

BINDURA UNIVERSITY OF SCIENCE EDUCATION



**The role of corporate social responsibility in promoting community development: A
case study of Murowa Diamonds in Zvishavane district from 2018 – 2022**

By

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**A RESEARCH PROPOSAL SUBMITTED TO BINDURA UNIVERSITY OF
SCIENCE EDUCATION IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE BACHELOR OF SOCIAL SCIENCES (HONOURS) DEGREE IN PEACE
AND GOVERNANCE OF BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**Bindura, Zimbabwe June,
2024**

ABSTRACT

The purpose of the study was to thoroughly investigate how Murowa Diamonds' Corporate Social Responsibility initiatives have influenced community development in Zvishavane district from 2018 to 2022. The motivation behind the study was the poor infrastructure and healthcare facilities in the Zvishavane community. The study sought to investigate how Murowa Diamonds' CSR initiatives have influenced community development in Zvishavane district and identify ways to enhance it. The study used a descriptive research design and aimed to provide comprehensive insights into the impact of Murowa Diamonds' CSR initiatives on the community. The findings reveal that Murowa Diamonds has significantly improved educational infrastructure, academic performance, and student support, positively impacting the local community. The company's efforts to enhance healthcare access, develop infrastructure, address food security challenges, and promote local economic development have contributed to the overall well-being and sustainability of the area. The results underscore the multifaceted impact of Murowa Diamonds' CSR initiatives on the community, aligning with the Sustainable Development Goals of the UN. However, the study identified challenges such as deforestation, forced relocation, habitat destruction, and damaged local communities' sacred places and cultural heritage sites. Despite these challenges, the study concluded that the company's participatory approach to project identification and implementation has empowered communities and fostered self-sufficiency, reflecting a holistic and impactful approach to community development. The study recommended the importance of balancing economic development with environmental and social responsibility, urging Murowa Diamonds to continue its efforts to address environmental concerns, strengthen community relations, and further enhance the sustainability and impact of its CSR programs to ensure long-term benefits for the local population and the region as a whole.

DECLARATION

I do hereby state that this research is an authentic piece of work which is entirely my own creation and does not contain any plagiarized material from other sources without proper acknowledgement.

RS
Students signature.

24-09-24
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DEDICATION

I dedicate this dissertation to my family for supporting me throughout the research study.

ACKNOWLEDGEMENTS

Completion of this research was made possible by my academic supervisor. Thanks to her patience, support, help and time.

Much appreciation goes to the staff of the Department of Peace and Governance at Bindura University of Science Education for all the support availed to carry out the study and also to Dr J.Kurebwa for providing me with the relevant material which I used during the course of developing this project.

My deepest appreciation goes to Murowa Diamonds team for allowing me to conduct my research within their organization. This research would have not been successful without their cooperation.

I would like to extend my gratitude to my family and all who supported me throughout my academic years.

Above all, I would like to thank the Lord Almighty for taking me this far.

LIST OF ACRONYMS

AGRITEX	Agricultural Technical Extension
CSR	Corporate Social Responsibility
DDOs	District Development Offices
GRI	Global Reporting Initiative
ICMM	International Council on Mining and Metals
ICT	Information Communication and Technology
KPIs	Key Performance Indicators
MDC	Murowa Diamond Company
MENA	Middle East and Northern Africa
NGO	Non- Governmental Organizations
PPE	Personal Protective Equipment
RMZ	RioZimbabwe Limited Murowa in Zimbabwe
SMEs	Small and Medium Enterprises
UAE	United Arabia Emirates

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CHAPTER I

Introduction

1.1 Background of the study

The concept of corporate social responsibility (CSR) has evolved significantly over the years, with various studies and initiatives shaping its prominence in promoting community development. In 1991, Chambers and Conway identified five facets of capital that organizations can inject into communities to measure the level of developmental contributions through CSR activities. These include human capital, natural capital, physical capital, social capital, and financial capital, which collectively enhance developmental activities within the environment of the community (Chambers & Conway, 1991). As CSR gained traction, policy-level mechanisms for enforcing responsible mining practices were debated and prescribed through parliamentary bills, creating enabling environments for effective CSR programs in countries that managed to craft comprehensive policies (Kapelus, 2002).

Over time, the significance of CSR has evolved tremendously, with growing awareness and enlightenment triggering a paradigm shift in international standards on business ethics, social, and economic development. Studies in various countries such as Nigeria, South Africa, Zimbabwe, South American countries, and Europe have aimed to determine the impact of CSR on national development. For instance, in the Niger Delta region of Nigeria, CSR interventions of mining companies were found to address cultural imbalances associated with women's access to tertiary education, demonstrating the tangible benefits of CSR interventions (Uduji & Okolo-Obasi, 2020). Similarly, in South America, CSR initiatives by mining companies in countries like Colombia were found to be of paramount importance for sustainable development (Mendez & Rodriguez, 2016).

In Europe, studies recommended that governments develop systems to assist mining companies in directing part of the proceeds from their operations towards the development of local communities, emphasizing transparency to ensure equitable benefits (Loayza et al, 2001). In Zimbabwe, mining companies such as Mimosa Mining Company and Unki Mine have positively impacted communities through CSR activities, including capacity building, economic empowerment, improved public infrastructure, food security, education access, and community health (Masawi, 2017). The role of CSR in promoting community development has gained momentum over the years, with countries embracing the concept and implementing policies to encourage responsible corporate practices. Most countries have seen the benefits of CSR, and Zimbabwe is no exception, with various mining companies actively engaging in CSR activities to positively impact the communities within which they operate. This trend has led to a growing interest in assessing the CSR activities of mining companies, reflecting the increasing

recognition of the importance of CSR in promoting community well-being and sustainable development.

1.2 Aim of the study

The study aims to assess how Murowa Diamonds' Corporate Social Responsibility (CSR) initiatives have influenced community development in Zvishavane District from 2018 to 2022.

