destruction of land, forests and plants by mining companies causes health problems?					
5 What are some health problems that are likely to be caused by mining operations?					
6 Do you think mining operation threaten or affect the source of water supply to the community? If yes give examples of how mining operations affect the source of drinking water in the community.					
7. Do you think the mining company contribute to water pollution					
8. Do you think water pollution by mining companies causes health problems? If yes what health problems that are likely caused by water pollution.					
9 Do you think waste produced during mining operations causes health problems?					
10 What are some of the health problems that are likely caused by waste produced during mining operations?					
11. Are methods used to effect environmental legislation or policies in your community effective.					
12. Are you aware of any environmental management legislation in this country?					

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13 Do you think the community is aware of the environmental legislation?					
14. Do you have any knowledge on whether community members have appropriate access to information that is held by public authorities or mining companies including information on hazardous materials and activities in their communities?					
15 Are there any environmental awareness programmes within your community					
16. Who conducts environmental awareness programmes in your community?					
17. Whom do you approach with environmental concerns in your community?					
18 Do community members to participate in decision making processes on environmental concerns which arise from mining activities.					
20 What are mining companies doing to maintain a good relationship with the community?					
21. Are you aware of the mining company community engagement programme on economic empowerment of the community members? If yes what activities are the beneficiaries engaging on?					

To what extent has the activities impacted on the lives of the beneficiaries and the community at large.					
Are you aware of the company strategic development plan on Corporate Social Responsibility for Sustainable Development? If yes how has the company Corporate Social Responsibility framework assisted on integrated area development projects within the community?					
What are the most significant changes you may note since 2000 till date in terms of community development?					
How has the company contributed towards health, education, social amenities development, infrastructural development, human capital development and economic development of Shamva community?					
Have the mining company made attempts to reduce environmental problems in the community, if yes what measures have been under taken?					

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Are the efforts meant to reduce water pollution effective?					
Are the efforts aimed at dealing with waste satisfactory and effective?					
Is Corporate Social Responsibility an integral component of the company's structural and operational activities? If yes, what activities constitute the company CSR programme which addresses sustainable development?					

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APPENDIX B

STRUCTURED INTERVIEW TO THE COMPANY MANAGEMENT

1. Do you understand the notion of Corporate Environmentalism?
2. What are the driving factors for CSR in your company
3. How is CSR incorporated into your corporate or functional strategies?
4. What are the main issues targeted on your CSR
5. What methods are used on measuring CSR impact on the community
6. Does your company employ any standards for measuring social and environmental performance?
7. Has your company been faced with any recent environmental or social issue
8. Has your practice of CSR been useful in alleviating potential threats to your corporate operations and or image?

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APPENDIX C

Focus group discussions questions

1. Does Shamva Gold Mine have a corporate social responsibility framework and or policy, is it functional and is known by the community?
2. If the Corporate social responsibility framework exist and functional, what is its mandate and management structure?
3. What are the main operational (programming) activities of the corporate social responsibility strategy of Shamva Gold Mine in the district?
4. What linkages exist between the company corporate social responsibility programmes and sustainable community development?
5. What are some of the opportunities, challenges and threats faced by the local community?
6. Are programming interventions supported by the mining company effective and sustainable?
7. How is the mining company CSR unique (different) from other community development programs?
8. Do current legal and institutional frames support and strengthen the work of CSR at the respective mine?
9. How do various local community segments view (perceive, regard) the mining company corporate social responsibilities activities?

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