

COMMUNITY DEVELOPMENT

through Corporate Social Responsibility
by Mining Companies in Zimbabwe:
Limitations and Options



Susan Lusinga-Machikicho

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Dedication

I dedicate this to my late father, Timothy Ngunda Lusinga who taught me to believe in myself and that hard work always pays off in the end. This is for you dad. You never doubted my abilities and capabilities to pursue to the end.

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Book Synopsis

The study sought to assess the factors limiting the full realisation of community development through CSR interventions by mining companies. Renco Mine in Nyajena, Masvingo South was used as a case study. The company has been undertaking various CSR development interventions since its inception in 1982, on a socio-economic and environmental level, however there is persistent underdevelopment in the host community. The community feels that the company has not done enough in realising full community development in the Nyajena Area. It was therefore the purpose of this study to empirically describe and interrogate the factors limiting the full realisation of community development through CSR interventions by mining companies. The study was largely qualitative in nature with interviews, focus group discussions and observations being the major data collection tools used. Data was analysed thematically. As stated in the Stakeholder theory, companies have an obligation to the society and the communities they operate in. The study found out that factors limiting the full realisation of community development through CSR by Renco Mine were largely because of philanthropy, lack of legal frameworks, lack of community engagement, restrictive funding and imposed projects and programmes by the company. For CSR to realise full development, the company needs to engage the community more in terms of project identification and implementation and to implement sustainable projects that may sustain the community long after the mine closure. The government should also make the Indigenisation and Economic Empowerment (IEEA) applicable to all mining entities to enhance Community Share Ownership Trusts (CSOTs) for community development.

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List of Acronyms

CD	Community Development
CSR	Corporate Social Responsibility
MRDC	Masvingo Rural District Council
EMA	Environmental Management Authority of Zimbabwe
WB	World Bank
HRM	Human Resources Manager
FGDs	Focus Group Discussions
GDP	Gross Domestic Product
CEO	Chief Executive Officer
GM	General Manager
MNCs	Multi-National Companies
MSU	Midlands State University
DDF	District Development Fund
NGOs	Non-Governmental Organisations
CSOTs	Community Share Ownership Trust
IEEA	Indigenisation and Economic Empowerment Act

CHAPTER ONE: CSR and its Contribution to Community Development: Context and Overview

This chapter examines the problem and its setting with regards to factors limiting the full realisation of community development through CSR interventions by mining companies. The background of the study looked at the concept of CSR and its contribution to community development. The problem statement and the significance of the study is defined and explained in a concise and clear manner. The chapter further outlined the objectives guiding the study by listing the study questions and discussing the limitations, delimitations, conceptual and theoretical frameworks. Lastly organisation of the study was also highlighted. The chapter was concluded by summarising the problem and its setting.

The concept of Corporate Social Responsibility (CSR) can be traced back to the 1950s and has been a focus throughout the 20th century. However, a book written and edited by Bowen in 1953 started the modern CSR debate. According to Bowen (1953), the socio-economic benefits in general would add on to society if businesses took into consideration the broad social goals in their strategies. For over 50 years, CSR has gained prominence from corporations of different sizes. Although not documented, companies need to own up and recognise the societies they exploit the natural resources from, hence the importance of engagement on social, economic, legal and environmental programmes as a way of compensating or giving back. Jenkins (2004) argues that corporations have a duty or responsibility to the communities that goes beyond making profits from their products. The concept of CSR by Multi-National Corporations (MNCs) is therefore important in ensuring community development. Many businesses engage in CSR; however, it is the measurement of development in the area that can tell whether the programmes undertaken are effective enough in bringing about community development. CSR therefore refers to strategies adopted by corporations or firms to conduct their business in an ethical and society friendly way (Maimunah, 2009).

Community development (CD) refers to initiatives undertaken by a community in partnership with external organizations or corporations to empower individuals and groups of people by providing them with the skills they need to effect change in their own communities (Ismail, 2009). As part of this study, the communities of Nyajena were engaged in a manner seeking to gauge the level of community development that can be attributed to CSR by Renco Mine. Freeman (2004) argue that businesses promote development of communities by giving back a portion of their profits. This is true to those businesses that are guided by either the

government or their holding bodies on their mandate to CSR. CSR for mining operations has become very important due to the issues of environment and sustainable development. The mining industry has been known to have the major environmental impacts in the host communities. The impacts of the business operations are most felt by the local inhabitants in the communities. In Nyajena, the mining venture impacts the environment through the blasting process, tailings dam deposits from the plant, dust air emissions and effluent water. In view of this, Renco Mine is therefore obligated to have some CSR and has engaged in the past and present CSR activities.

Development agencies such as the DFID, World Bank and USAID have argued that a business that adopts CSR in its host community is a tool for sustainable development. Even so, for mining companies' CSR policies to attain sustainable development there is a need to engage the local civil society otherwise the result will be a development that is not community owned hence unsustainable. Each CSR programme needs to be evaluated according to what the affected community needs. This study sought to establish the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena.

Mining forms an important aspect of Africa's economies, with vast mineral deposits, it is sad that the communities have been labelled resource cursed as no meaningful development has taken place besides having multi-million-dollar investments taking place in the respective communities. CSR programmes have failed to eradicate poverty and bring about development in the communities in which these mining businesses operate, this is besides various programmes invested in over the years. It was the objective of this study to establish why the CSR programmes are not effective enough to develop the communities, particularly in Nyajena. According to Cook (2015), making an economic contribution in the communities is often seen as an important way for companies to make a social impact through provision of social services such as infrastructural development in the form of schools, hospitals, HIV&AIDS programmes, housing and poverty alleviation programmes among others. This can also be seen by CSR on record by Renco Mine in Nyajena.

In Ghana, it has been recognised that CSR activities in the gold mining communities are creating dependency (Jenkins; 2004). This is often attributed to unsustainable projects. While MNCs have re-modelled themselves as good corporate citizens, there is lack of evidence showing that they have promoted sustainability and hence no community development has been realised. The same challenge is facing the South African mining industry. Koloti (2015) asserts that the

South African mining industry is often criticised of operating in poor communities without any much care of the socio-economic and environmental aspect of these communities. The companies engaged in the mining activities exploit the land to extract ores, dump wastes, expose hazardous chemicals and related components in the open, dump wastes in water sources and generally disrupt the ecosystem. That these same companies often exit at the end of their tenure without any development is because they mostly engage in projects that are only essential during their tenure of operation. However, the mining civil society in this country has been advocating for mining companies, through their CSR policies to incorporate measures and policies that will ensure compensation of affected communities. The Ghana and South African situation also relate to Zimbabwe in general and Nyajena in particular.

Mining in Zimbabwe is currently the largest earner amongst sectors. Most Zimbabwean mines are foreign owned. The country has vast mineral deposits mainly on the Great Dyke that stretches for over 500km from Mutorashanga to Mberengwa. Minerals found on the Dyke include gold, chrome, platinum, nickel, diamonds and coal among others. These form an important resource base for the country's economy and livelihoods for the local communities. The mining sector accounts for 65% of exports and 20% of GDP (Masawi; 2014) and Renco being part of the mining industry is deemed to be generating revenue enough to be able to engage in CSR.

It has become apparent that mining companies the world over engage in CSR activities of some description, however the effectiveness of these CSR interventions have been brought into question in almost all cases because the communities have remained underdeveloped. It was for this reason that the study sought to identify the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena.

Community development in developing countries remains stunted even in the 21st century. In communities where businesses such as mining companies operate, the expectations will be that the communities are better developed because of the CSR interventions of the companies operating there. However, it does not appear to be the case as most mining communities are faced with persistent underdevelopment. It was therefore the purpose of the study to establish the factors limiting the full realisation of community development through CSR interventions by mining companies.

The General Objective of the study was to establish the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena. The specific objectives of the study were:

1. To establish the socio-economic state of development of Nyajena before CSR by Renco Mine.
2. To identify CSR interventions by Renco Mine in efforts to realise community development in Nyajena.
3. To evaluate the factors limiting CSR interventions by Renco Mine in realising full community development in Nyajena.

The general research question was: What are the factors limiting community development through CSR interventions by Renco Mine in Nyajena development? The specific questions were:

1. What was the socio-economic development of the Nyajena community before Renco Mine started operating?
2. What are the community development CSR interventions by Renco Mine in Nyajena?
3. What are the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena?

This study established the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena, Masvingo South. In addition, the study is important and will benefit the following:

The study will most importantly benefit the mining industry in addressing the factors causing the persistent underdevelopment of the mining communities identified in the study. The industry itself is interested in community development in the host communities. The proffered recommendations will guide the mining industry in addressing the factors that are limiting CSR interventions for community development by mining companies. Considering that one of the major impacts of mining ventures on the community is environmental degradation, it is therefore very important for the industry to counter these impacts by empowering host communities through effective CSR interventions.

The study is also very significant to the government. Being the primary facilitator for community development, the government is interested in successful community development programmes everywhere they are undertaken. The factors identified in this study require government intervention in the form of regulatory frameworks for mining companies to conform while implementing the CSR initiatives. In addition to these regulatory frameworks the government can also look at areas of cooperation with the same mining companies and assist with community training so that CSR objectives are sustainable.

Communities are the end users of CSR interventions by mining ventures. Most mining areas are rural based hence high levels of poverty are experienced. This study is significant to the communities in understanding the factors behind the persistent underdevelopment of their communities even though the mining companies continue investing in development projects. The study will further enlighten them on why particular projects fail to develop their areas. It will also serve as a starting point for communities to advocate for projects that can create development that is sustainable and continues to carry on after the mining tenure ends.

This study will also benefit the rural district councils as they are responsible for community development through the local government. The councils monitor the operations of the mines and are constantly informed of the programmes that the mines are implementing in the communities. The findings behind the factors limiting full attainment of community development through CSR interventions will help the council to monitor and be involved at the planning, selection and development of CSR programmes. This is important as they have more knowledge of what is best for the communities and programmes that are suitable and can be sustainable in the long run. The recommendations will guide the councils on how best they can make CSR interventions for realising community development by making companies more accountable. Most importantly the study will guide them in selecting the right projects for community development.

The information contained in this study will also go a long way in assisting future researchers who will pick up on the gaps that this study has left out. The factors limiting the full realisation of community development through CSR interventions by mining companies is demonstrated for the Nyajena Area only hence other researchers will look at other areas with mining concerns in their communities.

Renco Mine and RioZim Foundation will find the study beneficiary as it will serve to inform them of the limitations of the CSR interventions in their quest for community development in Nyajena and other areas. In addition, it will guide the company in re-evaluating its CSR strategies in the implementation of projects and programmes for sustainable community development.

Although the study has reached its aims, some unavoidable limitations were encountered during the study period. According to Simon (2011) limitations are potential weaknesses in the study that are out of the study's control. The study was carried out on a sample of 26 participants which was very small considering that the population of Nyajena is 60000. The weakness of choosing a small sample is that it has the potential of leaving out significant views and experiences in as far

as community development factors are concerned. To this end some of the responses were inferred.

Policy by Renco Mine state that private company information and data are not to be shared with outsiders, even if permission has been granted to carry out a study. This is because it would be classified and therefore not accessible. The study had to apply for permission to undertake the study and waited for more than two weeks for clearance from their head office. Therefore, much of the needed information was not accessed especially that indicating the actual expenditure on various CSR projects over the years. To this end, the study relied on what was generated from the interviews with key informants.

Delimitations are the characteristics that limit the scope and define the boundaries of the study. They define the parameters of an investigation, describe what a particular study does not cover or the characteristics that limit the scope of the study (Best and Kahn, 1998). They are created before a research study is carried out to reduce the amount of time to be spent to areas that may not be necessary to the overall study.

This study was restricted to Nyajena Area which is situated in the Masvingo South District. Renco Mine wholly owned by RioZim and is central in the Nyajena Area which stretches for 50km and 30km. Renco Mine's community CSR interventions have been targeted in areas within a 20km radius of the mine. It is in this area that the study was restricted to. The area is characterised by poor rains and therefore poor harvests. Poverty is very rampant in this area. Most of the people in Nyajena, particularly those near Renco depend on the mine for livelihoods through employment. The mine through the Riozim Foundation has been undertaking various projects as part of their CSR for development of Nyajena community.

The Stakeholder theory was used to analyse the effectiveness of CSR in community development in Nyajena. The theory was propounded by Freeman in 1994. It identifies various agents that have an interest in the activities and decisions made by companies, over and above the shareholders. Stakeholders are individuals or groups who can benefit, be harmed or have their rights violated by the company's actions. Such stakeholders can be suppliers, customers, host communities, creditors and various arms of the government. Each of these has a role to play in the activities of a company. It is therefore critical that a company should be wary of harm either present or potential towards these stakeholders and should therefore use its resources to mitigate against the same. In the case of Nyajena and Renco Mine, the rural community of Nyajena, the Rural District

Council, employees in the mining community are such stakeholders as they are in direct contact with the mine and its operations. They stand to benefit and to be harmed dependent on what happens in the operations. In terms of CSR the stakeholder is a mandate of ensuring that the community benefits from the business venture.

Swisher (2003) argues that any company's goal should be about its growth and that of its stakeholders. While companies should endeavour to make profit, they should also carry the important responsibility of protecting and growing with its stakeholders. To this end there must be seen to be having the responsibility of considering the communities' needs, to take part in the activities that benefit the community and minimise the negative effects of their operations. This is because the notion of CSR centres on ethical and moral issues with regards to companies' behaviour and decisions taken. The stakeholder theory has therefore become something that companies cannot run away from (Masuku, 2010).

Since Renco Mine was started in 1982, it is apparent that the management recognised the need for stakeholder engagement and CSR. The various CSR activities undertaken by the mine throughout the years are evidenced by infrastructural and community-based development projects. The theory further holds that companies have a social responsibility that makes it mandatory to consider the interests of all its stakeholders that are affected by their activities. Those in management should not only focus on its shareholders when making decisions. This is because the long-term goal of any company is to see the success of the company and all the stakeholders. Freeman (1994) postulates that stakeholders are classified as primary and secondary. The primary stakeholders are those whose participation the company cannot do without, while secondary stakeholders are those that have a direct influence on the corporation but are not necessarily important for the company's survival.

Freeman further adds that initially, there were two stages of CSR, CSR1 and CSR2. CSR1 centred on the scrutinisation of the corporation's responsibility to engage in social betterment of the society, while CSR2 came about as a shift to CSR1, to respond to the social pressures of acting in the best interests of its stakeholders. In 1979 Carroll came up with a CSR pyramid that comprised of four categories that is the legal, economic, philanthropic and ethical. The legal category states that companies should do their business in compliance with the laws of the country. On ethics, although not coded or written, companies should act and meet the society's expectations when conducting their business, doing what is right to avoid harm. The economic category is the foundation that supports the other three. It states that companies should produce goods and

services that are wanted by the customers for the business to make a profit. In this case some of the profits are allocated to CSR interventions. The philanthropy category is the voluntary obligations by a company in the society. It is an act of hand-outs, which is what most companies are doing (Caroll, 2001).

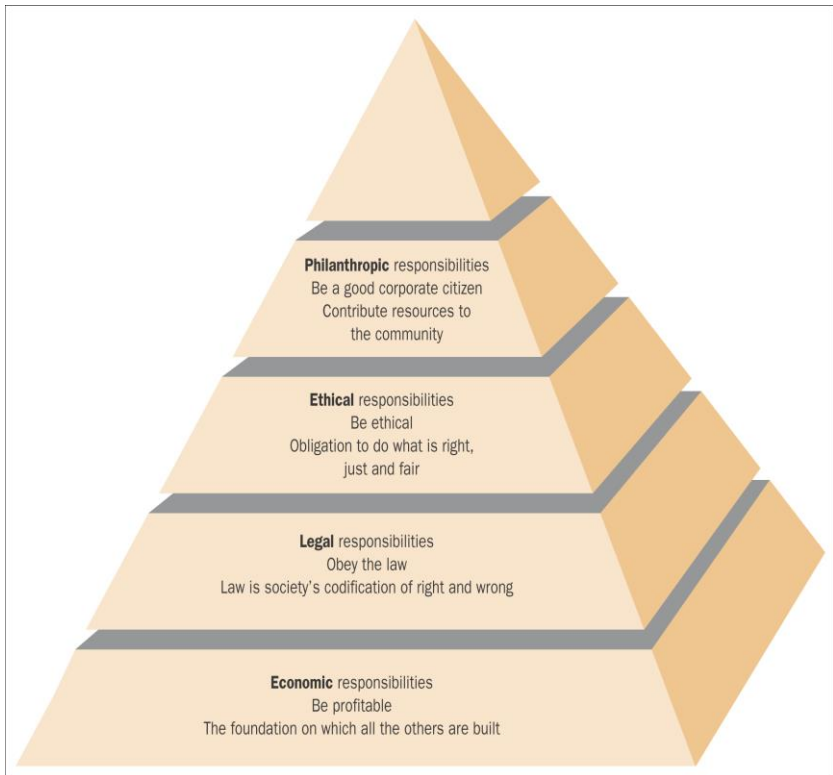


Figure 1: *Four Category Pyramid* (Caroll, 1991)

CSR is used to address the relationships between society and business, hence the stakeholder perspective outlines that the company's responsibilities are beyond its mere production of goods and services to make a profit. These responsibilities are mainly addressing the negative impacts that the corporation would have created in their operational activities. However companies should identify opportunities beneficial to both the society and the corporation.

As depicted by Carroll in his pyramid, Renco Mine practically follows that wave of operation in that they have an economic responsibility to be profitable, legal

responsibility to obey the law and ethical to be just and fair towards the host communities and philanthropic responsibility to contribute resources to the communities around the mine. The relevance of the stakeholder theory to community development is evidenced by Renco Mine's CSR activities in Nyajena. These activities match this theoretical framework very closely because they have initiated various interventions such as dams, schools, roads, hospitals among others. However, there is an apparent contradiction in that the persistent under-development in the Nyajena communities continues after pouring in of these resources by Renco Mine. The study sought to find out the factors limiting the full realisation of community development through CSR efforts by Renco Mine in Nyajena.

The concept of CSR came about in the 1950s at the realisation that businesses had an obligation of pursuing the business goals with the value of society in mind. Frederick (1960) considered CSR as a contribution to a society's human and economic resources and is about the companies' obligation to see that the society's socio-economic and environmental needs are met. Virah-Sawmy (2015) argues that although CSR is seen as a way of giving back, however communities are getting few positive returns. Despite their being popular particularly in the mining industry, CSR has failed to live up to its mandate of contributing to the socio-economic development of their communities of operations. Where they do, CSR programmes are mostly philanthropic and not sustainable. There is a sharp contradiction between the commitments of CSR and its actual performance. This is because CSR programmes are treated more as philanthropic with the aim of securing an operating licence in the community. There continues to be a tension between business and society as business focuses more on making profits than addressing the needs of society. However, businesses have been made to consider more social responsibility since the 1990s. CSR implies the commitment by companies in carrying out their business ethically and contributing to the economic development of the community and society.

Mining activities result in environmental degradation stemming from various chemicals and other activities. For example, development of a mine often results in displacement of people and therefore loss of livelihoods and biodiversity that communities depend on. Companies, through their CSR programmes, are supposed to address such issues in the community like supporting of biodiversity conservation and improving the livelihoods of the locals in a sustainable manner. This is because the concept of CSR is rooted in the sustainable development approach. CSR imply that companies should take into consideration the social and environmental factors when designing programmes as these are the fundamental indicators of sustainable development (Hohnen *et al*, 2007).