1.3 Statement of the problem

Despite the growing recognition of the importance of Corporate Social Responsibility (CSR) and its potential benefits to both businesses and society, some mining companies have been accused of irresponsible behaviour, including human rights violations and environmental damage. The Zvishavane community in Zimbabwe, where the Murowa Diamonds mining company operates, has experienced significant challenges, including poor infrastructure and healthcare facilities. This raises questions about the extent to which Murowa Diamonds' CSR activities have helped to develop the Zvishavane community. The problem of poor infrastructure and healthcare facilities in the Zvishavane community is a concern for a number of different groups. Firstly, it is a problem to the local community, who face difficulties in accessing essential services. Secondly, it is a problem to the Murowa Diamonds mining company, which may face reputational damage and difficulties in attracting and retaining employees if the local community is dissatisfied. Thirdly, it is a problem to the government of Zimbabwe, which may face pressure from the local community and international organizations to address the issue. There are a number of approaches that have been taken to address the negative impacts of mining activities on local communities. For example, some companies have adopted a community development approach, which involves working with local communities to identify and meet their needs. This can include initiatives such as building schools, clinics, and water treatment facilities. Other companies have adopted a voluntary standards approach, whereby they adhere to international standards such as the Global Reporting Initiative (GRI) and the International Council on Mining and Metals (ICMM). This study sought therefore to assess the role played by Murowa Diamonds in developing Zvishavane district outlining the projects undertaken and if Zvishavane community is still abandoned in development.

1.4 Research objectives

- i. To outline Murowa diamonds corporate social responsibility initiatives in the District
- ii. The impact of Murowa Diamonds' CSR Initiatives in Zvishavane District.
- iii. To outline the challenges faced by Murowa diamonds in their corporate social responsibility initiatives in Zvishavane District.

1.5 Research questions

- i. What are the CSR initiatives of Murowa Diamonds in Zvishavane District?
- ii. What are the impacts of CSR initiatives of Murowa Diamonds on the local community?
- iii. What challenges does Murowa Diamonds face in implementing its CSR initiatives in Zvishavane District and how can these challenges be overcome?

1.6 Research assumptions

- i. Murowa Diamonds has been actively involved in Corporate Social Responsibility initiatives in Zvishavane District during the study period.
- ii. Murowa Diamonds' CSR initiatives have a responsibility to minimize the negative environmental and social impacts of their operations in Zvishavane district
- iii. Murowa Diamonds' CSR initiatives must be communicated effectively to the Zvishavane district in order to be successful

1.7 Significance of the study

1.7.1 To Zvishavane district

This study is important to the community as it provides valuable insights into how Corporate Social Responsibility (CSR) initiatives, particularly those undertaken by Murowa Diamonds in Zvishavane District from 2018 to 2022, contribute to community development, promote sustainable development, enhance livelihoods, and address pressing socio-economic challenges within the local community.

1.7.2 To Marange Diamond Fields

Furthermore, the findings from this study hold relevance not only to Murowa Diamonds but also to other corporations operating in similar settings globally. CSR has become a fundamental aspect of corporate strategy, with businesses increasingly recognizing their role in societal well-being. Therefore, understanding the impact and challenges of CSR in the context of Murowa Diamonds provides practical lessons and best practices that will be adapted by businesses across various industries. By illuminating the successes and areas for improvement in CSR implementation, this research contributes to enhancing the overall quality and effectiveness of CSR initiatives, ultimately benefiting both businesses and the communities they serve.

1.7.3 To Bindura University

The study will be included in the important research materials for Bindura University of Science Education and other institutions with a connection to it. It also serves as a framework for Murowa Diamonds initiatives that undergraduates might work on.

1.8 Delimitations of the study

The delimitations of the study help to define the scope and boundaries within which the research will be conducted. In terms of the location, the study is confined to the Zvishavane district in Zimbabwe, focusing specifically on the community surrounding the Murowa Diamonds mine. The study covers the period from 2018 to 2022, with an emphasis on understanding the evolving role of corporate social responsibility (CSR) initiatives by Murowa Diamonds during this time frame. The research is limited to Murowa Diamonds as a corporate entity and its CSR activities. Other organizations or stakeholders involved in community development within the Zvishavane district may be mentioned but are not the primary focus. The study primarily explores the impact of Murowa Diamonds' CSR initiatives on community development. Other factors influencing community development, such as government policies or external economic conditions, will be mentioned but not extensively analyzed.

1.9 Limitations of the study

The study on the role of corporate social responsibility (CSR) in promoting community development in the context of Murowa Diamonds in Zvishavane District from 2018-2022 faces various potential limitations. These include limited generalizability due to the focus on a single case study, challenges related to data availability and access, time sensitivity in capturing long-term effects, potential researcher bias and subjectivity in qualitative data interpretation, external factors impacting community development outcomes, possible response bias from participants, and limitations in the availability of longitudinal data. However, the study offers potential solutions such as incorporating comparative case studies, establishing strong relationships for data access, ensuring rigorous data analysis and transparency, acknowledging external influences, and engaging in thorough data collection and preservation efforts to mitigate these limitations and enhance the study's validity and comprehensiveness.

1.10 Definition of key terms

Corporate Social Responsibility (CSR):

Corporate Social Responsibility refers to a form of self-regulation that businesses undertake in order to align their operations and strategies with the social and environmental expectants of

their stakeholders. (Carroll and Shabana;2018). Pfitzer, et al,(2020) refers to corporate social responsibility as an organizations commitment to managing the social, environmental, and economic effects of its operations in a way that benefits society.

Development:

Development is the process of economic, social, and political transformation that aims to improve the quality of life and well-being of individuals and societies. (Sachs, 2018). It is a broad and multifaceted concept that generally refers to the process of improvement and progress in various aspects of human life and society.

Community Development:

Community development is a value-based practice that promotes participative democracy, sustainable development, rights, economic opportunity, equality, and social justice through the organization, education, and empowerment of people within their communities (Banks, 2018). It focuses on improving the social, economic, and environmental conditions within a specific geographical area or community.

1.11 Dissertation outline

Chapter One: Introduction

This chapter consists of the background of the study , statement of the problem, significance of the study , assumptions, purpose of the study , research objectives and questions and ethical considerations .

Chapter Two: Literature review and Theoretical Framework

This chapter provides a rationale of the research project .This is important because it gives reference to previous findings on the area of study . Principal theories in which the study was constructed is also included in this chapter.

Chapter Three: Research Design and Methodology

This chapter reveals the data collection methods and tools guided by qualitative methods and research design .This clearly explains the methods used for data collection and different sources of data. This chapter describes the basic research plan.

Chapter Four: Data Presentation, Analysis and Discussion of findings

This will provide the data sample collected from the sample population within the area of study. Specific attention will be given to the data collected from the sample population within the study area. This will also include findings from interviews and questionnaires.

Chapter Five: Summary, Conclusion, Recommendations and areas for further research

This is the final chapter of the research. This chapter includes a summary of findings and recommendations made after observations in the study. It also identifies areas of further research.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter reviews existing literature and empirical evidence pertinent to the study, aiming to immerse the research in the wealth of knowledge generated by previous investigations and ongoing debates within the field. The primary purpose of this literature review is to enhance the validity and reliability of the study by building on established research and theoretical foundations. Following the introduction, the chapter initiates by presenting the guiding theoretical framework specifically, the social capital theory. The discussion delves into the merits, key tenets, and applicability of the social capital theory to the research, offering a conceptual lens through which the study is approached. The subsequent section is devoted to an exploration of Corporate Social Responsibility (CSR) initiatives, referencing various empirical evidence to provide a comprehensive understanding with an examination of the impacts of CSR on communities, drawing insights from diverse case studies to illuminate the multifaceted nature of these effects. Concurrently, the chapter critically addresses the challenges encountered by companies in their CSR endeavours, anchoring the discussion in existing empirical evidence to elucidate the complexities faced by organizations in their pursuit of social responsibility.

2.1 Theoretical framework.

This research is going to be guided by the social capital theory.

Social Capital Theory, rooted in sociology and economics, offers a valuable framework for understanding the intricate relationships within and between communities, organizations, and individuals. According to, Wojciechowska (2022), it provides insights into the social structures, networks, and norms that influence cooperation and collaboration. The key tenets of Social Capital Theory revolve around the notions of bonding, bridging, and linking social capital. Pawar, (2018) notes that, bonding social capital refers to strong ties within homogeneous groups, bridging social capital focuses on connections between diverse groups, and linking social capital involves connections between individuals or groups and formal institutions. These

elements collectively contribute to the fabric of social capital, influencing trust, reciprocity, and collective action. In the context of Corporate Social Responsibility (CSR), the application of Social Capital Theory becomes particularly pertinent as it sheds light on the social connections and interactions that underpin responsible business practices.

In the realm of CSR, Social Capital Theory provides a lens through which to understand how relationships and networks influence the effectiveness of CSR initiatives. Companies, by investing in social capital, can foster trust and cooperation within communities, thereby enhancing the success and sustainability of their social responsibility endeavours (Wojciechowska, 2022). Social Capital Theory provides a rich theoretical framework for understanding the social dynamics that underlie CSR initiatives in Murowa diamonds in Zimbabwe. Its application to CSR initiatives in Murowa diamonds offers a nuanced perspective on the importance of building and leveraging social connections for sustainable and impactful corporate responsibility. While the theory has faced criticism, its foundational concepts continue to shape discussions on the intersection of social relationships and corporate social responsibility in contemporary literature.

Some scholars argue that the concept can be elusive and challenging to measure precisely (Fine et al). Additionally, concerns have been raised about the potential for social capital to be exclusive and reinforce existing inequalities, particularly if certain groups are excluded from social networks (Portes, 2018).

2.2 Corporate social responsibility initiatives in Africa

Corporate Social Responsibility (CSR) has gained significant prominence in African contexts, with Zimbabwe being no exception, as it increasingly focuses on community development. The mining sector, a vital component of Zimbabwe's economy, has emerged as a key arena for CSR initiatives, transcending mere corporate interests to make tangible impacts on community well-being through multifaceted projects spanning community development, healthcare, and education. Moyo and Sibanda (2020) underscore the transformative influence of community development projects initiated by mining companies, which significantly enhance the quality of life for local inhabitants. These projects encompass a wide array of activities, ranging from infrastructure development to the provision of social amenities. Furthermore, well-designed projects foster a sense of community ownership and empowerment, thereby leading to sustained

benefits and positive social impacts in mining communities, as emphasized by Smith et al. (2019).

In addition to community development endeavours, CSR healthcare programs play a pivotal role in bolstering the health and resilience of local populations, as highlighted by Moyo and Sibanda (2020). These initiatives encompass the establishment of medical facilities and health awareness campaigns, actively contributing to the well-being of the community. The positive correlation between CSR-driven healthcare programs and community health outcomes is validated by Akpambang et al. (2021), underscoring the importance of sustained and community-tailored healthcare initiatives in fostering long-term well-being.

Moreover, the commitment of mining companies to sustainable community development is underscored through their support for education, encompassing scholarship programs and vocational training opportunities, as highlighted by Moyo and Sibanda (2020). These initiatives are instrumental in contributing to human capital development, thereby empowering local residents and fostering socio-economic advancement, as reinforced by Jenkins and Obara (2019).

Shifting the focus to the financial sector, Nyadzayo et al. (2019) shed light on the pivotal role of financial institutions in fostering community development through CSR programs, particularly in addressing critical social issues such as financial literacy and poverty alleviation. Nevertheless, the effective implementation of these programs faces challenges, including stakeholder engagement, resource constraints, and navigating regulatory frameworks, as identified by Marume and Govender (2021). Stakeholder engagement emerges as a critical aspect, reflecting the importance of involving various parties in the CSR process to ensure its alignment with community needs and expectations, whereas resource constraints pose a considerable obstacle, emphasizing the necessity for financial institutions to strategically allocate resources for CSR activities. Furthermore, navigating regulatory frameworks is imperative, highlighting the need for financial institutions to understand and adhere to existing regulations to prevent legal and reputational risks associated with CSR efforts (Marume & Govender, 2021).

2.3 The Impact of organizations CSR Initiatives on communities

Corporate Social Responsibility (CSR) has emerged as a crucial component of organizational strategy, drawing increasing attention to its profound impact on communities (Nyadzayo et al., 2019). Scholars underscore the positive role played by organizations in promoting community development through CSR initiatives (Nyadzayo et al., 2019). These initiatives have become instrumental in addressing pressing societal issues, fostering community well-being and sustainable development.

Financial institutions in Africa, particularly banks in Zimbabwe, have actively embraced CSR programs to tackle critical challenges such as financial literacy and poverty alleviation, thereby making substantial contributions to community welfare (Nyadzayo et al., 2019). These initiatives not only demonstrate a commitment to social responsibility but also serve as effective mechanisms for financial institutions to engage with and positively impact the communities they serve. In Zimbabwe, for example, financial institutions have implemented CSR initiatives to enhance financial literacy among local populations, empowering individuals with the knowledge and skills necessary for sound financial decisionmaking (Nyadzayo et al., 2019). This approach aligns with the broader goal of poverty alleviation, as improved financial literacy equips individuals with the tools to better manage their financial resources, ultimately contributing to poverty reduction.