Lack of participation by the community on CSR interventions has been seen as undermining effective sustainable community development. However, where communities are consulted, the information is usually very limited. This is because companies believe that locals have little knowledge and therefore cannot offer much in terms of programme designs. TIR (2011) indicates that for CSR to be effective, active participation of local communities is vital as they are the key beneficiaries. However, current trends in the CSR practices have been characterised by less involvement of the locals as they are rather more focused on the philanthropic approach.

In Zimbabwe, different forms of CSR have been adopted for many years particularly by mining companies. Mining in Zimbabwe is seen as a driver of rural community development since that is where most of the mines are situated. However, this has been negatively affected by lack of a policy framework to effectively give directions to CSR to benefit the communities from the exploitation of minerals in their respective areas. This is despite the government's advocacy for an approach that is participatory in coming up with programmes and projects that benefit communities after the mines cease operations (Masawi, 2014). This was evidenced by mining giants such as Kamativi Tin Mine, Mhangura, Empress and Panganai mines to mention but a few. These mines had started community programmes that proved to be unsustainable as shown by their failure to thrive at the closure of these companies. It is therefore imperative for companies to engage or plan for projects that are sustainable so that the beneficiaries are still able to carry on long after the mining projects have come to an end.

On issues of policy, the nearest the country has come to having one is the Mines and Minerals Act 21:05 of 1965, the Mines and Mineral Amendment Bill of 2007 were developed to come up with an improved mining framework that is competitive. However, these bills have not addressed the issues of CSR by mining companies. The challenges of the absence of law and policies that specifically provide for CSR by mining corporations operating in the country are therefore evident. The Community Share Ownership Trusts contained in the Indigenisation and Economic Empowerment Act of 2008 remains unclear on the mandates of these corporations. Recommendations on making CSR work in communities, to this end, are that CSR should be made into a legal issue whereby all mining corporations should be legally required to give back to host communities by engaging in life changing projects and empowering the very communities to be self-sustained (Muranda, 2012).

Maphosa (1997) postulates that if there is no framework to guide company CSR activities social issues will always be put to the periphery. The Ministry of Mines

and Minerals does not have a statutory framework regulating CSR, instead it just encourages the mining corporations to be responsible and sensitive to their communities of operations. The mining companies communicate directly with community leadership on CSR matters. On issues of the environment, the Environmental Management Agency of Zimbabwe (EMA) monitors the activities of the mining companies but does not advocate for community development but only to have safe measures that do not impact negatively on the communities. Lack of CSR policies by the government has made mining companies fail to put themselves under any pressure to invest in their communities. The Chinese mining in Zimbabwe have basically not made any investment in their areas of operations. Instead, they have created massive environmental impacts. Where CSR has been done, it has largely been philanthropic, or donations based.

Renco Mine, through its RioZim Foundation, has been at the forefront of community projects since the inception of Renco Mine in Nyajena in 1982. Some of the notable projects include infrastructure development, agriculture, education, health, environment and job creation. However, it remains to be seen why even with such notable CSR interventions, Nyajena remains socio-economically backward.

Community development as a concept started as early as the 1950s because of social formation where face to face contact was possible in rural societies. A community is defined as a group of people that share a common purpose, who depend on each other for certain needs and live within proximity of each other. In the community there is a sense of belonging and cooperation among members (Mainmunah, 2009). In addition, these communities are led by community leaders who are responsible for decisions taken by the community. On the other hand, community development refers to measures that are undertaken by the community in collaboration with different organisations to empower members of the community by provision of various resources.

The major focus of community development is on instituting the intervention processes that assist communities in taking autonomy in decisions that meet their needs and addressing issues affecting their lives the most. It is the promotion of collective action and not individualised well-being. In most developing countries, community development is being largely practiced by Non-Governmental Organisations (NGOs) through various developmental interventions. They work with the community by organising them to effect change. In Nyajena, through CSR initiatives by Renco Mine, the developmental projects are targeted to bring about community development. However such development is still a dream as

communities continue to be underdeveloped in the face of multi-million dollar projects.

Community development fosters active citizenship where people work together in improving human life for the communities' well-being. According to Bhattrya (2004) the goal of community development encompasses the economic, social and cultural improvement of quality life. This comes in various issues that include among others, water and sanitation, housing, agriculture, health, education and food security. To this end the CSR interventions by Renco Mine in Nyajena have attempted to contribute to community development by implementing programmes to address some of these issues. Most importantly, one of the most important principles of community development is sustainability. Sustainable development in this case means CSR programmes that meets the needs of today's generation without compromising those of the future. It refers to CSR interventions that can continue to sustain communities beyond the end of the business venture.

Community development, therefore, is necessary to overcome challenges that are posed by lack of good policies by the government and other stakeholders. Through CSR, some challenges may be addressed but not fully hence persistent underdevelopment. This study therefore established the factors causing this.

The virtue of CSR as the voluntary or philanthropic incorporation of the social, economic and environmental concerns into business conduct has established itself largely as an international norm. Businesses and development agencies have accepted this concept with the hope that it brings development particularly to developing countries. Philanthropy as a concept gained momentum as business enterprises were seen to have a duty and responsibilities to pursue social investments through philanthropic contributions that are in line with its core competencies and as an integrated part of its sustainable strategy (Leisinger, 2005). Philanthropy is voluntary and non-reciprocal; it is efforts by a company with the sole purpose of benefitting humans or meeting a social need. Philanthropy is connected with charitable giving.

Philanthropy provides an opportunity for companies to establish an ethical and a moral mantra within the organisation (Mandina, 2012). Corporate philanthropy is an arm of CSR. Caroll (2009) articulated the corporate philanthropy as more voluntary and discretionary even though the society always expect the business to provide for it. In his pyramid, Caroll placed philanthropy at the top indicating that it is the most practised dimension of CSR. According to Caroll (2004), in the corporate world, philanthropy is a needs-oriented concept and is not based on

economic, legal or political considerations. Kotler and Lee (2009) state that for a company to be socially responsible it should engage in philanthropic responsibilities. However, this can be attributed to the mining companies who have seen philanthropy as the easiest way of contributing to development of the host communities. Philanthropic funding is frequently provided directly or through company foundations that exist separately from the corporate entity. RioZim Foundation is one such foundation that oversees the overall management of CSR projects for the group of companies. It engages more on philanthropic projects that lack sustainability. The issue of hand-outs linked to philanthropy characterises the nature of CSR by Renco Mine in its quest for community development in Nyajena.

However, Kotler and Lee (*ibid.*) argue that philanthropic CSR always tells one side of the story in which some companies engage in philanthropy with good intentions while the other may not be by choice but because of social pressures. However, there is a consensus that in most cases it is a matter of companies not wanting to commit themselves to demanding CSR interventions that may demand a lot of funding. Furthermore, philanthropic interventions have also been seen to create dependency to beneficiaries due to lack of sustainability.

The study consists of five chapters including this introductory chapter. Chapter 1 has considered the context of CSR and the factors causing the ineffectiveness of community development and proceeded to indicate the study justification through a review of the relevant literature. The chapter then presented subsections that state the problem statement, research objectives and significance of the study respectively. Finally, delimitation of the study, theoretical framework, and conceptual framework of the study are stated to conclude the chapter. The rest of the study is organized as follows: Chapter 2 makes an intensive cover of literature review focusing on CSR and community development. Chapter 3 focuses on presenting the methodology of the study which will provide guidelines on the design utilised in the study that is, sampling methods, data collection methods utilized and how the collected data will be analysed. Presentation of the study findings and discussions is done in chapter 4 and finally conclusions from the findings and recommendations are covered in chapter 5.

Chapter one was the introduction of the study and covered the background of the study, statement of the problem, significance of the study, objectives, research questions, limitations of the study, theoretical framework and the conceptual framework. The next chapter will be review of literature on factors limiting the full realisation community development through CSR interventions by mining companies in Nyajena.

CHAPTER TWO: Corporate Social Responsibility and Community Development: A Literature Review

Chapter one focused on problem and background of the study. This Chapter reviews various literature related to the study. The aim of this chapter was to give a clear and concise insight into the study through the views of other scholars, authors and publishers, who have written on the concept of Corporate Social Responsibility (CSR) and Community Development. The chapter explored various sources that deal with outlined objectives that include the emergence, meaning and basic overview of CSR, community development, CSR by mining companies in Zimbabwe, the role of CSR interventions in community development.

Given the magnitude of the impact of mining activities, most businesses often engage in CSR. Whether CSR is a marketing tool or is genuine is hard to determine. However, the study believes that CSR remains valuable to community development considering that the companies make a profit hence have the financial muscle to act. There are a lot of expectations that communities have from CSR initiatives by companies, chief among which is the expectation of socio-economic development of their host communities. Various interventions continue to be carried out by the operating companies, and these amounting to millions of dollars. However, the effectiveness of such interventions is not adequate and showing the required change as communities have remained under-developed. Therefore, the question of effectiveness of CSR programmes has remained a cause for concern. Chaneta (2013) argues that the requirement for socially responsible businesses has gained momentum. Managers' decisions and the operation of a company affect all its stakeholders, rather than just internally to its operations. CSR has thus become an integral part of a company in meeting its social, economic and environmental obligations. He further argues that it has become dominant as every corporation or company has a policy concerning CSR and produces reports on an annual basis, outlining the activities carried out during the year. The RioZim Foundation produces such statements annually highlighting all the CSR activities that the company would have undertaken.

CSR has no standing definition as it is an evolving concept that has not been universally standardised. It is interpreted in many ways that largely focus on the increasing concerns and welfare of societies. Bowen (1953) cited in Masato (2012) defined CSR as an obligation of the companies to pursue their policies, following their line of actions which are desirable in terms of values and objectives of society. In addition, all companies are responsible for their actions and such

responsibility goes beyond their financial obligations to the surrounding communities hence the importance of CSR. The general view is that a company's main objective is to make a profit but that its responsibility to society should even be more important than the financial gains. I agree with the author's views of companies having a responsibility towards the host communities as they are the one giving them an operation licence, this is making them socially responsible on all socio-economic issues within the communities.

Caroll and Shaban (2010) argue that when the concept of CSR started back in the 1950s there was not much link between CSR and business benefits. The focus was on the responsibilities that the business had to society and the generality of doing good works for the society. Although Levitt (1955) warned businesses during the period of the dangers of CSR, by the 1960s the concept of CSR was growing and taking shape, largely driven by social movements within the USA who were articulating on what CSR meant and what it implied to business. Since then, CSR has gone through evolutions over the years and is said to have stood the test of time as evidenced by a now well-developed management of the same (Smith, 2011). However, many mishaps have demonstrated the complications associated with CSR. The growth of CSR has not brought about intended changes within the host communities particularly in developing countries. The strategies that are put in place to address developmental issues remain inadequate. In addition, the author has largely focused on the USA which is self-developed, and CSR is therefore there to compliment government efforts. The situation is different with developing nations where CSR by companies is envisaged to bring about all the necessary development. There is need to look at factors that have caused the underdevelopment of the communities considering the amount of CSR programmes invested in. Furthermore, most of the CSR success stories are registered in the west. The MNCs operating in developing nations have largely focused on philanthropy as a strategy for community development.

To this end, Whellams (2007) contends that the public backlash by mainly western nations against the power levels and freedoms the Multi-National Companies (MNCs) had acquired because of the neo-liberal economic policies in the 1980s/1990s also increased the complications of CSR citing negative social and environmental impacts that the MNCs were having on developing nations. The importance of offering solutions to challenges was emphasised. However, there were limitations to these calls as regulations and interventions by governments were relatively low or non-existent. Wettstein (2005) argued that this was because governments, particularly in developing countries were in competition for Foreign Direct Investment (FDI), and that all that mattered was getting investment. Their attention therefore shifted from industry regulation thereby giving the MNCs

more power to operate freely without any limitations. It was the mandate of the MNCs to craft policies that moved away from the concept of only financial gain to that of including societal objectives (White, 2004). The result of this notion has been that most governments in developing countries still lack legal frameworks guiding the activities of CSR in society, instead companies engage their own CSR obligations as and when they can. The general feeling then is such a trend might be the result of challenges that CSR strategies by companies face in their quest for community development. Countries like South Africa has experienced an economic boom because of mining ventures, but the development of the host communities remains very low. The civil society organisations in that country are at constant loggerheads with mining corporations because of lack of the same. The prevailing reality looks as if mining is raking in huge profits while their host communities remain poor.

Bendel (2004) also argues that during the 1990s period, MNCs acquired a significant amount of power that has limited their accountability to this day. Evidence points that corporations are indeed powerful as can be measured by the influence they exert on both national and foreign policies because of control of the productive assets. However, the question of how much influence they have on development has remained unanswered (Whellams, 2007). Taking into consideration the amount of CSR vis-à-vis developmental achievements, the fact that companies are all about financial gains therefore holds water. This is alluded to by Johnson and Scholes (2002) who argue that CSR is concerned with ways that a business carries out its obligations to its stakeholders which includes the communities and society at large. This is done through the act of corporate governance which according to The World Business Council for Sustainable Development (2005) sees CSR as the continuous commitment by business to carry out its duties ethically and contributing to economic development while also improving on the life of its workers, their families and that of the local community. Freeman (1984;46) states that during the industrial revolution, workers were largely treated as tools of the business, they had no rights, however as the need to invest gained momentum, there was a need to increase shareholders thereby increasing the number of stakeholders. This notion is attributed to in the Stakeholder theory as it analyses the concept of CSR propounded by Freeman in 1984.

The authors largely agree that businesses have indeed an obligation with regards to development of communities. However, evidence on the ground in most host communities state otherwise. CSR by businesses therefore continues to be seen as not benefiting them. Businesses undermine the mandate of CSR to focus more on profits. On this note, the same is evident in Nyajena community whereby the presence of a multi-million-dollar gold mining project seems to have failed to

achieve any developmental achievements since the company started operations in 1982.

Considering this assertion, Sepativ (2009) describes today's CSR as needing corporations to be encouraged to take more responsibility for their actions as failure to do so have resulted in communities failing to develop. This is so, as CSR has changed to one of being more accountable and incorporating its activities as part of the bigger plan. The author's observation therefore stresses the point of the importance of businesses not to separate its operations and its obligation to the host communities as CSR plans play a big part in profit making in the long run. In addition, Hohnen (2007) regards the failure of a business to having good CSR often resulting in bad reputation whereas good reputation promotes both the image and the products of the company. To this end the effects of a tarnished reputation as alluded to by Hohnen results in loss or reduced market positions due to questionable behaviour. Hence, to regain original status, time and resources are used, which could otherwise be channelled in developmental projects. Generally, CSR is about sensitivity of both the society and the environment and creating a credible corporate behaviour. The author's concentration was on human side of a business; however, the part of balancing operations and CSR has been overlooked hence it is the most important factor in community development. This is because the operations of a business have a bearing on the outcome of CSR interventions. To this end companies then resort to using CSR as a marketing and public relations tool in trying to convince the public of its mandate. Renco Mine through the RioZim Foundation publishes its CSR activities in the Nyajena community, convincing the public and other stakeholder of their achievement in community development.

With regards to Hohnen's views, Rangan (2012) asserts that an organisation's failure to engage in CSR paints the company in a bad picture. It is portrayed as insensitive to the welfare of its stakeholders. In addition, Rangan described how some companies have turned CSR initiatives into public relations and marketing campaigns. He states that CSR has been captured under many banners that include philanthropy and corporate citizenship. Each one carries a particular perspective on the role of business in the society and communities at large. Its importance is that even though the number of companies that are committing to CSR world-wide are increasing, many of them lack the strategic approach to CSR. With the continued increase of CSR by businesses, one would envisage a situation where its mandate has already been met. Rather they practice an ad-hoc type of CSR that is carried out for a specific reason. Furthermore, as a cover up, they engage in philanthropic acts of donations and charity to ensure that its business operations continue to have support and a social licence of operating from their

local communities. Businesses are therefore well aware of the importance of maintaining goodwill in the host communities. Thus, some CSR initiatives are largely image maintenance.

Rangan (*ibid.*) further states that although philanthropic, giving is not a bad thing in itself, but some companies use it as a way of avoiding long-term commitments. Companies like Coca-Cola world-wide, annually contribute up to \$88 million to a variety of organisations and causes. Microsoft, through the Melinda/Bill Gates Foundation also contributes and donates up to \$300 million in soft-ware products across the globe. Some philanthropic CSR campaigns are for repairing the damaged image of a company. To this end Rangan's views qualify that communities remain under-developed because of philanthropic CSR projects by companies. A substantial percentage of Renco Mine's projects account for hand-outs and unsustainable programmes that the company has been engaged in since it started its operations. Those regarded as developmental are rather few and far between. I therefore, agree with the author that philanthropy is the most used CSR initiative by most companies as they try to limit funding by engaging in once off projects.

A report by EUCAM (2009) argued that there are businesses such as those in the alcohol and tobacco industries who are mainly into CSR as a campaign to improve the image of the company. WHO (2003), in a report entitled Tobacco Industry and CSR, argues that such campaigns serve the purpose of creating the appearance that the tobacco companies are offering solutions to the problem of smoking, yet they are detracting attention to the actual problem by engaging in Cause Marketing CSR. The focus for Cause Marketing CSR is to attract new customers and increase sales. Businesses are focusing more on those stakeholders who have the capacity to influence the business. Therefore, businesses are more concerned about shareholders than consumers and employees and are even less concerned about the society and the environment despite some attention to them Anghel (2004) quoting Crowther (2004). In addition, CSR as a public relations/marketing tool helps a business to green wash the company's image and to cover up negative impacts by saturating the media with all the positive images of the business. CSR credentials are embedded in the business's ability to claim progress or success regardless of lack of evidence of verifiable change (Corporate Watch, 2010). There is therefore a connotation of companies to move away from marketing/public relations tactics to be more accountable to programmes that are focused on development. In achieving such, CSR programmes therefore need to be aligned to developmental goals and objectives of a company and the community.

In view of this, Hermann (2004) agrees that to reach the community development goals, each CSR programme needs to be designed in accordance with the needs of the community for them to be effective and result in sustainable development. However, he also observed that most CSR programmes are not community oriented as they mainly focus on environmental issues and less on the socio-economic impacts. This is because of the legal connotations linked to environmental impacts by mining companies. Unlike other manufacturing processes mining has varying negative impacts on the host communities. Such impacts are often taken into the company's policies, stating their importance of addressing such issues. The intention of the companies is to turn the negative impacts into positive by applying or coming up with programmes that reduce the impacts and others that benefit the community. At Renco Mine, as a way of addressing contamination of water sources, water is treated and diverted to use in gardens and in some cases fish farming ventures. However, in my view, this is taken seriously as environmental issues remain sensitive to the mining operations. This also benefits the local community in that they now have a ready source of water to irrigate their gardens in a setting where it would have been near impossible to harness the water from natural sources.