Moreover, the impact of CSR is not limited to Zimbabwe, as banking institutions in Nigeria have also taken significant strides in promoting community development through targeted CSR projects. Adeyemi and Adedeji (2020) highlight how Nigerian banks have initiated CSR projects focused on key areas such as education, healthcare, and infrastructure development. By investing in these critical sectors, banks contribute to the improvement of the overall quality of life in local communities.

Adeyemi and Adedeji (2020) emphasize the transformative effect of CSR initiatives in Nigeria, particularly in the realm of education. CSR programs have been instrumental in supporting educational initiatives, ranging from scholarships and vocational training to the establishment of educational infrastructure. As a result, there is a noticeable enhancement in educational outcomes and opportunities, positively influencing the lives of individuals and the broader community.

In the healthcare sector, Nigerian banks have directed CSR efforts toward improving access to healthcare services, thereby positively impacting public health. Adeyemi and Adedeji (2020) note the establishment of healthcare facilities, provision of medical equipment, and support for health awareness campaigns as key components of CSR initiatives in the healthcare domain. Such interventions contribute to the overall well-being of communities, addressing healthcare disparities and fostering a healthier and more resilient population.

Furthermore, CSR initiatives in infrastructure development by Nigerian banks have played a pivotal role in enhancing the socio-economic landscape of local communities. Adeyemi and Adedeji (2020) highlight the construction of schools, roads, and other essential infrastructure projects as tangible outcomes of CSR investments. These efforts not only contribute to the immediate improvement of living conditions but also lay the foundation for sustainable development in the long term.

The evolution of CSR as a strategic imperative for organizations is evident in the transformative impact it has on communities. The cited studies by Nyadzayo et al. (2019) and Adeyemi and Adedeji (2020) underscore the positive contributions of financial institutions in Africa, particularly in Zimbabwe and Nigeria, in fostering community development through targeted CSR initiatives. As organizations continue to recognize the symbiotic relationship between corporate success and societal well-being, CSR is likely to remain a driving force for positive change in the communities they serve.

Effective CSR practices involve robust stakeholder engagement, ensuring that community needs and expectations are considered (Marume & Govender, 2021). Engaged stakeholders contribute to the sustainability and success of CSR initiatives, fostering a sense of community empowerment. A South African mining company's CSR program involved extensive consultations with local communities, leading to initiatives that addressed not only environmental concerns but also provided skill development opportunities for community members (Kotze & Verwey, 2019).

CSR initiatives often contribute to local economic development by generating employment opportunities. This economic impact can be particularly transformative in communities facing high unemployment rates. A study on the CSR practices of a telecommunications company in Kenya found that their initiatives, including skills training and entrepreneurship support, led to

job creation and enhanced economic prospects for the local population (Wambua & Muturi, 2018).

Despite the positive outcomes, challenges persist in the effective implementation of CSR initiatives. Resource constraints, regulatory frameworks, and stakeholder engagement issues are identified as key challenges that organizations must navigate for successful CSR implementation (Marume & Govender, 2021). A study on CSR challenges in the Nigerian oil and gas sector highlighted the need for companies to overcome regulatory hurdles and effectively engage with local communities to ensure the success of CSR programs (Ojomo & Elegbede, 2020).

Assessing the impact of CSR initiatives is crucial for organizations to refine their strategies and ensure maximum benefit to the community. Scholars emphasize the need for comprehensive evaluation frameworks. A case study on a multinational corporation in South Africa demonstrated the effectiveness of using key performance indicators (KPIs) to measure the social and economic impact of CSR initiatives, providing valuable insights for future planning (Maak & Pless, 2006).

2.4 The challenges faced by organizations in their Corporate Social Responsibility initiatives in communities

Corporate Social Responsibility (CSR) initiatives are crucial for organizations seeking to align their operations with ethical and sustainable practices. However, the effective implementation of CSR programs in African communities is fraught with challenges. i Stakeholder Engagement Challenges:

Stakeholder engagement stands as a cornerstone for the success of Corporate Social Responsibility (CSR) initiatives (Marume & Govender, 2021). However, in the African context, the efficacy of such engagement encounters unique challenges stemming from intricate cultural, linguistic, and social dynamics. For instance, a comprehensive study conducted in South Africa underscored the criticality of adeptly navigating complex community structures and power dynamics to ensure that stakeholder involvement is not only inclusive but also meaningful (Kotze & Verwey, 2019). This research illuminates the need for organizations to tailor their

engagement strategies to the specific cultural and social intricacies of the African communities in which they operate, emphasizing the importance of understanding and addressing these contextual nuances for effective CSR implementation. ii Resource Constraints:

Resource constraints emerge as a formidable obstacle for organizations engaged in Corporate Social Responsibility (CSR) initiatives across Africa, particularly in the context of community development. The financial limitations coupled with competing organizational priorities often impede the capacity of firms to make substantial investments in projects aimed at community development. A comprehensive study conducted on CSR challenges within Nigeria's oil and gas sector accentuated the imperative for organizations to strike a delicate equilibrium between economic considerations and social responsibility (Ojomo & Elegbede, 2020). In the Nigerian context, where the oil and gas industry holds strategic importance, organizations face intricate challenges in aligning economic imperatives with socially responsible practices. The study conducted by Ojomo and Elegbede (2020) emphasizes the necessity for a nuanced approach. This involves not only recognizing the economic demands placed on companies but also navigating the intricate landscape of societal expectations and needs. The study underscores that failure to balance these considerations can result in ineffective CSR strategies, diminishing the potential positive impact on both the community and the organization. By drawing attention to the delicate balance required in CSR endeavors, the findings of Ojomo and Elegbede (2020) provide valuable insights for organizations operating in resource-constrained environments. The study serves as a reminder that successful CSR implementation demands a strategic integration of economic viability and social responsibility to ensure a sustainable and mutually beneficial impact on the community.

iii Regulatory and Compliance Issues:

Organizations operating in Africa grapple with the intricate challenge of navigating diverse regulatory frameworks that exhibit significant variations across countries and regions (Wambua & Muturi, 2018). The complexity of these regulatory landscapes poses a formidable hurdle, substantially influencing the successful execution of Corporate Social Responsibility (CSR) initiatives within the continent. Wambua and Muturi's (2018) study sheds light on the tangible difficulties faced by multinational corporations engaged in CSR practices in the African context. It underscores the pronounced challenges these organizations encounter in adhering to local

regulations. The regulatory landscape, characterized by its dynamic nature and disparate requirements, demands a nuanced and adaptive approach for effective CSR implementation.

iv Skill Development and Employment Challenges:

Corporate Social Responsibility (CSR) initiatives, with the overarching goal of contributing to local economic development, face complexities in establishing sustainable employment opportunities and skill development programs. Despite positive impacts, ensuring enduring benefits for community members remains a persistent challenge in certain instances. For instance, a case study conducted in Kenya sheds light on the difficulties encountered by a telecommunications company in sustaining employment opportunities through its CSR initiatives (Wambua & Muturi, 2018). Despite initial positive outcomes, the company struggled to create lasting benefits for the local population. This scenario underscores the intricate nature of maintaining long-term impacts from CSR initiatives, emphasizing the need for organizations to carefully navigate challenges associated with employment sustainability in the context of community development.

v Communication and Perception Challenges:

Effective communication is a critical determinant of the success of Corporate Social Responsibility (CSR) initiatives, with communication gaps and misunderstandings posing significant challenges. Varied perceptions of corporate motives and intentions among stakeholders can influence the acceptance and overall effectiveness of CSR projects (Kotze & Verwey, 2019). In the context of African mining companies, a study conducted by Kotze and Verwey (2019) underscored the pivotal role of transparent communication in addressing these challenges. The study emphasized the importance of clear and open communication channels to build trust and mitigate negative perceptions. Transparent communication not only helps bridge the gap between organizations and communities but also fosters a shared understanding of CSR objectives, thereby enhancing the likelihood of successful implementation. These findings align with broader literature emphasizing the significance of communication in CSR initiatives (e.g., Marume & Govender, 2021; Wambua & Muturi, 2018). Clear communication strategies contribute not only to effective stakeholder engagement but also to the establishment of a positive corporate image, reinforcing the social license to operate (Porter & Kramer, 2011). As organizations navigate the complexities of CSR implementation in African contexts, the insights

from such studies become invaluable in guiding communication practices for achieving mutually beneficial outcomes. iv Measuring and Evaluating Impact:

Evaluating the impact of Corporate Social Responsibility (CSR) initiatives in African communities presents a formidable challenge, primarily attributable to the absence of standardized evaluation frameworks. This deficiency hinders organizations from effectively gauging the outcomes of their programs, thereby impeding the refinement of strategies for greater societal benefit. A pivotal illustration of successful impact assessment methodologies emerged from a notable case study conducted in South Africa, where Maak and Pless (2006) demonstrated the utility of employing key performance indicators (KPIs) to comprehensively evaluate both the social and economic impacts of CSR initiatives. This exemplar underscores the importance of adopting robust evaluation mechanisms tailored to the unique socio-economic contexts of African communities, providing invaluable insights for organizations seeking to enhance the effectiveness of their CSR endeavors.

2.5 Country case experiences

2.5.1 Corporate social responsibility in the United Arab Emirates

The United Arab Emirates is one of the leaders in the Middle East, tourism sector. For this reason, a lot of legal emphasis is placed on the environmental protection to safeguard the resources that attract the inflow of tourists. The business leadership of the UAE, sensing that the country's economy is on a steep and upward trajectory, have come to the realisation that the situation has become compelling to the many organisations to focus their efforts on CSR activities, Dubai Chamber(2018). It is averred by Gajadhur and Nikolaise (2022) that, through adopting CSR, businesses will not only be doing the right thing, but in the process they demonstrate their responsiveness to external environmental demands, which is a strategic business tool in its own respect, Gajadhur and Nikolaise (2022).

According Gajadhur and Nikolaise (2022), The Middle East and Northern Africa (MENA) region is now a head above the rest since it has propelled the concept of CSR to regional policy level. Numerous MENA governments are collaborating with industries to accomplish environmental and social goals via public-private partnerships. The Prime Minister of the UAE,

Rashid AI Maktoum ,(2018) in Gajadhur and Nikolaise,(2022) decreed CSR as voluntary contributions in cash or kind will be used to support national development in the quarter of environmental, social and economic progress.

The UAE government is perceptibly dedicated to founding resourceful community development initiatives aligned with their country's overall national development plans. Hence this CSR drive attempts to increase business sector perception of its duty toward the community as well as the nation's growth.

Additionally, according to the World Giving Index “, the UAE is a globally recognised leader in philanthropy”, quoted in Gajadhur and Nikolaise,(2022) From information acquired from Gajadhur and Nikolaise,(2022), the UAE introduced the new CSR Law which mandatory reporting on all CSR inclined donations and contributions. It will apply on mandatory and voluntary basis subject to the nature if the organisation in question.

The CSR Law in the UAE also emphasizes that social responsibility remains based on voluntary principles. However, while CSR contributions will remain voluntary, filing a CSR return and listing on the platform will be mandatory for all businesses in the UAE which falls within the scope of the CSR Law, Dubai Chamber (2018). The CSR Law provides that businesses are obliged to publicize their contribution via the CSR Smart platform. If a firm discloses its CSR contribution, it must include all information relating to the type, quality/volume as well as the beneficiaries of the contribution. Hence, the country should adopt the issue of publicizing their contribution to CSR.

25.2 Corporate social responsibility in South Africa

Giz, (2011) avers that South Africa is renowned for its pacific transition from apartheid to democracy in 1994. This ensuing shift in democratic political governance was equalled in the corporate governance dimension with a view of spanning the traditional and wide economic gap between black and white South Africans, posits Giz, (2011). Inversely, the liberazation trends on the global scale which had already been established prior to the country's transition to democracy has been blamed for further widening the gap between the rich and the poor. Hence without state intervention through regulatory frameworks, CSR initiatives will be found to operate in the best interests of the corporate world's primary stakeholders.

According to Jaggemath et al, (2011), “political change and the efforts to balance out the unequal distribution of wealth have propelled the notion of CSR forward in South Africa”. This has caused businesses in some instances to go beyond satisfying the statutory requirements. Consequently, corporate social responsibility, considering the history of the country tends to go beyond mere corporate citizenship to include affirmative action and skills development initiatives that seeks to correct apartheid ills. The notable step in this direction is the broad-based black economic empowerment government initiative (B-BBEE). Government formalised the B-BBEE scorecard as a yardstick to measure and enforce companies’ conformity with Bee transformational initiative. According to Juggermath et al, (2011), the scorecard contains several elements which are: enterprise development ownership, preferential procurement management, employment equality, skills development.