CSR and community development remain very important in the mining industry. It has implications on communities in many ways. Littlewood (2014) points out that CSR is one of the most important factors of community development, its role has both an indirect and direct benefit to the communities as corporations commit themselves socially. CSR brings together the community and the corporation and further strengthens the corporation's operations in that community. It has been argued that the aim of a company's CSR is mainly to create better standards of living for the community of operations while making profits for the company and its stakeholders. In Tanzania, mining MNCs have had a big impact on community development as evidenced by the expenditure between 2008 and 2009. In the same period CSR projects amounted to \$12,3 and \$11,5 million respectively with most going to health and education (TIR, 2011). Tanzania is one of the African countries with vast mineral deposits mined by MNCs in that country. However, it is characterised by high poverty levels in most of its mining communities. However, the mining companies have spent millions of dollars in projects for poverty alleviation and community development, but mining communities are severely underdeveloped. The amount indicated by the TIR report is evidence that large amounts are being channelled to CSR for community development in education and health sectors have not made any significant development.

Research by Maphosa (2007) found that in Zimbabwe, the mining sector has been engaging in various CSR programmes that include a platform for compensation for the environmental and social costs that are associated with mining. However, the programmes and projects are largely philanthropic in nature hence they have created a dependency syndrome. These programmes and projects are seen as a means through which mining companies can actively give back to the community they operate in. In doing so mining companies have established better relations with the local communities as lack of such relations have been witnessed to cause delays in mining projects. Welford (2004) agrees that despite the benefits of CSR programmes, there are various challenges that are not adequately addressed to realise community development. In some cases, CSR programmes are often seen as part of a company's public relations tool or a strategy. Thus, CSR programmes have largely failed to benefit their communities of operations but are serving as an image booster for the companies. In a study by Mandina (2012), it was established that Unki Platinum mine boasts of having funded various projects within the mining town of Shurugwi and its surroundings. Evidence is that, although noble, the projects are dotted around and are benefitting a few in the communities. The pressure coming from the IEEA policy in the form of Community Share Ownership Trusts are attributed to the mine taking heed of community development. However, this is the trend with most mining houses. The same applies to Mimosa mine that has forcefully been made to adopt and implement CSR programmes relevant to the people of Zvishavane communities. This came about as an investigation by the government through the Ministry of Mines established that Mimosa Platinum Mine was stalling on the IEEA guidelines (Madzvamuse, 2011). RioZim group of companies are not affected by the CSOTs because of their declaration that they are a wholly owned Zimbabwean company. Therefore, are not under the IEEA category.

Thulkanam (2014) asserts that CSR programmes are often not adequately funded and when they are, the allocation is usually limited to smaller projects that do not bring about any meaningful development. In addition, some projects create dependency since the community will be, on an on-going basis, looking at the contribution of the company thereby totally ignoring the government's own contribution to community development. In most cases the company is approached to embark on programmes that are envisaged to create development. According to Virah-Sawmy (2015), CSR is viewed as a way of giving back what has been taken away from the community hence the community's stance of making the companies the sole providers of developmental interventions. In fact, the communities are getting little positive returns. Despite being popular particularly in the mining industry, CSR has failed to live up to its mandate of contributing to the socio-economic development of their areas of operations. There is a sharp

contradiction between the commitments of CSR and its actual performance, this is because CSR programmes are treated as donations with the aim of the companies securing operating licences and legitimising their presence in the community.

Even though mining companies are aware that issues of poor CSR programmes do exist, they have failed to invest in more sustainable projects that enhance community development. Hamann (2004) asserts that mining communities tend to suffer worse under-development because of the socio-cultural and environmental costs attached to mining. This is often referred to as resource curse because the mineral extraction wealth has failed to contribute to the economic development of mining communities. Friedman (1970) criticised the CSR by arguing that corporations do not have a social conscience but are mainly about making a profit.

Moreover, in Zimbabwe, mining is seen as a driver for enhancing rural community development since that is where most of the mines are situated. However, the absence of a framework to give direction to CSR activities has led to failure of community development in mining communities. According to Masawi (2014), lack of a legal framework has resulted in communities failing to benefit from the exploration of the vast minerals within their communities. This is despite the Zimbabwe Chamber of Mines and the government's advocacy for an approach that is participatory in coming up with projects and programmes that benefit communities long after the closure of the mines. This has happened to mining giants such as Mhangura, Empress, Mashava and Kamativi mines. Their premature closure has left the surrounding communities vulnerable, turning once vibrant communities into ghost towns and villages. This is because the community lack the capacity to carry on without the help of the mines and the nature of the projects. This brings into perspective the issue of sustainability. Where CSR programmes are community development oriented, they are largely sustainable in the long run. However, where they are philanthropic, the end of a mining venture spells demise to the communities. In addition, dependency of communities on the mine contributes their lack of carrying on thereby driving them back into poverty and persistent underdevelopment.

Mining corporations often ignore the fact that a mining venture has a beginning and an end. Maphosa (1997), in a report on effectiveness of CSR in Zimbabwe, concluded that if there is no framework to guide mining activities, social issues will always be relegated to the periphery. I agree with the author as one of the contributing factors of persistent under-development is the absence of guiding legal framework. The importance of a legal framework remains an important tool

to community development by companies, the lack of it has resulted in the siphoning out of resources, leaving the host communities in worse off situations than before. The work of the scholars in this literature review acknowledge that the concept of Corporate Social Responsibility's time has come, in terms of community development. It is all about a company's concern to being sensitive to the needs of the community.

To fully understand community development, it is important to describe its origin. Community development has been part of development and is characterised by both successes and failures. As part of the decolonisation and independence, governments and the United Nations have been at the forefront to alleviate poverty in poor countries. Community development gained prominence in the 1960s as part of the modernisation theory. According to Prinsloo et al in Marais (2010), the early approaches of community development were largely top down as they took place in the form of state programmes that the poor were encouraged to take part in. To this end, this kind of participation did not mean involvement but participated in programmes initiated by government and other agencies. Against this notion, Cavey (nd) regards community development as a process that is mainly conducted by community members by letting the locals create opportunities thereby helping the community to be self-sustained.

Pyakrya (nd) has suggested that community development is a strategy used in rural development and is viewed as a "self-help-approach" to rural development by implementing programmes that bring about a change that is deemed desirable. Many efforts for community development are mainly put in place to help communities to understand what is happening and understand some of the choices they must face to achieve the type of community they desire. Bullen (2001) contends that community development is also about the capacities for people to collectively work together in addressing their common interest. Such common interest can only be achieved by building community capacity. Furthermore, it is the extent to which a community may or can develop, implement and sustain the actions that allow it to apply greater control over its physical, economic, social, environmental and cultural actions to foster positive change. Cavey (nd) asserts that because of community development, communities are placed in charge of their own development by defining their own needs and coming up with solutions to the identified problems at times with the assistance of an organisation. Pittaway and Swan (2012) contend that community development is an on-going process involving various projects and programmes along the way. Ife (2006) cited in Swan postulates that there are key principles to community development that include holism, sustainability, diversity,

organic development, balanced development, dressing structural inequalities and neutrality among others.

The authors here concur that community development is a process of moving from one stage to the other through various interventions. CSR is one such intervention that is envisaged to create community development. As indicated, community development is largely rural development and since mining operations are rural based, it is therefore critical for CSR initiatives to be developmental oriented in its programming.

Ife (2006) agrees that the process of community development is to facilitate in the application of various principles to guide a flexible series of actions that are appropriate to the development of a community. However, the models and frameworks for community development processes may not progress through the same stages. Waweru (2002) agrees that the most important stage of community development is community preparedness, thus communities should be prepared to receive development. Furthermore, some do not have many ingredients for success. This can be attributed to lack of the requisite resources within the community for development purposes. In Nyajena, the community is endowed with the gold mineral that is seen as an ingredient for development of the area. This is so because the company operating in the area should share its proceeds by investing back into the community through projects that bring about development. However, this has not happened with most CSR interventions, by companies have largely failed to develop the areas because of various factors, most importantly due to philanthropy and lack of community involvement.

Waweru (*ibid.*) further argues that community development involves working with the people and not working for them by provision of opportunities that improve people's lives, establishing relationships between the community and building and strengthening capacities so that they can oversee their own development. This would include the creation of suitable conditions to facilitate development process for the community including its active participation. However, local communities are excluded from participating in matters that concern them. On this note I agree with the author that the importance of community participation results in choosing projects that suit the community and therefore sustainable in the long run. Incorporating ideas from the grassroots level are an important part of sustainable community development. This study will establish if Renco Mine engages the community and how the level of engagement has contributed to the lack of effectiveness of CSR.

In another perspective, Ife (2002) postulates that community development involves assistance given to help to articulate the people's needs and acting accordingly to meet those needs that results in the desired change through various interventions. Mulwa (2010) agrees that for the desired change to be successful, community development initiatives should be authentic. This is supported by Waweru (2010) who asserts that a home-grown community development initiative or plan has more chances of succeeding as it will consider the needs of the local people and is referred to as balanced development. It focuses on development of the people by the people for the people using resources that are locally available and indigenous knowledge to authenticate sustainable development. Waweru agrees that authentic or genuine community development results in empowerment, transformation and broad participation of all segments of the community that may, among others, include the marginalised. Mulwa (2010) postulates that this would require recognising and strengthening their ability to identify what they need and how to meet the needs from development stakeholders. In this case, social capital becomes an integral part of community development.

This statement qualifies the notion that the resources that are readily available (social capital) within the community may determine the outcomes of development. Social capital is that which the community has at its disposal and can be used to better the lives of the locals. In the case of Nyajena, the social capital is the gold mined by Renco Mine. It has managed to create employment and better some conditions within the mining communities. However, with the value attached to this particular social capital one still wonders why development is lacking in Nyajena. The importance of social capital is emphasised more by Kay (2005) who stresses that social capital commonly is centred on the stocks of social trust, norms and networks that people can draw upon to solve common problems. It consists of resources within communities which are created through trust, shared norms of behaviour, commitment and belonging and effective information channels which may be used productively by individuals and groups to facilitate actions to benefit the community. As with other forms of capital, social capital exists as a stock or fund and a resource that can be used for community development. Coleman (1990) in addition, agrees that social capital is productive in that it is possible to achieve what would normally have been impossible to achieve in its absence. In addition, Putnam (2001) adds that social capital binds a community together and enables actions for the benefit of the community. This study agrees with these statements by both authors as social capital belongs to everyone in the community and therefore should benefit all. It is also imperative for those in control of the social capital to ensure it creates development in the host communities.

However, De Fillipis (2001) has argued that social capital in community development has remained a myth as it has failed to recognise issues of power in the development of communities. In contrast Guzman and Auspos (2001) both agree that social capital has contributed to community development. This study agrees with De Fillipis' because indeed social capital has failed to benefit the custodians of such capital as evidenced by persistent underdevelopment of the communities. It means that those managing or controlling the social capital are benefitting at the expense of the rightful owners, the community. Furthermore, this study does not agree with Guzman and Auspos' sentiments. They failed to bring in evidence of specific communities that have developed because of the social capital, hence the Zimbabwean policy on indigenisation and economic empowerment is laudable in this case as it states that communities must develop using the resources that are readily available in the areas. This has been further argued by Putnam (2000) cited in DeFillipis who says that communities hold stock of social capital and therefore should translate into economic community development and community change through project interventions.

In the literature of community development, most of scholars agree that community development is an effective mechanism for reducing poverty and other social inequalities by achieving immediate and long-lasting results at grass roots level. Earle et al (2003) describes how the process of community development has been seen to increase efficiency in efforts to reduce poverty. Well-designed programmes for community development are inclusive of the poor and vulnerable, they also build positive social capital that gives them more power in their communities. Projects and programmes as postulated by Putnam (2000), are more likely to be a success and maintained if the custodians of the development initiatives allow for community participation and therefore community development.

The study agrees that the issues of community development centres on the resources available within the area. Nyajena communities are one of the poorest areas in Masvingo South District and the interventions by Renco Mine in its quest for community development have failed to attain development because of various factors. To this end, these resources are not benefitting this community fully as there is still persistent underdevelopment.

CSR by mining companies in Zimbabwe has gained momentum particularly during the last recent years with the introduction of the Indigenisation and Economic Empowerment Act of 2008. The fulfilment for social responsibility in the communities of operations by mining companies is now considered a mandate for all mining companies which must develop the communities in the locality of

their operations. According to Mawere (2015), mining accounts for 5% of the country's gross domestic product and accounts for 4,5% of employment and a 1/3 of all foreign currency earnings. It is regarded as a very lucrative business with vast opportunities for investment. Of all the minerals mined in Zimbabwe, gold, platinum, chrome and diamond remain the backbone of the economy. However, Masawi (2014), agrees that Zimbabwe is the second largest miner of platinum after South Africa in the world. The major platinum mining companies in Zimbabwe are Mimosa, Zimplats and Unki mines which are all foreign owned. However, gold is the most mined mineral in Zimbabwe, both at large and small scale. Artisanal mining or small-scale mining popularly known as "*chikorokoza*" has become big in Zimbabwe with operations dotted right around the country. Although not legally recognised, they have contributed to 10% of the country's gold output (The Chronicle; February, 2016). Gold remains the biggest earner in Zimbabwe now mainly because the diamond mining that started in 2006 in Marange is not performing well due to various problems that range from production, marketing and authenticity. The diamond mining in Zimbabwe has been short lived as a result. Mawere (*ibid.*) described the Marange diamond fields as the biggest diamond find of the century.

Chimonyo *et al* (2012) postulates that diamond mining that started as an illegal activity mainly carried out by the community members of Marange in their quest for alternative sources of livelihood soon attracted the attention of the international community. Since then, it was put under commercial business with diamond revenue expected to be at \$1 million per month. Rogers (2008) posits that the collapse of the diamond mining has had negative outcomes for the country and the communities of operation due to the collapse in revenue. Furthermore, it has also contributed to the collapse of CSR programmes in the communities of operations. Similarly, the collapse of CSR interventions such as maintenance of social utilities has left a big void on the community of Marange that have for years been depending on such services. In my view the Marange situation is an indication that CSR projects are not well structured to carry on at the closure of the mine. Instead, they have left communities in worse off conditions due to dependency created by these CSR interventions.

CSR by mining companies in Zimbabwe is taken seriously as most mines are in rural areas where there are high levels of poverty and therefore under-developed. KPMG (2015) postulates that presently the eye is on platinum mining companies to foster community development in the areas of operations through the Community Share Ownership Trusts as contained in the Indigenisation and Economic Empowerment Act of 2008. However, Chimonyo (*ibid.*) contends that it is unfortunate that there are only three of these mines as this means

development will only cover a small area while the rest remains underdeveloped. Chamber of Mines Report (2015) postulates that the mining sector's contribution to community and societal development has gone beyond taxes as evidenced by the development of the small mining towns around the country. Mining, through social responsibilities, has given birth to small towns like Shurugwi, Kwekwe, Mhangura, Bindura, Zvishavane, Hwange and Mvuma among others. These towns have been instrumental in bringing change to the remote areas that previously lacked the basic social services due to lack of development. The report describes how the mining sector has been instrumental in coming up with projects that have seen communities getting clean water, employment, roads, rail, communication, bridges, dams, hospitals and schools. As such Carroll (2004) regards the roots of the concept of CSR as focusing on the concerns of society hence it is seen as the business' duty to bring about positive change to these communities.

Kakava *et al* (2013) have argued that CSR activities by mining companies in Zimbabwe concentrate on philanthropic activities that have short term solutions with short lived benefits. Wood (2010) further argues that CSR has been around for close to 45 years, yet it has remained largely charitable with mining companies using the CSR initiative to suite their own needs. The author has failed to indicate that the continuous ineffectiveness after so many years is largely due to the absence of legal frameworks. Even with pressure to conform, mining companies will still implement CSR strategies of their choice and that do not engage the community thereby unsustainable development. Renco Mine, having been in operation in Nyajena for more than 30 years has not attained community development besides having ploughed in millions of dollars for community development ventures. It was therefore the gist of the study to discover the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena.

The companies' contribution to community development remains questionable. Holmes (1976) cited in Kakava (2013) found it negative that mining companies were making good financial gains but not doing much to address social problems. He further noted that the efforts by mining companies are targeted at vulnerable individuals, households and groups that rely on charitable hand-outs. This has resulted in mining companies coming under pressure as their CSR mandates are placed under great scrutiny. It must be elaborated that such "scrutiny" has been because of evident persistent lack of development in communities where mining operations are. Nyajena is also affected by persistent underdevelopment besides the presence of a big mining company operating in the area.

Mining companies like Unki constantly engage in various CSR activities in Shurugwi and Gweru area since 2009. These include philanthropic projects comprising of water and sanitation, resettlement of displaced villagers, health and education projects, employment of locals and complying with the Indigenisation and Economic and Empowerment Act of 2008. Mandina (2012) reports that Unki mine has spent close to \$1million in community projects. However, The Sunday News (September; 2012) report that besides these huge amounts, the locals in the Shurugwi area still experiencing lack of housing due to displacements paving way for the mining venture. The houses donated by the mine were not enough in addition to impact on the environment. Such shortfalls have added to the speculation that companies use CSR programmes as a window dressing. Therefore in some cases CSR initiatives are largely seen as a company image enhancer. Belie in Mandina (2012) agrees that a good corporate image backs up the corporate culture and goes on to say that a good image establishes trust and loyalty, serves as an efficient marketing tool and is important in increasing business opportunities. Frito (2009) agrees with Belie that today's businesses are getting involved in CSR to enhance their corporate image.

The authors' views are a true reflection of the situation with CSR by mining companies. The interventions used for community development have been seen as image enhancers. The Renco Mine situation is an indication of such interventions, on paper, the company appears to have done a lot in terms of community development but the situation on the ground indicates otherwise. My view is if the CSR strategies were not window dressers, then full community development would have been realised. The CSR interventions by Renco Mine are also in this category as indicated by their failure to fully realise community development in Nyajena.

Masawi (2014) describes the mining industry in Zimbabwe as key in facilitating development and economic transformation. By virtue of being in rural communities, mining companies in Zimbabwe remain drivers of community development and have been for the past 100 years. In addition, he argues that CSR is not a new phenomenon in the mining industry but has however failed to move from being donations driven to sustainable development oriented. There is lack of development programmes where all key stakeholders play their role in designing a shared vision of community development that run beyond the life span of the mining projects. This statement is supported by Gapare in Masawi (2014) who agreed that the ceasing of operations by mining companies such as Mhangura, Empress and Kamativi in Zimbabwe has had a negative impact on the local communities as they had developed a culture of hand-outs from these mining companies. Hence, they have found it hard to carry on without the

company's help. Masawi also agreed that mining companies have created a dependency situation that leaves communities vulnerable at the end of mining projects. He further argues that sustainable development can only be achieved when mining companies, during their operations, focus on promoting sustainable projects that lessen the dependency syndrome and that will ensure continuity long after the mines have ceased operations. He further lamented that this can be achieved through economic opportunities that allow for community participation. Mhlongo (2016) commented that lack of community engagement has resulted in half-baked projects by mining companies. As a result, the community never took charge, proving that the mining companies lack an internal institutional framework for CSR.

Baxter (2014) in Masawi (2014) indicates that RioZim, Mimosa and Zimplats claim to have moved away from the donations' syndrome to promotion of self-reliance by investing in projects that bring about positive development of rural communities. They firstly engaged the community on what they would like to see the mines do for them to bring about development in their communities.

This statement has shed light on the mining corporations' CSR programmes. Since they are already aware that they are currently engaging in projects that are not development oriented is an indication that their CSR strategies cannot attain development. I also argue that if community consultations had taken place, the mining communities would have realised development by now. This is taking into consideration the number of years in operation and the amount of funding channelled towards CSR programmes for community development.