Hinson and Ndlovu ,(2011) states that CSR projects in the country have become more focused on enhancing sustainable development, addressing governance issues and answering questions of public-private partnerships. In 1994, South Africa’s King Committee published an influential report on corporate governance. The report was the first global corporate governance code to talk about “stakeholders” while stressing the importance of business accountability that stretches beyond the interests of shareholders. The King II Report of 2002 , urged companies to shift towards “triple bottom line” reporting , which includes reporting on social, economic and environmental criteria, The report also contains a dedicated section dealing with HIV/AIDS, outlining principles that should be followed. (King Committee on Corporate Governance,2002).

Dialogue (2013) in its annual CSR survey , states that expenditure in South Africa on CSR has risen to R7.8 billion(US\$780 million) which translates to 8% growth in expenditure compared to the previous trading period. Mining companies are still at the top of the list with regards to CSR expenditure spending substantial sums on infrastructure projects in their host communities visibly benefitting both the communities who live there, their workforce , and their own economic activities. Dialogue, (2013) further avers that “companies in the mining sector spent an average of R62 million (US\$6.2 million) on CSR initiatives. While substantial , this represents only a tiny proportion of corporate profits.”

2.6. Chapter summary

The chapter focused on the different definitions of CSR, challenges linked with the practices of CSR, CSR impact upon the host communities, views on CSR activities amongst academics, Corporates' Social Responsibility practices from a local and international cases study. However there are gaps in literature which will be discussed in this research. Extensive proof exists that in Zimbabwe mining corporations are engaging in CSR of one form or the other, what is lacking is the collection of information that answers the question of the effectiveness of their approaches to community development.

CHAPTER III

3.0 RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

This chapter highlights the procedures for data collection and presentation used in this study. It provides a comprehensive plan for collecting, presenting, analysing data, and addresses ethical considerations. The first part of the chapter presents the research philosophy chosen for this study, followed by an explanation of the research design. Next, it provides information about the demographics of the study's sample and explores various methods of sample selection, leading into the techniques, methodologies, and tools used for gathering data. Additionally, the chapter assesses the study's validity and reliability and considers strategies for data analysis and presentation.

3.2 Research Philosophy

For a study on the role of corporate social responsibility (CSR) in promoting community development, particularly focusing on a specific case study of

Murowa Diamonds in Zvishavane district, the researcher made use of interpretivist approach. Creswell (2018) notes that's interpretivism focuses on understanding the subjective meanings and interpretations individuals attach to their social reality. In the case of studying CSR and community development, an interpretivist approach involves exploring the perceptions, experiences, and narratives of various stakeholders (for example, community members, company representatives, local authorities) regarding CSR initiatives and their effects on community development. This approach provides insights into the complex social dynamics and contextual factors that influence the outcomes of CSR practices.

3.3 Research Methodology

Research methodology refers to the systematic and scientific approach used to develop and test knowledge, including the collection, analysis, and interpretation of data, as well as the philosophical and theoretical frameworks that guide the research process .(Creswell et

al,2018).In terms of the research methodology this research made use of the qualitative research approach. Maxwell (2019) contends that, qualitative research is concerned with the exploration and understanding of phenomena in their natural setting, from the perspective of the people involved. The justification of the use of qualitative research is given by Denzin and Lincoln (2018), who asserts that, qualitative research is especially well suited to investigate complex social phenomena because it allows for the exploration of the meaning people bring to their experiences which aligns well with the nature of the research objectives and the contextual intricacies involved in the study. This research sought to develop an in-depth understanding of the matter at hand.

3.4. Research Design

Research design is the overall plan and structure of a research study, including the methods and procedures used to collect and analyze data, as well as the techniques used to ensure the quality and validity of the findings.(Creswell, 2014).A research design is a systematic approach used to investigate. The research design of this research is a case study. Case study research design was used mainly because it comes up with an area of specific findings on the study. A case study is an in-depth, multi-faceted examination of a specific phenomenon in its real-life context (Yin,2019). Case studies are a type of investigation of an instance, event, or complex social situation that allows one to investigate social processes and relationships (Corbin and Strauss,2018). In this regard, this study sought to focus on the case study of Murowa Diamonds in Zvishavane district.

3.5 Population and Sample

Roldan, et al (2019) defines the population as encompassing all elements within the scope of investigation. Gravetter et al (2020), states that ,the target population is the set of individuals or cases the researcher is interested in studying. Varantola (2020), pertains to the target population, which denotes the specific group from which the information is collected for the purposes of the research. The population of the study consists of stakeholders directly or indirectly affected by Murowa diamonds' CSR activities in Zvishavane District.These include community members, employees, local authorities, and representatives from NGOs and District development officers.

A sample is a subset of individuals from a population of interest that is selected for observation or analysis (Trahim,2019). According to Miller (2020), a sample is a subset of the target population that is carefully selected so that the researcher can make meaningful inferences about the population based on the sample. A sample size of 25 people was used ,these included the following: 5 community members,5 employees, 5 local authorities, and 5 representatives from NGOs and 5 District Development Officers. Factors like time constraints were attributed to when selecting a sample size instead of studying the whole population. The chosen sample provided accurate findings and reflected the whole community.

3.6 Sampling Methods

This study made use of non-probability sampling techniques. Non-probability sampling is a sampling technique in which the researcher selects the samples based on their own evaluation as opposed to at random (Denscombe,2017). Nonprobability sampling was chosen because the researcher needed to be involved in the participant selection procedure. The volunteers who could help the researcher meet the objectives of the study and formulate the best questions were given serious consideration. In this regard, it was essential for the researcher to include expertise in the field into the selection of participants. In this study, nonprobability sampling techniques was employed, including snowball sampling and convenience sampling

3.6.1. Purposive Sampling

Purposive sampling uses subjective judgement to select cases that are expected to be information-rich with regard to the purpose of the study. It can also be used to include cases that represent the entire range of variation observed in the population. Malterud et al .(2019).The population elected using purposive sampling are the DDOs and the local authorities.

3.6.2. Snowball Sampling

Snowball sampling, also known as chain referral sampling, is a non-probabilistic sampling technique frequently utilized in studies where the target population is difficult to access or define, but where participants are interconnected through networks or social ties (Holbrook,2018).The rationale behind utilizing snowball sampling in this study is predicated on

the principle that individuals within the target population possess valuable insights and connections that can facilitate access to other potential participants who possess the requisite knowledge regarding Corporate Social Responsibility (CSR) initiatives and their impact on community development within the context of Murowa Diamonds in Zvishavane district. By leveraging existing relationships and networks within the community, snowball sampling enabled the researcher to identify and interview study participants who have specialized knowledge and experience related to the research question. Mullins, et al. (2018). The population selected using snowball sampling are the additional participants or stakeholders who may possess relevant knowledge and experiences related to CSR initiatives at Murowa diamonds.