Bassler (2008) contends that community members are engaged when they play a role that is meaningful in the discussion, deliberations, decision making and implementation of programmes or projects affecting them. The benefits of community engagement will likely increase the chance of a project being accepted as members who participate in these processes would be committed in the success of the project. Furthermore, he agrees that it will also result in effective solutions drawn from local knowledge and help create local networks of community members. The more the people who are aware of what is going on the more an intervention is going to be a success. For this reason the study feels that lack of community engagement may result in shunning away of a project as the community will not fully own it. Maphosa (1997) reviewed this engagement as needing a legal framework to foster CSR activities as lack of such only means that CSR issues are relegated to the periphery. In addition, big mining corporations such as RioZim have publicly recognised CSR initiatives that are community based and that ensure community participation. However, other mining companies have

not reached the stage where RioZim is. He also argues that Zimplats also boasts of having put CSR investment by fostering projects that are community based that include community social projects like education, health, infrastructure, housing, water, humanitarian needs.

Given the magnitude of these projects, it is disturbing to see that these interventions have failed to effectively develop the communities thereby going back to window dressing CSR initiatives. Hooze (2014) describes the growing focus on mining and CSR as urgently needing a legal framework that will ensure that mining companies contribute to the socio-economic development of host communities. CSR is seen as a licence for allowing businesses to operate without disruptions. Corporations are aware that showing a vested interest in the communities adjacent to their mining operations or on whose land they may be operating is one way of alleviating tensions with local communities. It does not only show stewardship but also recognises the community's expectations that it will in some ways, be compensated for challenges encountered or brought about by the mining venture (www.tripleunited.com; 2009). In my view CSR is being implemented but it is not meeting the degree of development, instead has resorted more on hand-outs as Nyajena community is experiencing the same from Renco Mine.

Hamann and Kapelus (2011) argue that the mining industry's increased use of CSR as a means of avoiding social tensions is not without its weaknesses. They argue that CSR is largely about green wash in which mining companies are often accused of putting forth a concerned image without significant change to socially harmful business practices. In Zimbabwe these views have been reinforced by lack of consistent efforts and mandatory requirements that ensures that the community is compensated accordingly. This has made mining companies invest little or nothing given that CSR is a voluntary act, not a legal requirement.

Chimonyo (2012) confirms that since 2006, in a bid to operate without disruptions, Mbada diamonds, has been engaging in various CSR activities in line with its operations in Marange. The major impacts brought about by diamond mining in Marange includes displacements of the locals, environmental impacts, loss of livelihoods, health and education systems disruption. Mbada Diamonds Corporate CSR Report (2012) contends that the company sought to address these impacts through its community engagement by employing the locals, building health and education facilities, houses, borehole drilling and roads even though the number of houses built were not enough for all the displaced families. Chimonyo further argues that the focus was mainly on those directly affected, meaning that the community has not benefitted from Mbada's CSR projects. However, the

company was also active in sponsorship of sports and higher and tertiary education by rescuing the nearly collapsed Metallurgy department at the University of Zimbabwe.

The CSR programmes by Mbada Diamonds, although noble, are an indication that most of these interventions are philanthropic and once off. The author does not mention that such projects such as the refurbishment of UZ Metallurgy department needed more than resuscitation but setting up of a project that will ensure continuity to be self- sustainable. The limitations on the CSR programmes is that they have largely been philanthropic hence, they have failed to bring in development to the Marange area.

The question of so many projects not bringing in development to host communities therefore still remains. They have largely remained ineffective besides the monetary value attached to them. Muranda (2012) regards this notion by pointing out that the distribution of mining revenue remains vague and questionable despite the sector carrying out such big investments in CSR projects. Mining in Zimbabwe has become the fastest growing sector since 2009. However, lack of transparency and accountability in the revenue generated from mining is a major challenge as it is not known whether the investment for development tallies with community development in the areas from where these minerals are coming. Maphosa (1997) earlier indicated that such accountability required a legal framework to measure CSR development. He further laments that if there is no legal framework CSR activities will continue to be overlooked. Masawi (2014) also agreed with this notion that projects by mining companies in Zimbabwe remain largely philanthropic and unsustainable. With the continuous closure of mines in Zimbabwe in the past years, communities are bearing the brunt as they are failing to cope with the usual assistance from the companies.

Madzvamuse (2010) agrees with Maphosa (1997) that mining companies, particularly in Southern Africa are used to operating in secret by keeping communities in the dark about their activities. Zimbabwe's platinum giants, Ngezi and Mimosa were put under the spotlight when a report investigating their activities highlighted its concerns over the extent to which these companies were contributing to the development of local communities considering the country's weak regulatory frameworks and enforcement capacities. The problem of double standards proved to be a major highlight where MNCs operate differently in their home countries and in their foreign operations. The same report observed that CSR is limited to the mine workers only since the community surrounding Ngezi and Mimosa are largely ignored. This is notwithstanding the critical role that mining plays in Zimbabwe's economic and social development.

This notion becomes relevant particularly during this time of economic turmoil in Zimbabwe. The government stalled most development activities when the economy took a downturn in post ESAP era. To this day most rural communities remain underdeveloped. It is therefore important for mining companies in Zimbabwe to fill the gap that has been left by the government by robustly investing in the host communities. This can be achieved by shifting from donation related projects to more sustainable ones. I feel that the author should have pointed out this weakness of the importance of companies to declare their dividends and ensure a fair part is allocated to community development. However, issues of transparency and accountability remain unclear in the IEEA bill even though the President has made several calls of the same. He was quoted at a mining indaba in 2015 with the following statement:

“...for the country to fully benefit from the mining sector, government will maintain reforms that enhance transparency and accountability”. (Segula; nd).

Mining industries remain a major economic booster in Zimbabwe, it is not a bad industry per se. Mining contributes to economic development. However, there is need to formulate regulations that move away from focusing on profit only and have CSR initiatives that are development oriented by strengthening the social and environmental regulations of mining activities and the rights of the communities affected by mining. I agree with most authors who have established that, indeed mining companies are engaged in CSR activities for community development but most of these activities are basically window dressers that have failed to bring about development to host communities. Considering the Nyajena case, Renco Mine has been in operation for more than 30 years in the area and have undertaken various CSR interventions for community development. Evidence is, the area remains one of the poorest in Masvingo South.

To fully understand the role played by mining companies in community development it is important to understand why mining companies are engaging in CSR activities. Mathatha (2011) has noted that the CSR role comes about as a way of mitigating against the negative impacts that mining ventures bring. As already pointed out from a community's view, CSR programmes by mining companies provide a mechanism of compensation for the social and environmental costs associated with mining (www.miningfacts.org, 2008). These costs are usually linked to the environmental, social and economic impacts brought about by the mining operations. In addition, CSR projects and programmes bring to the community a means through which a community can be involved in the intended projects. Furthermore, since CSR local communities may not directly benefit from the mining concern, it is the CSR programmes that create a means through which a mining corporation can actively give back to the community of operations (www.miningfacts.org, 2008). It must be emphasised that communities' benefit

from the mining ventures is mainly through CSR initiatives. In Nyajena this has been evidenced by the role that the mine has undertaken in implementing projects that are envisaged to develop the area. This study will establish the factors limiting CSR interventions by Renco Mine in fully realising community development.

Mining operations result in environmental degradation which is one of the major concerns of community development. The impacts of mining on the environment include noise, dust water pollution, removal of vegetation, soil contamination mainly because of mining wastes and chemicals used in the process of mining. Mining companies have been known to have worsened the livelihoods of the communities due to the mentioned environmental impacts. Most importantly agriculture remains the most affected by mining operations. However, to address these impacts through their CSR initiatives, mining companies have come up with various strategies to use water from the mine in projects such as market gardening and fish farming among others.

However, intervention programmes such as fish farming and market gardening are a way of addressing the negative impact by creating positive outcomes that are development oriented. The role of CSR has good intentions in this case but what the authors did not mention is to what extent the projects have contributed to community development. How many members of the community are benefitting from such ventures and have livelihoods restored. This is taking into consideration that Mathabatha (2012) agreed that mining operations rob the community of their livelihoods. Nyajena Area depends on livelihoods from agriculture which has been impacted by mining operations. It is therefore the purpose of this study to unearth the factors limiting CSR interventions by Renco Mine for community development. This is considering that Renco Mine's CSR interventions have also included agriculture as part of community development.

It has also been argued that what the mine takes from the community is compensated through CSR. The World Bank (2002) views CSR by mining companies as a give and take scenario whereby both the mining venture and the community derive some benefits. Mining companies benefit from the CSR programmes in many ways, they help by building good relations with the local communities they operate in, thereby maintaining peace and social licence. The Financial Gazette (May, 2013) agrees with this view that mining company's social licence to operate is one that is easy to obtain but not necessarily easy to maintain. I also agree that maintaining the social licence has proven difficult for mining companies. This is because of failure to commit fully to the needs of the host communities. There is always that issue of companies not doing enough for

community development. The result is that communities view the company as an enemy trying to siphon out their resources without compensation. In the same vein, strained relations have in often cases called for government interventions as is the case of Mimosa Platinum Mine in Zvishavane. According to Madzvamuse (2010) the government called for an investigation to establish the transparency and accountability of the mine's funds. This came about as the company was failing to meet its CSOT obligations.

The role of CSR is mostly geared towards knowing what the community gains from the various CSR initiatives and activities. Generally, the presence of a business concern, particularly MNCs, creates prospects for a better and improved life to the host communities which can be achieved through CSR interventions. In addition CSR initiatives go beyond the business's legal obligations, meaning that community development because of CSR initiatives is regarded as voluntary or philanthropic (Johannes, 2010). Akpan (2006) in supporting this notion argues that it is regarded as voluntary as the companies choose to integrate the environmental, social and economic concerns of the community into their business to bring about change to the community. However, for such changes to be effective there is always need for community engagement which unfortunately has been undermined or ignored in most instances (Johannes, 2010). I agree with this view which centres on the importance of community engagement. Community engagement for effectiveness of CSR programmes cannot be over-emphasised in community development. The need for communities to shape and determine their own development through CSR interventions has been often undermined or ignored hence it determines the success and failure of the interventions. Nyajena is affected by project interventions imposed willy-nilly by the mine. This study will therefore find out how imposition and lack of community engagement as a role by the company has undermined community development.

It has been established that CSR programmes are designed in isolation of the community. Akpan (*ibid.*) therefore contends that CSR programmes are often not conceived and developed from the host communities but rather from external operations, this is particularly true for MNC mining companies. They tend to treat communities in a homogenous manner by bringing CSR practised initiatives elsewhere. This often happens because, the companies as the holders of the funds, dictate the pace of community development projects. Ismail (2009) agrees that it is undeniable that CSR has implications on community development. He refers to the following roles as the most common for CSR by mining companies in community development. Since community development is based on principles of fairness, equality, accountability, participation, true development is therefore

facilitated when the community members engage together in solidarity (Towers Perrin, 2009). CSR helps in reducing the negative impact of industrialisation by engaging in ethical business. In addition, it encourages closer ties between corporations and community as it helps in reinstating the belief that companies are not just places to get employment (UN Global Compact, 2009).

Mensah (2014) agrees that in addition to employment, companies also have a duty of bringing in projects for community development. However, often, mining companies do not see themselves as development agents therefore they do not necessarily embrace everything that the local communities expect but instead they respond and engage to the ones they see as more responsible to bring about development in the communities. In view of this statement, it is apparent that companies are not inclined to develop host communities. The general feeling is that programmes for development are solely the responsibility of the local government. Their part is to add on to the efforts by the government. It is therefore a challenge that most mining companies must towards the host communities and in turn they have engaged in CSR programmes that have failed to develop the communities of operation. Renco Mine's CSR initiatives have largely been dictated by RioZim Foundation in Nyajena as the company has not seen itself with the mandate of developing the community without government at the forefront.

Boon and Ababio (2009) cited in Mensah (2014) argue that the Goldfields of Ghana, the largest producer of gold in Ghana, although not mandated by any framework or law to provide CSR activities, has responded more to moral obligations than the legal one. In its communities of operations, the company has contributed to various projects that have transformed the communities by engaging in projects that have created positive development. This has been achieved through that company's Trust Fund formed in 2004. The main objective of the fund according to Mensah (2014), is to make sure there is development of the company's eight communities. I however differ with this view because the Goldfields in Ghana have largely concentrated on the immediate mining communities. Most of the initiatives undertaken focused on the mine workers and their immediate families. The other areas have been left as is. The same applies to Nyajena, most of its communities are underdeveloped, although Weber-Fahr *et al* (2001) asserts that through their CSR initiatives, mining corporations have been found investing in various projects towards the development of the host communities.

The projects such as educational infrastructure have contributed to the improvement of knowledge acquisition of basic literacy level of the community

members. In the long run this contribution will empower community members as they will be in a better position to be economically and socially empowered. This is also seen as a contribution to Sustainable Development Goals of achieving universal primary education for all.

Caroll (1991) presented CSR in a pyramid with four stages that is the ethical, environmental, economic and philanthropic. The economic stage is at the bottom of the pyramid meaning that it is the foundation of the four. In other words, the financial muscle of a company determines the part of the profits that will be committed to CSR in the community. In Zimbabwe, mining companies have been encouraged to spread their CSR programmes to agriculture to complement the efforts by the government through Community Share Ownership Trusts (Bulawayo 24, 2012). The report confirmed that mining and agriculture have the same role to play in improving livelihoods in communities and the two sectors should co-exist to benefit the communities. The mines in Zimbabwe are mostly located in remote areas, hence they are the drivers of community development through projects such as roads, schools, hospitals, water and sanitation for adjacent agriculture projects (Mpofu, 2012) cited in Bulawayo News24 (2012). Furthermore, Makore and Zano (2012) agree with Mpofu's assertion that the contribution of mining companies to CSR projects are commendable. This is much so since the government of Zimbabwe has failed to deliver vital social structures and critical infrastructure in what Sabelo Gatsheni-Ndlovu referred to as the "Lost Decade" (the period spanning from 2000 and 2010) due to the socio-political crises in the country.

The authors further describe how mining companies came to fill this gap. However, as with all CSR projects in the whole of Africa, concern is on their sustainability as CSR projects initiated by mining companies which include infrastructure development have largely benefitted mine workers and their immediate families. Furthermore Zano (2012) states that in essence the building of clinics, hospitals, schools, housing while commendable is not enough in terms of CSR. I concur with the views of the authors that CSR projects of mining companies, although commendable have failed to bring in community development. Mining companies in Zimbabwe need to focus more on agriculturally based projects since it is the backbone of the economy. It is particularly more important now since funding by the government has continued to decline since 2000 as outlined by Sabelo-Gatsheni.

The Herald (August, 2015) state that CSR is a public relation used to win the hearts of the community in which a company operates by giving back to the community as appreciation. It went on to say that CSR is an incentive for

communities to work together with companies. The community benefits and develops from the company's CSR activities. The mining companies in the Midlands are playing a big role in the health sector in the community of Shurugwi, Gweru and Zvishavane. The building of clinics and refurbishment of major hospitals in the Midlands, such as Gweru General Hospital and Shurugwi Provincial Hospital are major CSR activities engaged in by Mimosa and Unki mines. Like Nyajena, community development remains limited in the face of such big investments. It is therefore the onus of this study to find out the factors limiting the realisation of community development through CSR interventions by mining companies.

A study by Marais (2010) in South Africa observed that mining industries have a big influence on the societies in which they operate. He observed that mining ventures have also caused most of the socio environmental impacts, including land degradation and depletion of forest resources. They have thus affected negatively the livelihoods of the local communities in host communities. Even though the mining companies engage the communities in programmes such as HIV&AIDS, these programmes have had some limitations as they have often confused CSR and philanthropy or hand-outs. The study concluded that, although the mining industry has enjoyed decades of profiteering more neglect the development needs of the mining communities. The study proved that companies are very much about making a profit and takes investing less in community development. It also points out that where investment has taken place, achieving community development is still far-fetched. Furthermore, at the end of the venture, due to unsustainable projects, the communities revert to their original state. This study will unravel the factors that have derailed community development through CSR interventions by Renco Mine in Nyajena, Masvingo South. It will establish the gap left by other authors who have researched along the same lines.

CSR interventions may, to an extent, be successful at improving the living conditions of the people in the host communities. However, sustaining such interventions goes beyond them. CSR interventions and over-reliance on CSR may undermine community development (Ife, 2002). CSR programmes and projects interventions have, at times, been taken as a marketing and public relations tool but, in developing countries it is now taken as a serious effort to bring about benefits that are sustainable to improve the lives of the host communities. This is probably attributed to the fact that in developing countries, most mining communities are rural based, hence they have the highest poverty levels as compared to urban settings. According to Hamman and Kapelus (2004) benefits of CSR initiatives may be according to the size of the mining venture and

the state of the community and most importantly the support from the local government. I agree with the author on that the characteristics of the community before a mining venture contribute to measuring the extent of the CSR interventions. As with most mining areas, the amount of development before a mining venture is characterised by lack of necessities for community development. Therefore, the coming in of mining operations are envisaged to develop and change the state of the community. This applies to mining communities in Zimbabwe now. Government funding for community development has since ceased and most of the development efforts have been left to the mining companies. To this end, this study's purpose was to find out if these were some of the factors limiting community development.

Ife (2002) argues that sustainability of CSR projects remains the most common challenge limiting community development. A study by IFC (2003) revealed that there is always a long-term viability of CSR programme interventions. CSR interventions mostly respond to philanthropic concerns that are not connected to companies' strategies. This, in many cases results in the ineffectiveness of the interventions, thereby failing to come up with a social impact on the host community. The World Bank (2000) therefore recommends companies to make the CSR projects part of their development plan in addressing the economic, social and environmental issues not only during the mine's tenure but at the end as well. Ife (2000) agrees with this assertion as most projects are designed in a way that needs the sustenance of the company on an on-going basis. In view of this, World Bank (2000) did not give enough information on the exact projects that are classified as needing ongoing support and those that did not. This is true as evidenced by projects by Unki Mine that have been seen as purely window dressers that are only implemented to boost the image of the company. To this end, the projects are highly unsustainable and therefore a CSR challenge to community development.

Hamman and Kapelus (2004) observed that the issue of unsustainability is a pillar of philanthropy. He agrees that philanthropy is a traditional method of CSR and is still much used by companies. If philanthropic projects were minimised, community development CSR would be attained. Fiovante (nd) argues that philanthropy takes the form of charity and is not a key ingredient in community development. Most of charity projects are piece-meal and small donation oriented yet. Ife (2002) contends that contributing towards something that demands less funds and more participation is a far better way to strengthen or build relations with a community. Companies are mostly engaging in philanthropy yet their contribution to community development remains a challenge. It is therefore a true assertion that charity projects work well in addressing short term

problems. However, for long-term developmental initiatives, philanthropic interventions are ineffective. Visser (2006) further asserts that in most African countries, CSR by MNCs are largely voluntary. This is because there is a lack of a legal framework guiding CSR by mining companies. In addition, the governments of such countries have fully accepted the hand-outs from these companies thereby compromising on community development. However, Visser's view does not state that this trend has resulted in dependency on hand-outs and lack of a vision to be independent. A report by the Ife (2002) states that charitable projects worsen the state of the communities that creates more poverty levels. The MNCs operating in vulnerable communities have taken advantage of the already poor state of the communities to push undesirable projects.