3.7 Data Collection Methods

Tools and techniques for acquiring qualitative data were used in this project. Saunders et al. (2019) claims that qualitative data gathering methods are becoming frequently used to obtain understanding and recognize the underlying causes by digging deeper. Bowen (2021), define data collection as the process of collecting information from a variety of sources to test hypotheses, answer research questions, and evaluate outcomes. Interviews and surveys were used to collect data for this project.

3.7.1 Interviews

According to Creswell and Poth (2017), an interview is a data compilation procedure in which one individual (the interviewer) asks questions of another person or person's (the interviewee or interviewees) to obtain information about a particular topic or area of inquiry. The researcher used lead questions that offered the responder enough space to provide extensive responses to the topic matter inquiries. Interviews were conducted with the employees, local authorities, and representatives from NGOs and District Development Officers. It is one of the most trusted, extensively utilized, and most familiar qualitative data collection procedures primarily because of its approach.

3.7.2 Focus group discussions.

The focus group discussion has become a popular research method across the social sciences, providing a distinctive means of accessing rich and nuanced accounts of participants' understandings and experiences.(Massy and Gagnon;2020). The focus group discussions were conducted with Murowa residents .Focus group discussions were conducted to enabled the researcher to get a deeper understanding of the research

3.8 Validity and Reliability

Bergin (2020) assets that, the validity of a research study is influenced by the quality of the data that is collected, and thus the validity of the research findings depends on the quality of the data collection process. The ability of an instrument to measure what it is intended to measure is known as validity. Results that are extremely valid accurately reflect the authentic characteristics, tendencies, and variations in the physical or social world. Harlow, et al. (2018), reliability of a research study refers to the consistency of the findings, and it is an essential consideration in any research project. On the basis of these viewpoints, it is generally acknowledged that the validity of study findings refers to how well the findings reflect the phenomenon they are intended to represent. While the reliability of a study's findings is defined as its ability to be replicated. The techniques of inquiry must be clearly specified in order for them to be reproduced and applied to a different population with identical results. This will ensure the validity and dependability of the study. The study must also connect its results to relevant earlier studies and to earlier works on the subject. Additionally, the study must be based on fieldwork without any data fabrication.

3.9 Data Presentation and Analysis

Data presentation, according to Drennan (2018) ,is the process of using various ways in which data is displayed and communicated to stakeholders, including researchers, practitioners, and the public. For the sake of this discussion, data was presented using pie charts, graphs, and narrative formats, but as some of the information was acquired in-person, it was also presented by summarizing some of the key points made by the informants. It is also crucial to remember

that some of the information was recorded, therefore the presentation will use a transcription of what was said. A portion of the data gathered from the area was given as a narrative summary.

In order to examine and synthesize the data that was collected, a method known as data analysis is used. This enables the process of collecting, cleaning, and organizing the data collected from research participants, and it involves using statistical techniques to analyze the data.(Zhu and Ge,2019). In this study, data was analyzed through thematic analysis and narrations. Thematic analysis involves identifying, analyzing and reporting patterns or themes within the data. (Braun and Clarke 2019). According to McAdams and Josselson (2019), researcher utilized narrative analysis to comprehend how research subjects create stories and narratives based on their own life experiences. Furthermore, Narratives can be derived from journals, letters, conversations, autobiographies, transcripts of in-depth interviews, focus groups, or other types of narrative qualitative research and then used in narrative research.

3.10 Ethical Considerations

Ethical considerations involve the application of moral principles and values to guide decision-making, behavior, and actions, including respect for autonomy, non-maleficence, beneficence, justice, veracity, and fidelity.(Corey et al., 2020).The research study was conducted in accordance with ethical principles. The researcher upheld fairness, honesty, respect for integrity and dignity of the participants. The researcher explained to every participant in their mother tongue about the confidentiality of certain information as well as debriefing.

Consent

Consent refers to the voluntary agreement or permission given by an individual or entity. It can involve written or verbal authorization, and it is often required in situations such as providing information, participating in activities (Druckman,2008). The researcher sought informed consent from every participant which was done by first explaining to them the purpose and objective of the research. Participants were informed that the research was solely for academic purposes. The researcher ensured that consent was explained to the participants in the participants language. The participants were provided with a consent information sheet

outlining the nature and purpose of the study, the respondents' rights and how the information would be managed.

Confidentiality

Confidentiality refers to the protection of information from unauthorized disclosure, use, or dissemination, ensuring that sensitive or proprietary information is only accessible to authorized individuals or entities. (Kumar, 2019). The researcher assured participants of information confidentiality and privacy and that pseudonym would be used in the research write up to ensure their anonymity. Upon agreeing to participate, each participant was assigned a pseudonym for use on all documents, these also included participants through telephone. Each article collected (report copies) was coded with the pseudonym selected.

Protection from harm

The protection from harm is also known as the principle of non-maleficence or the do no harm principle. The principle holds that there is an obligation of the research or the researcher not to inflict harm on others (Buchbinder et al.2020). This research made sure no harm was inflicted by the study be it to the respondents or by the findings. Trecharne,et al.(2019) argues that researchers must ensure that those taking part in research were not caused distress. They were protected from physical and mental harm. This meant that the research did not embarrass, frighten, offend or harm participants.

Voluntary participation

Voluntary participation refers to a human research subject's exercise of free will in deciding whether to participate in a research activity (Miller,et al.2019). Berns,et al.(2018) agreed to this view by noting that, voluntary participation means the people answering questions have made a free choice to be involved in the gathering of information. They should not be coerced into being involved in any way. To ensure voluntary participation the researcher gave room for participants to withdraw from the research at any given time and even freely participate in the research. No participant took part in this research against their own will.

3.11 Chapter Summary

The research population ,research sample, and research design were covered. Additionally , the data presentation and analysis plan as well as the methods and tools used for data gathering were discussed. Data analysis is covered in the chapter that follows.

CHAPTER IV

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The chapter contains data from the research project and will concentrate on the presentation, analysis, and interpretation of information gathered from a sample of households in the study area. The chapter will also address the results of the face-to-face interviews with the Murowa community members, NGO representatives and the office of the DDO. The chapter also brings to light results acquired in focus group discussions which were conducted with the aid of the above mentioned groups.