Humphreys indicates that CSR policies within the companies themselves has also contributed to poor projects by companies. He states that in some cases, the shareholders of a company may want to know why a CSR intervention is investing in a health or education project which is traditionally regarded as the responsibility of the government. The reason behind this view is that companies are always very thin on funding for CSR projects and yet their resorting to charity intervention. However, such thinking has undermined the role of mining companies in community development. A report by Madzvamuse (2010) on an investigation of Mimosa Platinum mine due to lack of transparency and accountability, revealed that the amount of funding for CSR projects in the Zvishavane area did not tally with the profits and earnings that the company was making. It concluded that the company was investing far less than the earnings hence the persistent underdevelopment of the host communities.

The Mimosa case is the same in most mining areas with Nyajena facing the same. it is therefore evident that funds allocated for CSR programme interventions is not enough to fund all the major developmental intervention in host communities. However, Kumah (2006) argues that in this case the issue of population come in. He describes the total population in comparison to the amount of funding as a major challenge to community development. The ever-increasing population in rural communities has a limiting factor on the number of projects that can benefit everyone. A study carried out in Bangladesh concluded that the number of people chasing after the little resources availed for community development continues dwindling. Increase in population is a development challenge, particularly in developing countries because of poverty, lack of education and health interventions. Frynas (2005) argues that it is worrying that limited funding on development projects fail because of the less importance placed on them. Because of its voluntary nature, CSR will not place emphasis on community development projects but rather promote more philanthropy. Frynas

(2005) observed that in Ghana, there is a general belief that poverty and lack of sustainability in the mining communities have been attributed to by the *laissez-faire* attitude of mining companies. In their defence the companies have reacted to this claim by stating that their operations do not cause poverty.

I agree with the locals' view that they expect MNCs operating in Ghana to change the face of the host communities, considering that they mine very valuable resources. However, the argument by the companies is, they are there to complement government efforts. Ghana, like Zimbabwe is also silent on legal obligations of the mining sector towards community development. Anaman (2008) contends that there is a very thin line between CSR that creates dependency and one that develops a community in a sustainable way.

Sustainability can only be achieved if CSR activities are community oriented, that they include the community in the planning and implementation of projects. Conje (2005) laments that CSR activities undertaken by a company should be for the benefit of the community, socially, economically and environmentally. Most companies plan and implement CSR projects without the input of the receiving community. Such projects are largely imposed on the community. Boon and Ababio (2009) agree that in such circumstances projects never achieve their intended goal because of lack of input from the community. The company must take into consideration that the community is the rightful owner of the area and the resources. Marais (2010) describes the issue of inclusive participating decision making as one main ingredient for community development. I contend with this view, as lack of community engagement or participation results in development that is not for the people and can derail development efforts. In Zimbabwe's mining communities, there is evidence of lack of community engagement by mining companies. This has been seen as a major challenge for community development. This study is therefore going to unearth the major factors limiting the full realisation of community development through Renco Mine's CSR interventions in Nyajena.

The literature reviewed largely focused on authors that support the notion that CSR by mining companies does exist, but it has not resulted in community development. Most of authors and reports concluded that most mining companies are engaged in CSR activities for community development, socially, economically and environmentally. Most of the reviewed articles indicate that companies have been left to devise their own CSR as there is lack of legal frameworks to guide CSR. In view of this, companies then choose what programme interventions to undertake, mostly without the involvement of the host community. The literature also showed that most of projects undertaken by

mining companies are philanthropic and therefore not sustainable. This study will therefore, establish the challenges causing lack of effectiveness of CSR in community development. This review has enabled the study to gain perspective of CSR and its role in community development in Zimbabwe, particularly in rural and semi-rural communities in which mining companies operate.

CHAPTER THREE: Study Design and Methodology

Chapter two covered the literature related to this study. This chapter will focus on the study methods that were used in this study. The study used qualitative research method and data was generated using interviews, focus group discussions, observations and secondary data sources. In addition, samples and sampling techniques, population, methods of data collection and data analysis and ethical consideration were outlined. The study used qualitative research method and data generated was largely descriptive and exploratory in nature. This method was chosen as it is flexible and had the advantage of providing details on behaviour, personality characteristics and emotions of people (Madrigal *et al*; 2012). It further investigated the why and how, in addition to the what, where, when and who makes decisions.

Qualitative research being the main research method in the study of social sciences is a descriptive and non-numerical way of generating and interpreting data. It is also highly contextual, and data is generated in natural life settings thereby going beyond being a mere snapshot or cross section of events but shows how and why things happen the way they happen (Charmaz;1995). According to Fleming (2007) human learning is best researched by using qualitative data, this is further argued by Cuba (1981) who suggests that it is imperative to select a paradigm whose assumptions are best met by phenomenon being investigated. This study looked at lived experiences of the people of Nyajena in relation to CSR interventions since the inception of Renco Mine, in 1982. The focus was on establishing the factors limiting the full realisation of community development through CSR interventions by Renco Mine and therefore the impact on the lives of the people of Nyajena that is, placing emphasis on processes rather than outcomes. Price (2002) argues that when the understanding of an event is a function of personal interaction and perception of those in that event and the description of the processes that characterise the event, qualitative approaches are more appropriate compared to quantitative designs to provide the insight necessary to understand the participants' role in the event and their perceptions of the experience.

The purpose of this study was to establish the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena, Masvingo South. The focus was on perceptions, meanings of processes and events of CSR by the mine. Due to the typical processes used, the qualitative approach better accounts for the group behaviour. The essential processes in the study included observing, investigating and noting in detail the experiences of the people in the Nyajena Area with regards to CSR programmes and projects by

Renco Mine. The processes that have resulted in these experiences and analysing of the descriptive data were all undertaken by the study as a participant in the study. A qualitative study of the participants' lived experiences and inductive analysis of data is therefore most appropriate for purposes of this study.

Qualitative research approach was therefore a suitable method to use in this study as it aimed to bring out lived experiences of the community of Ward 25 in Nyajena in so far as CSR by Renco Mine is concerned. It also allowed the study to get to the inner experiences of the participants, that is, to discover rather than to test. Qualitative research method investigates how people live, work and interact with each other and how they manage their lives. It is largely a data enhancer as it brings out the key aspects of cases more clearly. In addition, it is more concerned with meaning as it provides information about the "human" side of issues that includes beliefs, opinions, behaviours and emotions. It pays attention to finer details that give importance to the lived experiences of people instead of giving numerical values that generalise issues (Madrigal, 2012).

To this end, the qualitative research design was appropriate in the attempt to understand the factors limiting the full realisation of community development through CSR interventions by Renco Mine. The qualitative design was also applied to assess Renco Mine's CSR interventions in terms of community development in Nyajena, Masvingo South. Its suitability was based on the ability of getting the lived experiences of the local community of Nyajena on the subject under study.

Qualitative research was also selected to capture data in a strategic manner from the participants. For instance, the ability to read feelings and expressions through group discussions in this case assisted in capturing important information concerning opinions on the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena. This approach also allowed the study to get more information through further probing as it provided a platform for phrasing and rephrasing questions to extract the required information as well to seek clarity concerning responses which would otherwise be unqualified.

Qualitative research method enabled the study to capture data in a very strategic manner from the participants. For instance, it managed to capture feelings and expressions through the opinions gathered through FGDs that focused on the factors limiting community development through CSR interventions by Renco Mine. The approach basically has the strength of allowing the study to get more information and to ask and be able to understand the behaviour and attitudes of

the respondents as to capture relevant data. In addition, qualitative methods focus on the signs and symbols that decode reality, seen by the target populations (Saunders, 2003). The use of interviews captured opinions and expressions towards the feeling of the participants' perceptions on the.

Using qualitative research method has its own disadvantages and the study came across many challenges regarding the use of this method. Firstly, generating qualitative data through interviews was time consuming and costly because it involved travelling to meet with participants and focus groups.

According to Cresswell (1994), data from qualitative studies describes the qualities or characteristics of something, hence that cannot easily be reduced to numbers as is done in the quantitative research method. The quality of research is more dependent on the skills of the study therefore it can be easily manipulated by personal biases of the study. This often results in the study results being generalised therefore having a bearing on the accuracy, of the study. In addition, the quantity of data generated makes it difficult for interpretation seeing that it is time consuming. In this study data was generated from various sources, hence it was time consuming to analyse every bit of information. The results were therefore generalised to establish the factors limiting community development through Renco's CSR interventions. The other disadvantage of qualitative data is that the presence of a researcher in the data generating process can have a bearing on the outcome of the findings as responses can be influenced by the same. In this study some of the participants, particularly in the FGDs gave out more information than necessary in the hope of proving to the study that they had more details on the subject under study. Furthermore, some politicised the discussions, particularly those involved in politics. The study participants were reassured that the study was for academic purposes only. Issues of confidentiality are also compromised in the qualitative research method. This can pose challenges during the gathering of data.

Cresswell (2008) states that a research population consists of many individuals or objects that form the main focus of a scientific query. Baron *et al* (2013) refers to the study population as one that is based on the population on which the study is on. However, it is both costly and time consuming to test everyone in a population. The population of this study was made up of 5000 people in Ward 25 in the Nyajena Area Masvingo South District. As a result, the study could not cover the whole due to time and financial limitations. Therefore, a sample was taken to represent the population.

According to Loss (2008), a sample is a subset of a population. Sampling is the method (or process) of selecting certain members to represent the whole group. The process restricts the investigation to a small but well-chosen group of subjects that is called the sample. It represents a much wider group (the population). The study was carried out in Nyajena Masvingo South and it focused on Ward 25.

The chosen sample making up the FGDs was chosen basing on the number of years that the respondents had stayed in the area. This was important in that the people who have been in the area before the mine started in 1982 were envisaged to have the correct information about the socio-economic development state of the area before Renco Mine and make a comparison to the present state. This information was deemed vital to establish the socio-economic state of Nyajena Area before and after the CSR interventions by Renco Mine.

Secondly the study participants were also chosen based on their understanding of CSR in relation to community development. The importance placed on this condition was that having a basic knowledge of what is CSR would help the study in saving time by getting into much detail to ensure understanding of the respondents. The sample size comprised of 26 people.

Since it is generally impossible to study an entire population, researchers typically rely on sampling to acquire a section of the population to perform an experiment or observational study. It is important that the group selected be representative of the population, and not biased in a systematic manner (Teddlie and Yu, 2007). Sampling techniques are classified as either non-probability or probability. In probability sampling the basic assumption is that every element in the population has an equal chance of being selected in the sample and that it can be determined (Loss, 2008). This approach makes it easy to make an approximation and unbiased estimates of the population parameters using sample numbers. All methods under probability sampling have a non-zero probability of being sampled and they all involve random sampling. In non-probability sampling method, some elements in the population have a zero chance of being chosen, hence it is not possible to make estimations of sampling errors. Non-probability sampling method include purposive or judgemental sampling, which was used in this study.

Purposive or judgemental sampling was used to select the respondents for the study. This entailed the use of personal judgement for the interviewees. The aim was to get a broad-based overview of the factors limiting community development through CSR interventions by Renco Mine.

The advantage of probability sampling is that it is less prone to bias and it allows for estimation of sampling errors from which one can determine the statistical significance of differences in indicators. Macionis (2000) states that a sampling error is a degree to which a sample might differ from the population. Results are reported at plus or minus the sampling error. However, the disadvantage of this method is that it requires for one to have all sample elements therefore becomes more time consuming and costly. On the other hand, the advantage associated with non-probability sampling is that it is more flexible, less costly and less time consuming and the samples may be preferred when small numbers of elements are to be chosen. In non-probability sampling, the degree to which the sample differs from the population is unknown (Teddlie & Yu, 2007). The study therefore used non-probability sampling method, that is, purposive sampling method as it allowed the study to make the selection using the researcher's discretion and judgement. This technique involved the use of the judgement of the study in coming up with a study sample that was seen as representative of the target population. Purposive or judgemental sampling was used to select the respondents for the study. This entailed the use of personal judgement for the interviewees. The aim was to get a broad-based overview of the factors limiting the full realisation of community development through CSR interventions by Renco Mine.

Another advantage of purposive sampling is that it allows and enables the study to select information valid for the purposes of in-depth analysis. Purposive sampling entails the study's judgement to influence the decision on choosing the participants to be included in the sample. To minimise on costs and time, the researcher used her own judgement to select the participants who were generally viewed as good prospects for acquisition of accurate information and as key participants in the community who would elicit views and opinions on the factors limiting the full realisation of community development through CSR interventions Renco Mine in Nyajena.

Purposive sampling was also used in selecting the villages that are directly affected by the mining activities by Renco Mine and those who have benefitted from CSR interventions. This allowed for ease of access to respondents. Ward 25 was purposively chosen as the sample due to its proximity to Renco Mine and due to the fact that most of the impacts of mining activities at Renco Mine are felt more by ward 25 community than others situated a bit farther from the Mine. In this study, a total of 26 people were interviewed for purposes of gathering data. They were selected for their knowledge of the subject, many years spent in the area and participation in CSR initiatives by Renco Mine. FGDs participants were selected for their previous and current participation in CSR projects by the mine.

The village heads and ward 25 councillor were chosen on their position as go between, between the mine and the community.

The Environmental Management Agency (EMA), official responsible for Masvingo District was also made subject in the study as they are responsible for environmental management in the district. Furthermore, the Masvingo Rural District Council Chief Executive Officer was part of the respondents representing the Local government authority in the area that is impacted by Renco Mine activities. Key interviewees from Renco Mine were selected based on years of service with the mine, degree of interaction with the Nyajena community and involvement with the design and implementation of CSR initiatives by Renco Mine. One officer from the RioZim Foundation was part of the total number of respondents of the study. The numbers are disaggregated in the table 3.5.1;

Table 3.5.1 Sample Size

Stakeholder	Designation	No of participants
Renco Mine	General Manager Human Resources Manager Environmental Manager Company Liaison Officer	4
RioZim Foundation	Foundation Secretary	1
Environmental Management Agency of Zimbabwe	Officer in charge of Masvingo District	1
Masvingo Rural District Council- Nemamwa	Chief Executive Officer	1
Community Leadership	Village Heads Ward 25 Councillor	3 1
Community Members	Ward 25 villages	15
TOTAL		26

The table above shows the number of the respondents and their position in the communities and the respective organisations. They formed the sample selected in gathering of data that sought to establish the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena, Masvingo South District.

Data collection instruments are tools that are used in the collection of data to find solutions to a research problem. In this study, the study used three methods of data generating that is the interview, focus group discussions, observations and secondary data in a bid to establish the factors limiting full realisation of community development through CSR interventions by Renco Mine in Nyajena, Masvingo South.

Interviews constitute one of the most important sources of information in any research. Gray (2004) describes an interview as a conversation in which the interviewer asks the interviewee questions to get information on a particular issue. They are basically a systematic way of talking and listening to people. They give room for further probing to explore new paths not considered initially. The study designed interview questions considering the goal of bringing out the factors limiting the full realisation of community development through CSR interventions by Renco Mine. The question to key participants mainly focused on the evidence of CSR programme interventions by Renco Mine for community development. This was based on the status quo before CSR by Renco and the CSR interventions put in place for community development. Generally, the interviews were a way of generating evidence of CSR by the mine and establishing their limitations in fully realising community development in Nyajena.

Bernard (1988) asserts that, interviews are best used when there is only one chance to interview a respondent. In the study the study prepared the interview questions in advance (semi-structured). This allowed the study to be well prepared and therefore appeared competent during the interviews. In addition, time allocation for the interview was very important, therefore the study made the appointments in advance. The interview with the Environmental manager at Renco entailed having it at one of their sites, the Jig Tailings and Water Reticulation plant. This was to make the study have an appreciation of the Mine's efforts to curb against the environmental impacts that the mine had on the environment and on the Nyajena community.

In addition, the interview with the Ward 25 Councillor was conducted at Tugwane Dam, one of the CSR projects by Renco Mine in Nyajena. This was also to demonstrate the presence of CSR in Nyajena. Upon getting permission and consent on the same, the study was guided by the instructions on how interviews were carried out that included open ended questions. To kick start, the interview, the study posed introductory question covering the interviewee's background then proceeded to asking the interviewee's the basics on CSR. The interviews allowed for further probing to bring out the evidence of CSR Nyajena and therefore the factors limiting the full realisation of community development.

Interviews with key informants were mainly open ended to allow for further probing. The benefits of using face to face interviews were that they allowed for accuracy as the individual being interviewed could not provide false information on their gender or age. It also captured verbal and non-verbal cues. Since the interviews were unstructured, they allowed for open ended questions which the study found to be important as they allowed for further probing and soliciting for

additional information. Interviews with other key respondents followed the same pattern save for the community leadership. Interviews with the community leadership were held in their respective homesteads. Permission and consent were sought from and granted by the Acting Chief Zengeya of Nyajena.

Focus group discussions were also employed to gather data in this study. Powell (1996) refers to FGDs as occurring among groups that consist of individuals that have been identified to discuss their personal experiences in relation to the subject matter. Emphasis is on the questions and responses. They bring out feelings and attitudes, experiences and beliefs on the subject. The participants in an FGD are encouraged to freely participate by openly expressing their feelings without their being intimidated by the others present. According to Loss (2008), responses or views of groups are at times enlightening than individual responses.

In this study one focus group comprising of 15 participants from the 11 villages of Ward 25 was used to establish the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena. The advantages of FGDs are that they can be relatively low cost and provide quick results, the exact time and cost for planning, conducting and analysing data may be very small as compared to other methods such as interviews. In this study only one session was held with the focus group and as discussions progressed most elements being sought in this study came out. This was due to the diversity of knowledge that everyone had. Different perspectives ensured that the discussions provided the answers that the study was looking for. Furthermore, their experience with CSR initiatives by the mine added much value to the outcome of the study as some had been in the area since the mine started, therefore had gone through they has seen it all. Furthermore, the participants from FGDs aired different views that were authentic as others would quickly oppose to a statement they were not agreeing with.

The focus groups are also seen as flexible as interactions between the moderator and the participants allow for further probing issues in-depth, address new issues as they arise and ask participants to elaborate on their responses. In the study the FGD achieved this assertion as further probing generated more information and clarification on issues at hand. The study was therefore able to make important connections because of additional information on the causes of persistent underdevelopment of Nyajena. Another advantage is that some participants may feel more comfortable in talking in a group than individually. Moreover, interactions may generate more discussion and therefore more information. Data in the respondents' own words is more easily understood and provides insights into how respondents perceive the topic. Perceiving what the focus of the

discussions was about, proved difficult at the beginning of the discussions. However, those who were aware explained to others in their own what CSR was all about and its link to community development by the mine.

According to Palomba and Banta (1999: 9), the weaknesses of focus group discussions is that groups can be difficult to manage as the setting may influence the responses of the individuals. FGDs are also problematic when a dominant member affects outcomes. The small numbers in focus groups can limit the extent to which the results can and should be generalised. This was encountered in the study. Male members wanted to dominate the discussions by proving that they had more knowledge than women. Women's views were therefore undermined to an extent and those who felt that they were, became very vocal towards the males, also trying to prove a point. To this end, it became difficult to control them as in some cases arguments were personalised. In some cases, everyone agreed with an influential individual's view even though it did not hold much water.

The small numbers within the group also meant that an influential member of the community could easily influence the whole group to agree with his/her view. This was evidenced by the politically powerful participants; they did not allow others to freely express themselves unless they agreed with the view. Such behaviour may compromise on the outcome. It is important for the study to have leadership skills that allow for intervention. Palomba and Bantal (ibid.) also argue that the quality and quantity of focus group data is dependent on the ability of the moderator carefully handling a group of people from different backgrounds skilful. However, this was not a problem for the study as previous experience from other research studies helped in containing the situation within the FGDs.

Another data generation method that was used in this study was the observation method which complemented the interviews and FGDs. According to ZOU (2007), at times the study must observe events as they unfold and there is no substitute to observing events as they manifest. Observing events in their natural state is the best way of getting information about the phenomenon being observed. There is no pretence when events unfold in their natural setting, subjects may not be aware that there is an enquiry going on. Hence, they are unlikely to exhibit perceived behaviours, and the data is more likely to be accurate. There are two types of observations, the participant and the structured observation. According to Richardson (2000), in participant observation, the observer participates in on-going activities and records the observations. It extends beyond naturalistic observation because the observer is a player the action. On the other hand, structured observation refers to a structured

technique where the study gathers the required information without any respondents or interviewees. Data is collected through pre-defined rules and procedures.

In this study, participant observation method was used as part of data gathering. The study observed and participated in the study through attendance of Community Liaison Meetings held every month at Renco Mine, comprising of the community leadership of Nyajena and Renco Mine officials. The study requested to attend these meetings as it was seen as vital to do to establish the situation at ground level on CSR interventions by Renco Mine in Nyajena. The study observed how the meetings were conducted, input from the community leadership, the level of participation and the relevance of the meetings in CSR of Renco Mine in Nyajena.

The advantage of attending such meetings by the study was that being observed in their natural settings, there was ease and good flow on information that resulted in the study being able to gather more data to complement the FCDs and the interviews. However participant observation has its own drawbacks as was established by the study. Firstly, it is time consuming. In the study, the study had to attend the meetings that lasted for 4 hours or longer. The study observed that the long hours were due to the fact that most community leaders attendees were advanced in age hence, the chairman of the meeting slowed down on issues on the agenda. Furthermore, another challenge seen was lack of knowledge on the part of the community leadership, they took time to comprehend issues, needing a lot of elaboration. It was evident that they all wanted to table their issues for debate.

Another disadvantage of participant observation was the issue of documenting the data. Richardson (2000) argues that it is difficult to record and document everything while observing. The study therefore relied on memory which might have left a lot of vital information which might also result in biased results.

Secondary data in the form of books, scholarly journals, newspaper articles, internet sources was used. Mpofu (2011) argues that secondary data collection can be quick and inexpensive. Use of secondary data had the advantage of saving on time and financial resources. However, secondary data had the disadvantage of being out-dated, and at times the sources were not authentic. Furthermore, data would not come out the way the problem was being looked at or tackled by the study. The study therefore mostly used peer reviewed journals and published articles.

Analysis of data is a process of inspecting, cleaning, transforming and modelling data with the goal of discovering useful information, suggesting conclusions and supporting decision making. Data analysis has multiple facets and approaches encompassing diverse techniques under a variety of names in different business, science and social science domains. Qualitative data analysis is therefore the process of turning written data such as interview and field observation notes into findings. There are no formulas or rules for this process (Bryman; 2004).

According to Strauss (1987), a common way to approach qualitative data analysis is the construction of themes. Data is also analysed by selecting quotes to support the presentation of the findings. In this study, data was presented thematically since the study was largely qualitative in nature. It was descriptive and interpretational. The case study narrative fully brought out subject insight into the explored phenomenon.

The data was analysed in the manner that best answered the questions and addressed the hypotheses of this study (Saunders, 2003 and Mason 1997). This involved qualitative research. The qualitative phase developed a robust view of attitudes, motives, behaviour and perceptions that were based on interviews and observations in a bid to establish the factors limiting the full realisation of community development through CSR interventions by Renco Mine in Nyajena.

Dibb *et al* (2001) contends that data analysis is a practice in which raw data is ordered and organized so that useful information can be extracted from it. The process of organizing and thinking about data is key to understanding what the data does and does not contain. Analysis of data is a process of inspecting, cleaning, transforming, and modelling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains. In this study data was analysed in the manner that best answered the questions and addressed the hypotheses of this study. Saunders (2003) states that presentation and analysis of qualitative data are supposed to be put under a screening process that involves reading through data, tallying of data into relevant themes and drawing up of conclusions which then inform recommendations made in a study is also an important aspect of data analysis. The data collected in this study was largely descriptive in nature, describing the phenomena hence it was presented thematically.

Data collected in this study was obtained through observations and interviews techniques. Interviews were used to gather in depth information that obtained

descriptive information that was presented in themes. The discussion element was the study's interpretation of findings, what they meant and how they confirmed or contradicted to what was contained in the literature review section.

The study ethics are premised on the Nuremberg Code which has the following principles: research participants must voluntarily consent to participation; research aims should contribute to the good of society and the study must avoid unnecessary physical and mental suffering. The ethical considerations are centred on confidentiality, informed consent and anonymity. In this study, the study sought permission from Mine Management, the Acting Chief of Nyajena, EMA and Chief Executive Officer of Masvingo-Nemamwa Rural District Council. The study made it clear to all involved in the study that the purpose of the study was strictly for academic purposes only. The study did not judge or use deception on the participants. Thus, a letter of approval to carry out the study from Midlands State University was used to get community approval to carry the study.

Confidentiality is one of the major aspects of ethical consideration. According to Hatch (2002), the information secured from the respondents should be used for the study purpose only. It should not be availed to other persons or institutions for whatever reason without their consent. The identity of the respondents should be protected. This principle makes it imperative upon researchers to protect the informants by withholding the identity of subjects, unless subjects expressly consent to the release of personal information. All information obtained from the study should be treated with confidence and at no time should it be used against the subjects or for other hidden agendas. This is important as it ensures that the information so obtained is not used to discredit the reputation of the subjects who will have honestly participated in the first place. Any leaked information would be damaging, and the participants will in the future close their doors to any other researchers or will consider litigation. This would in turn dent the institution from which the study is coming (Hatch, 2002). The study therefore pointed out to all respondents that the information gathered in this study pertaining to the factors resulting in lack of CSR effectiveness by Renco Mine will be treated with full confidence.

According to Bam (2003) to attain informed consent, the study must provide research participants with as much information as possible about events and procedures a study will deal with before they agree to participate in the study. The respondents must also be informed that they are free to walk out of the study at any time they wish to do so. They must understand that by participating they have no obligation to commit themselves and can choose to quit.

Researchers need to uphold the credibility of the profession as unethical conduct may hurt their credibility. This means that when one conducts research, the data collected ought to be consistent with the realities on the ground. It is unprofessional to falsify information or exaggerate the results to suit certain previously constituted ideas. This would mislead all those who might want to use that information (Cresswell, 2009). Ethical considerations are therefore important because they protect the image or the professional standard of the institution and assist in dealing with ethical dilemmas that arise in research.

In this study, participants consented in participating in the study, after the study had explained the purpose of the study, its intended goals and benefits. Assurance was given to the effect that researcher would respect their choice, that is to participate or not. Consent was given verbally as some participants particularly those from the FGD lacked education and therefore not able to fill in a consent form.

Chapter three has provided the background on how the study was conducted. The instruments used in the study were analysed and the concept of validity and reliability of research instruments employed in the study were discussed in detail. The chapter also explained the data collection procedures in terms of sampling techniques, the strength and weaknesses of research instruments as practical approaches to data collection. Data analysis and presentation procedures were also explained in this chapter.

CHAPTER FOUR: CSR and Community Development by Renco Gold Mine in Nyajena, Masvingo South District

“Development is not development until it can impact positively on people’s lives” (Mayondi, 2014).

This chapter presents the findings of the study. The study assessed, with different stakeholders, the processes and outcomes of CSR programmes and projects in Nyajena. The findings draw on the different perspectives of the local people, mining company officials, the Masvingo Rural District personnel and Environmental Management Agency of Zimbabwe officer in charge of Masvingo Province regarding CSR and community development by Renco Gold Mine in Nyajena, Masvingo South District. This study brings the perspective of the local community to the forefront. Interviews were held with all the stakeholders indicated in the methodology, the study managed to attend two Community Liaison Meetings between the mine representatives and the community leadership as an observer. A focus group discussion with people drawn from the 11 villages of Ward 25 was also held for the same process.

This study looked at CSR initiatives undertaken by Renco Mine in its quest for community development and their effectiveness in its attainment. It specifically investigated one company and its involvement in community development. The aim was to establish the factors limiting the full realisation of community development through CSR interventions by Renco Mine Nyajena. The chapter answers the study questions as alluded to in Chapter 1.

Establishing the level of socio-economic development of Nyajena Area before the Renco Mine venture was very important in this study as it helped to determine the factors limiting the full realisation of community development through CSR interventions by the Mine. It formed the first objective on which the study was based. The study achieved this objective through use of interviews that encompassed thoughts, views and opinions of all participants in the study. Renco Gold mine is part of the RioZim group with mining activities in several parts of Zimbabwe. Renco Mine has been involved in and undertakes CSR initiatives based on its strategy of community development in the Nyajena Area. Most of the CSR activities fall within the Chiefdom of Chief Nyajena in Masvingo South District.

The Chief Executive Officer of Masvingo Rural District Council in Nemamwa was one of the key informants identified to give a background of the state of

community development in the Nyajena Area before Renco Mine started operations. He explained that Nyajena Area is one of the poorer communities in Masvingo South. This is attributed by poor agricultural yields as the area receives very little rainfall. He explained that Nyajena Area, before Renco Mine started in 1982 was characterised by lack of the basic necessities such as roads, schools, healthcare facilities among others. He further stated that developmental initiatives in Nyajena at that time were purely government interventions, of which nothing significant had been done in terms of community development since the government itself was still new. People travelled long distances to hospitals, the nearest being 60 km away, at Morgenster. Lack of basic road networks meant that transport was hard to come by as transporters shunned the bad roads. He explained that in addition to that, there were only two secondary schools in the area, Tugwane and Nyikavanhu secondary schools. The distance between the two stretched for 30 km. this meant that most secondary school going children did not have the chance of attending high school. Only those who could afford nearby boarding schools like Berejena Mission could do so. He also mentioned that the government had embarked on massification of primary education enrolment therefore most efforts were channelled towards building primary schools. The only problem was that it was soon after independence to do so. Lack of health facilities were also a problem in Nyajena prior to Renco Mine.

He said:

"Before this mine venture, we only had one clinic in this area, Musvovi. It was too small to cater for all the people in the Nyajena Area".

To this end the CEO of MRDC cited lack of development of the Nyajena Area as a lack of government interventions before Renco Mine started operating in the area. He explained that as the local authority responsible for community development in the area, nothing was achieved by the government interventions prior to the period when mining resumed. He cited lack of livelihoods due to agriculture failure as contributing to the lack of development in the area. Most people depend on agriculture for survival; hence, unpredicted rainfall patterns experienced in the area meant that most livelihoods were lost.

The Human Resources Manager (HRM) at the Mine agreed with the CEO that Nyajena community is characterised by lack of any developmental efforts. The area was totally underdeveloped as evidenced by poor infrastructural development, rendering the area isolated from the rest of country. He cited the absence of a road connecting the area to Masvingo and Chiredzi as one of the major drawbacks which led to the lack of community development in this area. Another factor identified was the poor bridges dotted around the area. He pointed out that during the rainy season these bridges flood and vehicles and people must wait for the water to subside. Lives have been lost due to the

flooding; at Gurutsime River a commuter bus was swept away while attempting to cross the flooded river resulting in death of five passengers.

Participants from the FGDs all concurred that before the Renco Mine started operating in Nyajena, most of the basic facilities were not available. One woman in her 60s had this to say:

"Our area has always been neglected by the government. At independence some areas had their roads tarred, schools and clinics were built by the government, but Nyajena has remained backward/untouched".

During the interview with the village heads, they also agreed with the rest of the respondents that Nyajena Area has been left out of development projects by the government. He stated that at independence the government tried to address the water problem in the community. This they achieved by having the DDF drill boreholes in most villages in the area. However, the cost of maintaining these water points proved beyond the measure of the villagers, therefore the benefit was short lived. Lack of availability of water, again meant that the villagers would not engage in market gardening, which is one of the most important livelihood ventures for rural development. He said that they only had gardens immediately after the rainy season. This depended on the amount of rainfall received. However, most of the times the rainfall was so little, it did not allow for market gardens.

During an interview with the Ward Councillor, he mentioned that before 1982, infrastructural development, that included schools, hospitals, bridges and employment, was lacking, even though it forms the basic development of an area. He said that in terms of employment, there was basically no company operating in the area. Only DDF during the borehole drilling offered short term employment contracts. In addition, he said that as a result most people, particularly young adults left the area for better employment opportunities in other areas, particularly in Chiredzi and Triangle in the sugar plantations. When it came to services such as the birth and death registry, he mentioned that there was no office close by offering such services. All was done in Masvingo. He further lamented that most children did not have a birth certificate because of parents not being able to make the journey to Masvingo for that purpose.

The HR Manager also agreed that according to records at the mine, the quality of life of the inhabitants of Nyajena were different during that period. This was due to lack of employment and access to basic necessities such as clean water, health education and transport among others. He further explained that child mortality rate was high due to absence of health facilities which are now available due to

the Renco Mine operations. This was because of pregnant women not being able to make the journey to the nearest hospital, at Morgenster Mission.

Most elderly women from the FGDs agreed that the time when there was no hospital in Nyajena some women died at childbirth as most midwifery duties were done by traditional women within the community. Furthermore, there was high rate of infant mortality due to lack of hospitalisation and pre- and post-natal care. The only available clinic then, Musvovi, did not have sufficient facilities and the capacity to cater for maternity cases.

On an economic level, the area of Nyajena did not have as much economic activities as compared to other areas such as neighbouring Ngundu. There was no shopping centre and therefore no economic activities took place. During a good agricultural season most produce was taken to Masvingo and Chiredzi where there was a ready market. However, to take the produce to these markets was mostly a challenge due to the bad road network. One woman from the FGDs lamented that most of the times they failed to make it to the market with fresh produce as the transport system was erratic. She said:

“There was no reliable transport to use back then, to go to either Chiredzi or Masvingo, some used the ox-drawn carts to Ngundu turn off, 30 km away”.

Since employment opportunities were limited, the community therefore did not have much in terms of livelihoods. Apart from agriculture and fishing which is largely seasonal there was no other economic activities in the area. There was lack of the basic requisites to make for economic activities.

From the above observations, the overall assumption is that before Renco Mine operations, the area lacked the social and economic developmental activities. Their livelihoods were limited as they depended on agricultural activities that were also not viable due to limited rainfall experienced in the area. The community believes that Nyajena Area was severely under-developed before the mining operations began. This has been shown by lack of necessities that constitute development of a community. Health, education are the most fundamental indicators of development. Hence lack of such reflects under-development.

CSR strategies are created to meet the needs of the host community and therefore they must be evaluated continuously to make sure they meet the intended goals. Renco Mine has come up with various CSR strategies for community development in Nyajena, formulated to address the non-existent development initiatives for community development. The study found out that most of these projects that the mine has been undertaking, must a large extent

managed to benefit the communities as a whole and therefore helped in developing the communities, to an extent. The HRM of the mine pointed out that Renco Mine's CSR activities are focused on community empowerment, health and sanitation, education, agriculture, infrastructure development, employment, sponsorships and entrepreneurship among others.

Before the mine venture, the area was characterised by a bad road network. It was a dusty gravel road that was shunned by many transporters. The DDF did not service it on a regular basis and thereby rendering the Nyajena community inaccessible. People had to walk an average of 30 km to the nearest tarred road which linked Nyajena to Masvingo and Chiredzi. The bridges were rendered too risky to use particularly during the rainy season. In an interview with the HRM, he revealed that Renco Mine's main strategy in as far as road network is concerned was to open the lines of communications. He also explained that the mine managed to construct 60 km or a road network on either side of the mine, one linking the area to Masvingo and the other to Chiredzi. This was a major milestone in the community development of Nyajena as a good road network has managed to improve transport in the area. With a good road network, comes more convenient access to other resources such as health care, goods and exposure to other communities.

Most of the participants from the FGDs agreed that having a good road was a major developmental initiative in Nyajena as most people can travel at any time. Some reiterated that when the season is good, they can hire vehicles to transport their produce to Masvingo market. Moreover, transportation of horticulture produce from Rupike Irrigation scheme has improved and livelihoods enhanced. A man from the group had this to say:

"The presence of a good road network has improved the lives of the Nyajena people because before the mining venture, we had to travel many kilometres to the nearest station as most transport owners shunned the area because of bad roads. In addition, we are now able to sell our agricultural produce to Masvingo and Chiredzi due to improved road network. We can make a choice on which transport to use as there are many to choose from. The Zupco bus, the minibuses or the small private vehicles all ply our route making the choice wider".

The Mine has also been able to repair the bridges in some parts of the area. This was seen as an important initiative because of the previous state of the major bridges in the area. Of major importance, is the refurbishment of the Gurutsime and Tetenu bridges which have in the past collapsed whilst in use resulting in fatal accidents. During an interview with the Ward Councillor, he lamented the tragic loss of lives during the 2013/2014 floods that resulted in the loss of 9 people aboard a minibus travelling from Masvingo to Mupondi. The driver attempted to cross the Tetenu flooded bridge unaware that it had collapsed. He noted that the

repair of this major bridge helped people who had to drop off far-away from their destinations. The repair of these bridges and the presence of a good road network have seen the delivery of goods to the areas thereby saving time and money for those who had to hire vehicles to bring in supplies to Nyajena.

The RioZim Foundation Secretary agreed that through the Foundation, the two bridges were repaired at a total cost of \$1,5 million. He mentioned that the collapse of the bridges had also negatively impacted on the supplies to the mine. He said that the choice of repairing the two bridges was basically to improve flow of transport from either side of the mine.

The findings of the study proved that the construction of a road has managed to link the area with other major places within Masvingo District and beyond. Economic opportunities particularly have also been opened as markets are reached easily and transportation of people and produce is enhanced. Furthermore, judging by the remoteness of the area, the road construction project by the mine has ensured that people are mobile and that they can get outside supplies that enhance their life styles.

It is often difficult to determine whether improvements to the water supply situation have improved in quality or quantity, or both. For this reason, CSR strategies by Renco Mine in alleviating water problems have been embarked on in various parts of the community. The study established that before the mining venture in Nyajena most people relied on water from the Bangala Dam and Mtilikwe River mainly accessible to those who lived nearby. However, the rest of the area depended on the unreliable borehole water. Borehole water was unreliable in the sense that most of the times the boreholes were broken and there was also lack of funds to service them. The amount of boreholes sunk in by the DDF during and post- colonial times had seen better days and most had been abandoned. CSR strategy by Renco Mine was to resuscitate as many as possible. Because of lower water levels received in the area, water sources quickly dried up before the next rainy season. People, therefore, resorted to drinking water from unreliable water sources. This had a negative connotation on health as evidenced by persistent outbreaks of bilharzia in most of Nyajena. However, the coming in of the mine has managed to address the problem of water and sanitation in Nyajena. The HR Manager in an interview agreed that to date the mine has managed to sink diesel pumped boreholes: 1 in Mupondi village, 2 in Mashapa and 1 in Muchibwa. In addition, they have also embarked on refurbishing old elephant water pumps around the area. An additional 5 manual pumps were erected in Chiwawa, Musvovi and Rupike villages. The company has spent, to date, more than \$20000 in this intervention. However, the CEO of MRDC

reiterated that there has been a great improvement in water supply in Nyajena because of these interventions. He also mentioned that the ratio of water/borehole access is at an average of 1km apart.

Participants from the FGDs all concurred that the mine has been very instrumental in addressing water challenges in the area. One said:

"Before the mine drilled and repaired boreholes, it was difficult to get clean water; most of us drank from the same sources where animals drink along the banks of Bangala dam. We also relied on "mifuku" for all domestic purposes. The DDF stopped drilling and servicing boreholes a long time ago and villagers had also abandoned them due to lack of resources to run them".

In addition to boreholes, the mine has also, over the years, been engaged in dam construction for the purposes of agriculture production. The General Manager of Renco explained that the RioZim Foundation constructed the Tugwane Dam, one of the major dams in Nyajena. He also mentioned that building of the dam and the development of the Rupike Irrigation scheme has been the major highlights of CSR by Renco Mine to date. As a strategy its main mandate was to promote agriculture in an area that gets very little rainfall. The Irrigation scheme has 200 plots and therefore caters for 200 households. This means that 200 families in and around Rupike are benefitting from this venture on a social and economic level. Tugwane dam has also become a socio-economic benefit for the community providing reliable source of fish for villagers from Rupike and those beyond.

A man from the FGDs mentioned that during the dry season when during the dry season when crops have been harvested and farming activities are less villagers do a lot of fishing in Tugwane dam. Hence, the dam has provided fishing as an off-farm activity which provides fish for domestic and commercial purposes. He said that when the dam has adequate water, one can rely on fishing as a livelihood during the season. The HR Manager also highlighted the issue of sanitation as being one of the major CSR concerns by the mine. He mentioned that the mine had supplied cement and bricks to build more than 500 Blair for 500 households. He said that before this intervention, only a few households had such a facility in their homes. This was also aired by the CEO of MRDC agreed that the issue of ablution facilities in most homes has always been a challenge to his department as it posed a health hazard. He explained that the mine's intervention has seen some households benefitting.

The findings of the study established that water and sanitation strategies are an important CSR intervention particularly to an area prone to diseases like cholera and bilharzia. Such CSR interventions are a development element as health is an important aspect of development, for healthy people are productive.

The study found out that agriculture is one of the major highlights of CSR strategy by Renco Mine. This is because before mining in Nyajena, agriculture production was largely traditional. The findings proved that agriculture is the mainstay of most of the rural folk. Nyajena Area largely relies on rain-fed agriculture, however due to erratic and changing rainfall patterns; agriculture in Nyajena is not as viable as in some other areas in other regions. Masvingo District falls under Region 5 that is prone to erratic rainfall patterns resulting in poor harvests and therefore food insecurity. As part of their CSR strategies for community development in Nyajena, Renco Mine has implemented several agricultural projects that include an irrigation scheme at Rupike, servicing Rupike, Tugwane and Guwa areas. In addition, there are a few market gardening projects. Therefore, the study established that CSR interventions by Renco Mine in Nyajena must a large extent managed to create livelihoods for the locals.

The HRM of Renco Mine acknowledged that the area is prone to droughts. As such, their other major thrust is to address the issue of food security in the area. To this end the mine constructed the Tugwane Dam in the area and was commissioned in 1988 as a way of alleviating drought. Tugwane dam was constructed and provides water to Rupike irrigation scheme. This project remains the mine's biggest CSR activity to date. The Rupike Irrigation Scheme has a total of 200 plots for 200 households. The Tugwane dam has provided; drinking water for the community livestock, fish farming for commercial and house-hold consumption as water for the small market gardens dotted along the dam. He reiterated that the result has been promotion of food security and sustenance of livelihoods of the local communities. He further noted that the mine gives continuous assistance in the form of technical assistance, funding of inputs and training among others. This all amounts to more than USD\$30000 annually. The mine's engineering department repairs pumps and provides continuous technical expertise to the irrigation schemes in Nyajena. In addition, donations in the form of seeds, ploughs among others are also facilitated for by the mine.

Participants from the FGDs discussion agreed that the Tugwane and Rupike Projects have brought relief to an area that depended solely on rainwater. They agreed that the irrigation has ensured supply of food produce all year round for household consumption and for commercial purposes. They further noted that food security has improved as a result. The project has attracted markets from all over the country because of their horticultural produce. Major supermarkets in the Masvingo area like OK, TM and Spar supermarkets regularly get their supplies from this venture. In addition, some have secured contract farming agreements with National foods for the supply of beans. However, some members felt that this venture is only benefitting a few because of the number of plots in the

irrigation scheme. They opined that the mine should build more dams around the Nyajena Area to cater for more people.

The MRDC officer alluded to the fact that this venture was one major highlight in the area, he praised the mine for this, and he indicated that they are in dialogue with them to do more in terms of dam construction to enhance of food security. Similarly, the CEO of MRDC confirmed that the irrigation and dam ventures gave to an extent changed the face agriculture in Nyajena. Most of the participants from the FGDs acknowledged the advantages of having such a venture in their midst. Most agreed that most of those with plots in the irrigation had produce and they have managed to provide for their families at household level. Furthermore, they sell excess and have therefore managed to create a livelihood for themselves. One woman from the FGDs said:

"I know of a lot of people who have been able to fend for their families because they always have something to sell from their plots. My cousin's husband went to South Africa in 2011 and has never supported her and the children. Yet she has managed to pay school fees and buy food for her children through the money she gets from their plot".

From the study findings, the mine has managed to contribute to community development through agricultural projects as a CSR strategy. The presence of the irrigation has attracted other economic activities. The Rupike centre is a hub of activities. There is an Agritex office, Veterinary, Weather Station and others, all providing a service to the irrigation scheme. One of the major seed companies in the country have for the past five years been offering contract farming to farmers in the irrigation on an on-going basis. To this end, most plot-holders have managed to create a steady income for themselves and their families. Several small projects have also been created.

Health is one of the indicators of development. Rural areas are characterised by poor health due to lack of health facilities. Before the mining venture, there was only 1 hospital in Nyajena. The introduction of the mine in the area came with health benefits. Health facilities within the mining area and beyond have ensured that the people of Nyajena are adequately catered for. The HRM of Renco confirmed that the presence of health facilities has ensured that people do not must travel many kilometres to Morgenster Hospital for treatment. The health facilities at the mine serve up to 5000 people while the rest are treated at Muchibwa Rural Hospital. Muchibwa Hospital was constructed in 1997 and handed over to the government in 2005. It has a maternity wing and a block of rooms to cater for those coming from far away villages. The study found out that although it is a government run facility, the mine constantly assists with various things that range from building materials, drugs and other necessities.

The 15 participants in the FGDs all concurred that the mine has promoted the community through health facilities. They agreed that they no longer must go to Morgenster, except for critical cases. Pregnant women used to go and wait for the delivery time 2 weeks before their due date. This was a financial burden as one had to pay for the stay expenses. The study also identified that the presence of the health facilities has resulted into the management of HIV&AIDS within the area. The CSR programmes use sport and other interventions as a way of providing HIV&AIDS awareness to school children and the community at large using the VCT and YES sessions. The mine also provides a doctor once a month to Muchibwa Hospital and twice a week at Renco Clinic.

A woman from the FGDs said that in the previous year, many people lost their lives from lack of means to travel to Masvingo or Chiredzi for treatment. She further explained that many lives have been saved by the establishment of these health facilities. However, those from far away villages still must walk some long distances to come to Renco Mine clinic. The Village Heads also concurred that the mine had done its fair share in improving the lives of the local people through health delivery. They however felt that more must be done at Muchibwa hospital since it caters for many clients. They felt that the mine should supply drugs as an on-going concern because there is always a shortage of drugs. In addition, the hospital has not been admitting any patients because of lack of food and other provision. One Village Head said that:

“Vanhu vanodzorerwa kumba vachigwara nekuti hakuna chikafu chekuvapa. Vari mumaternity wards tinotovavigira zvekudya kubva kumba” (sick people are sent back home because the hospital does not have food to give them and those admitted on the maternity wing have their relatives bring food for them”).

From these observations, it is evident that the mine has contributed to the good health of the communities by funding for the construction of the mine clinic and the assistance rendered to Muchibwa Hospital on request. However, the mine's failure to take full custody of the hospital has resulted in lack of access to treatment by some community members. The mine's position on mere assistance and voluntary contribution is largely unsustainable.

The mine has, since inception been engaging in community development through promotion of education. The HRM explained that the mine had built many schools from scratch and in other cases added a classroom block or two and ablution facilities, sponsorship of bursaries, donation of textbooks and refurbishment among others. The RioZim Foundation Secretary also confirmed that it had built 3 primary schools and 1 high school, Nyabata in Nyajena. The primary schools are Renco, Mashapa and Chiwawa. The study found out that besides Chiwawa primary school that is 15km away from the mining area, all the

other schools are within a km of each other. This means that the schools are centrally located instead of being scattered around the area to ensure each school going child has access to a nearby school.

The HRM also said that construction of these schools has been one of the major highlights of the company's CSR programmes citing lack of schools in Nyajena. He also noted that the enrolment of children particularly at primary school level has since risen. For instance, Renco primary has an enrolment of 1200 presently compared to 250 in 2005. It is evident that this CSR strategy by the mine has contributed in enabling school going children to attend school.

Six members of the FGDs said that they are mostly grateful for the construction of Nyabata High School as their children can attend high school within the area. One of them said that:

"Most of us cannot afford to send our children to boarding schools which are far away hence we are happy that we have a school in the area".

The other eight members had reservations based on having only one secondary school by the mine. They agreed that children from far away villages still walk long distances. They wanted another high school. On being asked if they did not feel that this was the work of government, one man said;

"The gold that the mine is taking every day is rightfully ours. Therefore, they should make sure we are adequately catered for. What is the construction of a school as compared to all the gold they are getting from our land? Go and tell them that we want another school. Nyabata High School is already over enrolled, and children are attending school in hot seating".

The HRM said that in addition the company also sponsors bursaries for students from disadvantaged backgrounds. To date the mine is sponsoring a total of 30 children, 12 high school students at Nyabata High School, 8 at Masvingo Polytechnic and 5 at Great Zimbabwe University and another 5 at National University of Science and Technology. He said that the mine spends more than \$10000 on bursaries and donations for books and other schooling necessities. The mine has also built and equipped Nyabata High School with computers.

The findings of the study proved that education is at the heart of the mine. It has also proved to be an important CSR strategy as evidenced by the present enrolment numbers at primary school level. Although some respondents felt that there is more to be done since benefits are to a limited population, what is already on the ground is a transformation of what education was before the mining operations started compared to the present. The study noted that there is an overall improvement in education attainment in the area.

Mining has negative impacts on the environment globally. Mining activities, at all stages of mining result in environmental degradation. The impacts emphasised in this study include water resources degradation, loss of biodiversity with emphasis on the flora and the fauna, dust pollution, noise and soil degradation. The removal of gold ore for extraction disturbs the ecosystem of that area and even surrounding areas as well (ALRN, 2005: 8). The removal of the topsoil reduces the vegetation in the area and other biological lives which may be present in the place. The use of cyanide to extract the gold from the ore can be hazardous to both the land and the water bodies when these chemicals are discharged wrongly after use or when they spill. The chemical pollutes streams, rivers and other source of water bodies thereby contaminating it. Such polluted water sources may be what the villagers end up drinking from.

The study established that water resources degradation is one of the most common forms of environmental impact of gold mining by Renco in Nyajena. 10 of the participants from the FGDs had a fair understanding of water contamination while the rest clearly had no idea what it was. They believed that water from the mine was just good for the market gardens and fish farm in their respective villages. The Environmental officer at Renco Mine highlighted that the mine was polluting water sources using cyanide and jig tailings. The findings established that Renco Mine has re-routed the water to use for community purposes. As part of their CSR strategies for community development the water is used for market gardening and fish farming.

Most of the participants from FGDs agreed that the projects have been viable, and livelihoods have been created. This was supported by the village heads and ward councillor who concurred that fish farming has been a source of livelihood and sustained many families in the area. Responses from the FGDs indicated that fish farming was receiving a lot of support from the mine. Most importantly, the market for fish was readily available at the mine's canteens and food outlets. However, the HRM of Renco mentioned that with all other projects there is always the element of inadequacy, not catering for everyone. There are currently two fish farms in the whole of Nyajena and each farm has 30 people. Having 30 people on a single project in a population of 60000 means that uneven development is created. While others are allocated plots in the market gardening plots where water is also channelled to also mean that participation is for a few people.

The village heads pointed out that there has been corruption on the part of the mine on allocation of plots in the gardens. They argued that:

"You find someone who is already employed at the mine with a plot instead of giving plots to those who are unemployed"

It is evident therefore that allocation of resources remains a challenge that has undermined the development of communities, particularly rural communities. The community believes that such CSR interventions should be left in the hands of the traditional leadership.

However, the overall responses indicated that the mine has been able to control the environmental impacts of mining on the environment which can lead to environmental degradation that has an impact on development. Confirmation by EMA indicates that the mine is dedicated to conserving the environments thereby mitigating the impact that mining activities have on the environment. The mine's rehabilitation exercise retains vegetation as shown by their planting of up to 200 trees per year on their slimes dump. Rehabilitating the slimes dump ensures that water is not sipped underground but is held by the trees.

The study also identified that in addition to the water treatment, the mine also has a rehabilitation programme of houses around the nearby villages. He explained that during blasting of gold ore, the ground is shaken. This has resulted in houses getting cracks and others destroyed. This view was agreed to by the HRM who mentioned that as a result the mine has on-going rehabilitation programmes that restores the affected houses to their original state.

The study found out that this initiative is a project on its own as it is on an on-going basis. The findings proved that in this case the mine does not rebuild houses but repair cracks and floors. Participants from the FGDs felt that the mining should build strong houses, seeing that the community mud houses are being affected. The study findings proved that Renco Mine appreciates that mining activities have a negative impact on the environment. The mine relies on the community for many things. Hence, it is affected by the environmental degradation caused by mining operations. Therefore, the study established the CSR strategies implemented by the mine for environmental protection have economic gains for the local communities. The various projects all have an economic benefit to the development of Nyajena.

One of the most important duties of CSR is to expand the economic benefits of the host communities. In Nyajena, before Renco Mine, the economic base was largely agriculture. The mining concern has managed to create hundreds of jobs for the people. The company employs a total of 1200 employees. The HRM indicated that 65% of the shop floor employees are from Masvingo South while the rest are from the province and the country. He said that a survey undertaken in 2013 indicated these numbers. He also explained that most of skilled jobs are occupied by people from out of Masvingo South District. However, the study

revealed that the locals were disgruntled by lack of positions of authority by the locals.

The participants from the FGDs discussion expressed different views with regards to positions for the locals. One man from the group said:

"We have qualified children who have graduated at universities, but they have failed to secure employment at the mine. However, two of my sons who do not have qualifications did not have a problem getting contracts".

The village heads also aired the same sentiments of skilled positions being given to out of Nyajena people. They also expressed their dissatisfaction with the job allocation procedures because they felt that since the mine is in their area, it was therefore not fair to have outsiders take strategic positions in the company.

In terms of benefits, the Ward councillor agreed that the mining venture has created livelihoods for the locals and the economic benefits were being realised as they extended further into the whole community. The findings of the study proved that mine employees can fend for their families, buy food, pay school fees for their children and thus improve the quality of their lives. This extended to the whole community. Some employees have built themselves modern homestead in the villages and basically have the capacity to provide for their families. Employment is a development indicator.

In addition to the direct employment at the mine, downstream economic activity has arisen, through CSR activities by the mine. These include a market gardening cluster, operated by villagers downstream of the Mine's effluent treatment works. This has become an all year-round venture whereby vegetables and cash crops are grown in rotation. Another venture is a fish farming project operated by community members living positively with HIV. This is supported by the mine through the provision of water and inputs. This group market and sell their fish countrywide.

Successful entrepreneurship engagement is one of the most important drivers of community development. It increases voices, choices and renders all developmental efforts easier to achieve (Leisinger, 2009). Prior to Renco Mine operations, there was no central place where economic activities took place. The study established that the RioZim Foundation had established a business centre where various entrepreneurial activities take place. Small to medium scale businesses have been promoted. The official of RioZim Foundation said that they had built and commissioned an SME building in 2008 comprising of a supermarket, a butchery, service station, salons and hardware shops. Shops are

leased out at affordable rates to promote small businesses. Flea markets and other utility spaces have been provided by the mine.

During the interview with the CEO of MRDC, it was confirmed that the shopping centre at Renco was a major milestone for the development of the Nyajena community. He said that it has changed lives in many ways. The presence of a death and birth registry office is a major highlight at the centre. He noted that in the past people struggled to travel the long distance to Masvingo for such facilities. However, the study found out that the government has had difficulties in providing such an important facility. It is clear therefore that the CSR strategy by Renco Mine has improved the lives of the people of Nyajena. Now gone are those days when a child would reach grade seven without a birth certificate.

Participants from the FGDs echoed the same sentiments that their lives had been made easier by the coming in of such an important initiative. They said that there is no delay in one getting a national identity card and a birth certificate. Furthermore, they agreed that the centre had created a lively business environment in the area for every basic necessity is within the reach of many.

The findings of the study proved that the economic activities being experienced presently are in part due to this establishment. It has become a meeting place where people from the communities carry out different businesses. This on its own is part of the development process. It is also important to argue that those who lease the different shops at the centre pay rent averaging \$20 per month, inclusive of water and electricity.

There is considerable evidence that CSR strategies implemented by companies have largely failed to attain community development due to:

The study found out that funding of CSR programmes and projects by Renco Mine has serious limitations that have contributed to the lack of effectiveness of community development in Nyajena. This is so because the mine does not have a budget that specifically deals with CSR projects in the community. So, if the company does not make a profit, there are no funds channelled to CSR functions.

The General Manager of Renco agreed that CSR activities are not budgeted for in the normal company budget. Funds are only availed as and when the company has made a profit and will then decide what projects to fund. However, this does not happen every time the company makes profit, it depends on the recommendations made. He explained that that was the reason development projects are spaced. This was substantiated by the RioZim Foundation Secretary

who confirmed that the funding process is not on the normal funding list. He further explained that erratic funding of CSR projects has not fully met the obligations the company must the community of Nyajena. Instead, funding has largely been for small philanthropic projects that are not sustainable in the long run. This is contained in the literature where various authors have noted that funding of CSR programmes by mining companies is always placed at the periphery of funding activities (Maphosa, 1997). The study further revealed that lack of dedication by the company in the funding process has therefore resulted in few development projects in Nyajena. CSR by Renco Mine has been good but limited in such a way that it has failed to realise full community development in the Nyajena Area.

The CEO of MRDC mentioned that the lack of ineffectiveness of CSR projects by Renco had been partly due to funding constraints. He expressed disappointment at how the mine has failed to keep the community updated on issues to do with funding CSR projects. He said:

"Considering that the mine had been operating in the area for more than 30 years, it is questionable why there is still persistent underdevelopment of the Nyajena community".

Most of the participants from the FGDs did not understand much about funding of projects, they therefore just resorted to saying that the mine should put more money towards projects particularly in the agricultural section. They pointed out they would be happy if the mine can put more irrigation schemes in the area.

The study, therefore, concluded that the lack of transparency on funding processes and spatial funding have resulted in the company not adequately addressing the development challenges in Nyajena. The lack of a policy outlining CSR activities is another drawback for the company thereby showing lack of commitment to community development hence, the persistence of the underdevelopment of Nyajena.

From the literature reviewed, some authors have argued that CSR in most cases had created a dependency syndrome, mainly because of the way it is carried out. The study found out that the drawback of adopting CSR programmes based on continuous contributions by the company to the community has a risk of creating community dependency and can undermine the activities of community development projects. The study established that some of the CSR projects implanted by the mine have created dependency that has seen some developmental efforts being reversed.

The HRM confirmed that the mine has often pledged to continuously aid in some projects. He noted that due to economic constraints, the company has in most cases failed to give help thereby leaving the custodians of a project to continue their own. The CEO of MRDC said that he was concerned at the way the company abruptly stops rendering assistance that they would have pledged. He said for instance the issue of school fees and sponsorship of books and other school necessities were abruptly stopped. This had an impact on both the school and the students.

Participants from the FGDs all agreed that initially the mine had made the schools that it built school fees free. One woman said:

"The mine suddenly stopped paying school fees for the children. This resulted in some children having to drop out of school due to unaffordability. To this day some parents have failed to send their children for secondary education"

The Liaison officer explained that it was true that the company, citing financial constraints had stopped giving any assistance to the schools except for those on bursary. He agreed that, although it was a noble idea, it had created dependency. The Ward Councillor said that this was a big disappointment for the community and the schools. He feared that one day they will wake up with no school in the area. From the findings the study also established that the community is failing to maintain the 4 schools built, they are failing to maintain the standard that the mine had created. This is an indication of the limitations of CSR interventions in realising full community development in Nyajena.

CSR projects are meant to create community development in host communities. However, it has been argued that most have failed to create development because they tend to be far less adequate for the intended populations or beneficiaries. The study noted that the number of projects that have been created by Renco Mine for community development over the past 32 years have been good but, in some cases, failed to change the face of Nyajena. However, the numbers of projects are not adequate in proportion to the population of Nyajena. It is a case of too little projects chasing too many people.

The CEO OF MRDC agreed to this point. Citing Rupike Irrigation as a project that has resulted in uneven development as out of a population of 60000 inhabitants in Nyajena only 200 households have benefitted from the 200 plots. The benefit has basically been for a few as it is the only project of its nature in the area. Members of the FGDs all concurred the benefits of the project are for a few people. They said that they would like to see more of such projects as the Rupike Project.

The study revealed that only when projects increase can they be effective in realising community development. For instance, in the education section, the schools have been bundled up in one place; therefore, children from villages beyond the mine area still walk long distances. This is more so for Nyabata secondary schools, as the next secondary school is almost 10 km away. The same applies to health facilities. Their proportion to the rest of the population is not sustainable. The two hospitals are within 5km of each other, this means that those from villages as far as Gurutsime about 10km away still walk a long distance to the two facilities for service. Development is therefore lacking in this regard. This is a clear indication that besides all the money spent on the CSR projects by Renco Mine, Nyajena community has remained underdeveloped.

Rural communities are characterised by high levels of poverty that puts them at a disadvantage. However, the presence of social capital in the form of gold resources in the area should be seen as a counter measure to poverty. The RioZim Foundation secretary confirmed that CSR interventions by Renco Mine were done in an area that had nothing in terms of development. However, the study revealed that even so, the mine did start from the basics. The socio-economic development of Nyajena was nil yet the mine came up with projects that addressed the already state of nothingness that Nyajena was in. Therefore, for development interventions to work the CSR activities had to start from the bottom.

The study also established that Nyajena lies in geographical location region 5. It is characterised by low and erratic rains, droughts and is prone to floods. The amount of development in the area has been very minimal due to its state of not having enough endowments for economic activities. Because of these characteristics, the amount of CSR projects by Renco Mine needs to be big enough to address persistent development constraints. The CSR interventions to date have not realised community development instead the underdevelopment of the area is persisting. The village heads and ward councillor all agreed that the projects by Renco Mine have failed to look at the state of the area and come up with projects that would sustainability benefit most of the community.

The HRM confirmed that since CSR is voluntary, the company is just there to complement government efforts. He however, cited lack of government intervention in community development in Nyajena. The study also noted that most of the development interventions by Renco have largely been within the confines of the mining area. It would seem as if the mine is looking out for the welfare of its employees. Outside of the mine, the projects have been philanthropic, hence raising the question of CSR being a window dresser or image

enhancer. This clearly indicates that even though the mine has spent millions in CSR interventions in Nyajena for community development, the area has largely remained underdeveloped.

The way CSR is carried out accounts for its limitations in realising full community development. CSR interventions are crafted in a conditional manner that is, the community lets the company carry out the CSR programmes on their own terms. This is probably because they are the funders therefore, they have the upper hand. In addition, it comes down to lack of community engagement. The CEO of MRDC confirmed that the traditional leadership do not have much say to the decisions taken by the mine in as far as CSR is concerned. He further indicated that they are hoodwinked into agreeing with what the mine sees necessary. He cited this to lack of education and old age with most of the leaders. However, the Liaison officer said the community is engaged all the time. He said they hold monthly community liaison meetings where the community representatives can express their own views. He, however, also agreed that age is a challenge for the traditional leadership. Of the 11 community leaders who attend these meetings only 4 are under the age of 70.

The study also proved that the lack of a legal framework has resulted in the mining company to engage in community development projects in their own time. The government has not come up with a legal policy that gives a mandate for companies to have a laid down plan for community development projects that truly brings about community development.

This Chapter presented the findings of the Study. The findings were the results of interviews, focus group discussions, observations made during Stakeholder liaison meetings and the study's own evaluation of the information gathered. A total of 26 subjects, in this case, people, were used to carry out the study.

Analysis of the data indicates that Renco Mine has over the years of its existence engaged in various CSR projects, with the aim of local community development. It became apparent from the study that the CSR interventions have not had the full desired sustainable community development. A large proportion of the respondents expressed the wish that the mine still needs to do more in the communities. This is because the amount of programme interventions undertaken are not seen as being anywhere near enough to bring about full community development in as far as socio-economic development of the area is concerned. The projects are perceived as being poorly implemented thereby having limited benefits.

From the data obtained, lack of a legal framework guiding the company on CSR was a major challenge. This has resulted in the company doing what they can in their own time and conditions. The community's role has been to simply be recipients as they are perceived not to be contributing anything towards any projects. Lack of knowledge by the representatives of the community has resulted in the most representative form and quantum of community needs not being conveyed at all to the Mine and the Company. The community in the area has therefore continued to see persistent underdevelopment. CSR community projects are seen as not being a priority by the company. The company itself, through its RioZim Foundation, its community engagement and CSR arm, cites countrywide economic difficulties as militating against quantities of projects and donations that could end up as being accepted as being enough.

CHAPTER 5: Defining the Future of CSR and Community Contribution

Chapter four largely dealt with the study findings of the study in trying to establish the challenges causing lack of effectiveness of CSR by Renco Mine in Community Development in Nyajena. The chapter also presented a summary of the study findings and gave recommendations on the factors limiting the full realisation of community development through CSR interventions by the mine. It confirmed that CSR by mining companies has been seen as a move to give back to the communities they operate in by engaging in various CSR programmes and projects for community development. Since community development hinges on the participation of the local people through community engagement, the study aimed at investigating the reasons leading to CSR projects by the mine failing to realise full community development in Nyajena.

Multi-national companies are a potential source of funding that communities could use for development interventions. The study aimed at exploring the factors which multi-national companies' CSR interventions have not been able to realise full community development. In addition, it explored how CSR initiatives by Renco Mine have contributed to the current development in Nyajena. It was motivated by the need for mining companies to engage in sustainable development by moving away from philanthropy which eventually creates dependency. Emel *et al* (2012) argues that CSR projects by mining companies are intended to provide mine-proximate communities with some of the wealth and other benefits generated by mine development in their locales. However, much of the efforts that are labelled community development benefit the companies directly via infrastructure development and philanthropic interventions. The study revealed that if CSR projects are to be community development oriented then the local people should benefit directly from the mining venture.

The study also revealed that the failure for Nyajena communities to develop fully, economically and socially despite the presence of a multi-million-dollar company in its midst is not carried by the fact that the company is not contributing to development. The failure is mainly because the amount of CSR initiatives is not enough and they are done on the company's terms and conditions that is, when the company can do it. As indicated in the findings, the CSR practice is largely philanthropic hence it is about sustainable development. Community development has been conceptualised to refer to a series of processes that are aimed at changing the social and economic status of the community with the participation of community members.

From the respondents in the Focus Group Discussion, the study found out that participation in matters concerning them is not adequate and the projects that are decided on lack the community's input. This was due to lack of adequate communication with the community leaderships who are their main representative at the mine. The other factors established were lack of commitment by the company to CSR projects and philanthropy among others. The community leaders also expressed their dissatisfaction that the General Manager of the company and RioZim officials have not tried to meet with them save for their junior managers. These notions indicated that community engagement and therefore participation is lacking.

The study further revealed that most of the developmental initiatives in place or those that have been undertaken by the mine are not inclusive. For instance, the presence of an irrigation scheme in the area is a welcome project that has ensured food security but only to benefit a few. This has resulted in uneven development within the area of Nyajena. In this one area where Rupike Irrigation is, there has been progress as shown by the Agritex and Weather station offices and other strategic departments that have been established to cater for the irrigation venture. The 200 plots available mean that only 200 families are benefitting from the same. Participants indicated that if such initiatives were spread around the Nyajena Area then food security would be achieved. The same applies to health, education, water and sanitation, all the initiatives to attain these has largely benefitted a small population.

Generally, from the study findings it can be deduced that, to a lesser extent, community development through CSR interventions by Renco Mine has not been able to realise full development in Nyajena as evidenced by persistent underdevelopment of the area. Projects and programmes that the mine is engaged in are highly inadequate and philanthropic. They all seem to be window dressers and image boosters. Work in the actual communities is still lacking. In addition, the findings also revealed that the mine is financially constrained hence the quantity of projects remain stalled. However, after 32 years of operations in Nyajena, Renco Mine would have achieved more in community development. This is a clear indication that the mine has failed to take into cognisance the nature of rural communities which is riddled with poverty and therefore underdevelopment due to lack of developmental initiatives.

Above all, from the findings, the established factors remain hence the persistent underdevelopment. The other factor is that the community does not recognise that firstly it is the government that has the responsibility of developing their areas and that CSR by companies are complementary of government efforts. In

their view, the mine is there to fulfil all the needs. It also came into light that lack of a legal framework to guide CSR activities is a major drawback. Renco Mine has not got a CSR guide as a policy. However, this is an indication that the company will engage in such activities as and when it can. As a result, the company takes time to come up with beneficial projects that are sustainable in the long run. In addition, the study also revealed that lack of knowledge by the community leaders has resulted in manipulation into making decisions that do not benefit the communities. They seem to have largely agreed to philanthropic projects and become satisfied in those.

The study further revealed that the size of the community viz-a-viz the company is also one other obstacle faced by Renco Mine in formulating CSR projects for community development. Being the only big venture in an area with at least 60000 people, it has been hard to reach out to every corner of the community. Therefore, most projects that have been attainable have been fewer, thereby not benefitting most of the community. For example, the mine has only built one dam in Nyajena which benefits people from the surrounding villages.

There is an indication that Renco Mine implements programmes and projects according to its own survey and discretion. Leaving the company to implement voluntary CSR confirmed that the company holds much power over its community of operation. This has further weakened those tasked with representing the community. In addition, as indicated by the HRM, the company feel that development projects are the mandate of the government and that it is there to complement government efforts. This is mostly true as evidenced by the number of projects that have been engaged in over a period of 32 years. The area remains rural and poor as the CSR projects have failed to develop the community fully. Therefore, the assertion that voluntary, charity or philanthropic projects are highly not sustainable proves to be a true one.

Lack of legal framework for CSR activities is a major drawback to community development in Nyajena. Mining companies are not bound by any law to implement CSR activities in Zimbabwe. The CSOTs contained in the IEEA has not bound all companies. The study shows that Renco Mine's CSR initiatives are undertaken largely in response to moral rather than legal obligations. Maphosa (1997) argues that if there is no legal framework guiding CSR activities, matters for community development will always be placed in the periphery. Hence, as indicated in the findings, the mine has its own CSR policy through the RioZim Foundation. However, the Foundation has been slow to approve and implement the big projects that are developmental oriented. This is an indication that they do what they do at their own time because there is nothing binding them. The

study also established that lack of CSR guidelines by the company has resulted in the haphazard, selective and therefore poor implementation and monitoring procedures of projects.

Although most projects undertaken so far have brought measurable change to the community of Nyajena, the projects lack sustainability thereby impacting on community development. Thus, according to the findings, the company seems to be taking with one hand while giving with the other. Most CSR projects by the mine indicate that most of the work done has mainly been to benefit the mine's employees and their immediate families. Although the mine has slightly improved the socio-economic status of the area, most facilities and projects are within the vicinity of the mining area thereby serving more of its workers than the wider community. Health and education facilities are mostly within the mining area, those from the villages must walk long distances to reach schools, the clinic and the hospital. It is therefore about capital investment with an expected return. Keeping the community happy ensures the mine's guaranteed stay. The MRDC reiterated that the mine has a good relationship with the community of Nyajena. This is important as companies, particularly those operating in remote areas, need good relations with communities to maintain their social licence.

From the findings, CSR does not seem to be the solution for community development. The study results indicate that this community looks up to the mine for developmental purposes. However, this tendency has created a dependency syndrome whereby the community looks up to the mine to address all its developmental issues. This has in turn led to a hand-out dependency whereby the community does not look for other alternatives. Hence, it proves that CSR has not been a solution for community development in the Nyajena Area. Taking into cognisance the implementation of CSR by the Renco Mine, CSR has not supported community development as the CSR initiatives themselves are mostly philanthropic, that have also created dependency. This is proof that there is a fine line between CSR that creates dependency and that one that develops a community sustainably.

From the findings, the issue of sustainability is seen as a crucial area in community development in Nyajena by Renco Mine. The study results however, raised some doubts of the long-term sustainability of certain CSR initiatives. For instance, the removal of funding and support to the schools resulted in conditions being compromised. In addition, most of the locals are employed by the mine and have taken that as their primary source of livelihood hence, the heavy reliance on the mine. Most of the people are employed by the mine hence lack of continuity

might be threatened when the mines tenure comes to an end. This is considering that a mine's life span can abruptly come to an end.

The government should, in addition to Community Share Ownership Trust, formulate a regulatory legal framework that monitors CSR activities to ensure that CSR conforms to the requirements of the regulation and not just the voluntary activities. Government should participate fully in community development to continue with service provision when the mining operations cease. This ensures sustainability and enhancement of community development.

Renco Mine should improve on community engagement as it is a critical component of sustainable developmental projects that move away from dependency and philanthropy.

The wealth that is taken from the location and the value of CSR projects should be taken into consideration. In addition, community representatives ought to take part in monitoring the success and the impact of community development projects. Philanthropic contributions made directly to communities tend to contribute to less sustainable investments in social development projects that improve capacity of community members to help themselves.

RioZim Foundation should be more transparent and accountable in the planning and implementation of projects within the community. In addition, community members should be made aware of project formulation and implementation for them to fully embrace the ideas and projects as their own.

Community engagement and participation should be encouraged at all levels, that is, from planning to implementation of ideas. The number of community representatives need to be increased to include the ordinary community members and not just the community leadership, as this is tantamount to biased decisions. Failure has resulted in manipulation of community development processes by the company.

The mine officials, particularly those from RioZim Foundation should engage the community more by embarking on scheduled community visits to see for themselves the situation on the ground rather than relying on reports.

The study sought to establish the factors limiting the full realisation of community development through CSR interventions by mining companies. The study successfully came up with information that proved that despite CSR by mining companies, community development in the areas of operation remains low

because of philanthropic and unsustainable projects. The study confirmed that mining companies have various CSR initiatives for community development and that the community of Nyajena has benefitted from the company through the socio-economic development covering health, education, agriculture, employment, entrepreneurship, environmental management and infrastructural development among others. Most of the respondents concurred that the presence of the mine in their area has brought change. However, they still felt that community development has not been enhanced due to projects that are very general. In addition, the community leadership has been hood-winked into agreeing with decisions imposed on them and do not have the input of the greater community. The study also confirmed that mining officials preferred to work with community leaders only. However, there is a discrepancy as to whether the community issues are discussed, or they are just imposed on them due to lack of knowledge on CSR. The feeling is that over and above the village heads being representatives of the community, participation should be broadened as to include many community members from each village.

From the mining officials' interviews, it is evident that they feel that what they are doing is to the best of their ability as they cite limited funding, delay by the RioZim Foundation on approval of big projects. This is an indication that community development is not a top priority for the company because there are no pressures in doing so. They further agree that as far as community engagement is concerned, representation at village head level is adequate as they bring in issues from their respective community. The issue of gender is silent as all village heads are male. Therefore, there is lack of debate to this end. The issues raised in this study are generally the trend by all mining companies in Zimbabwe and Africa as a whole. The issues of philanthropy remain evident in most mining companies due to lack of legal frameworks for CSR.

Most participants accepted that the mine is a key driver of community development. In this respect, the community feels that the gold resources being siphoned out should be compensatory and ploughed back into the community. They need the mine to do much more for the community. For instance, in employment creation, the locals argue that the only job offers that have been availed by the mine to the locals is mostly for the unskilled while skilled jobs have been taken by those from other areas. This is despite having people who are qualified within the area. The general perception is that the mine is taking with the right while giving with the left.

A final observation was that the mine overstated the extent to which they have contributed to community development. They have quickly brushed off issues

such as environmental impact to say that they have successfully turned the negative impacts into positive ones. The study therefore concluded that the identified factors have largely contributed to lack of realisation of full community development through CSR interventions by mining companies. It is therefore arguable whether mining companies are in a better position to decide what is best for the community and to what extent they can deliver sustainable development in the long-term. Most mining companies feel that it is the role of the government to undertake projects for community development, thus leaving companies to engage in voluntary or philanthropic projects because they feel that the government must deal with the greater part of development. In turn such tendencies have resulted in poorly designed and implementation of projects that have largely created dependency.

The way CSR projects are implemented by Renco Mine strengthens the study conclusion that CSR projects by mining companies have failed to realise development in Nyajena. One way of doing that is moving away from philanthropy as it has short term impacts.

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Synopsis

The study sought to assess the factors limiting the full realisation of community development through CSR interventions by mining companies. Renco Mine in Nyajena, Masvingo South was used as a case study. The company has been undertaking various CSR development interventions since its inception in 1982, on a socio-economic and environmental level, however there is persistent underdevelopment in the host community. The community feels that the company has not done enough in realising full community development in the Nyajena Area. It was therefore the purpose of this study to empirically describe and interrogate the factors limiting the full realisation of community development through CSR interventions by mining companies. The study was largely qualitative in nature with interviews, focus group discussions and observations being the major data collection tools used. Data was analysed thematically. As stated in the Stakeholder theory, companies have an obligation to the society and the communities they operate in. The study found out that factors limiting the full realisation of community development through CSR by Renco Mine were largely because of philanthropy, lack of legal frameworks, lack of community engagement, restrictive funding and imposed projects and programmes by the company. For CSR to realise full development, the company needs to engage the community more in terms of project identification and implementation and to implement sustainable projects that may sustain the community long after the mine closure. The government should also make the Indigenisation and Economic Empowerment (IEEA) applicable to all mining entities to enhance Community Share Ownership Trusts (CSOTs) for community development.

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