4.2 Biographical Information

4.2.1 Response Rate

Interview guides were distributed to an overall of 25 participants, and the researcher led two focus groups with 5 participants in each group respectively. The researcher also conducted interviews with representatives from Murowabased NGOs and the DDO's office. Since the majority of the replies were positive, the information gathered from the researcher-led focus groups and inperson interviews in the Murowa district had a high degree of authenticity for the study.

4.2.2 Gender of respondents

	Number	%
Women	5	20%
Man	20	80%
Total	25	100%

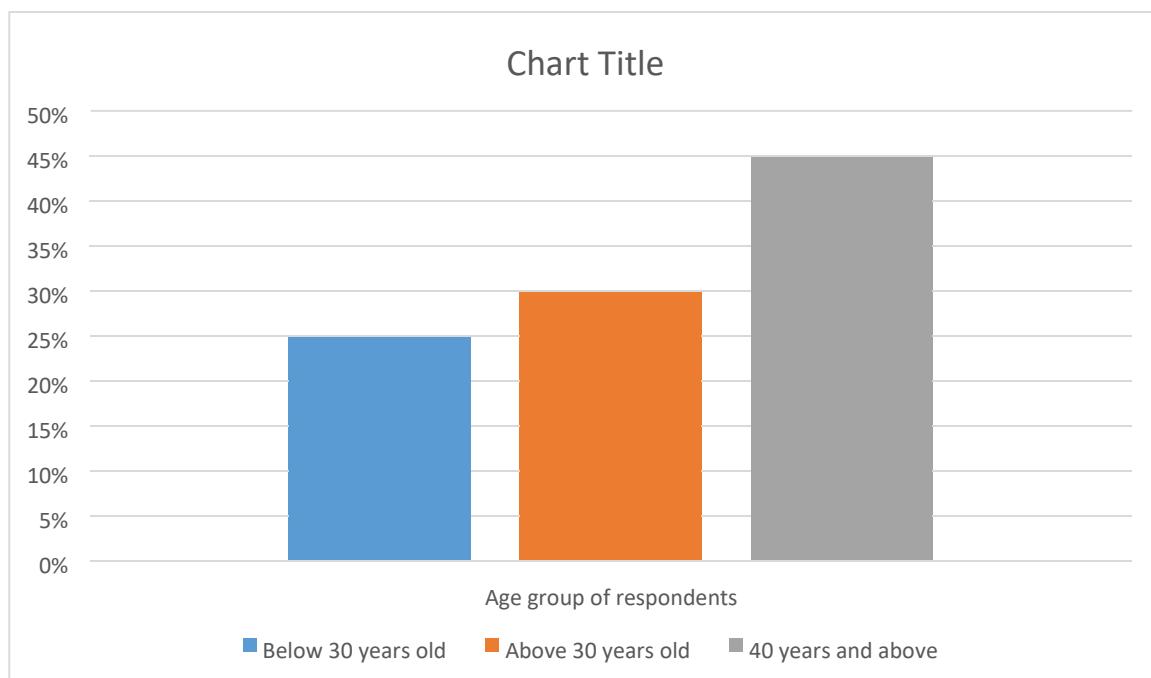
The study employed a total of 25 interview guideline scripts. Surprisingly amongst the respondents 20 percent were women whilst the remaining 80 percent were male. This tendency is hardly surprising given that corporate led initiatives towards social development mainly

centre the focus on oppressed sex which is women. A majority of corporate led initiatives to social development mainly focus on helping women and children who are considered minor societal groups and susceptible to poverty and abuse. The research focuses on male workers at Murowa Diamonds in Zvishavane who are under 40. They are the primary beneficiaries of the company's Corporate Social Responsibility initiatives, leading to significant community development.

4.2.3 Age Distribution of Respondents

Different age groups of respondents are thought to have different opinions on the same problem. Participants were kindly requested to reflect their age with the intention of guaranteeing and capturing a wide spectrum of perspectives in this study. Figure 4.1 displays the findings from the data relative to the age gap.

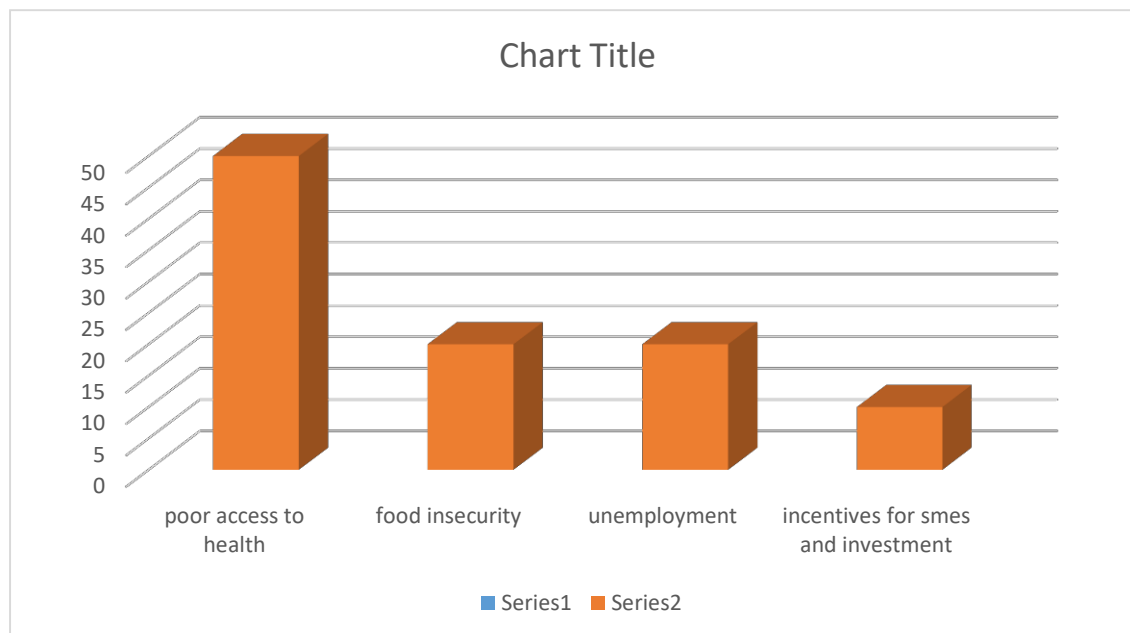
Fig 4.1



The results reflect that the majority of the population that participated in the study were below 40 years due to the workforce at Murowa Diamonds. This reflects the age composition of the working population in the community as a whole, leading to a higher presentation of younger individuals in the study.

4.3 Problems that the community endured before RioZimbabwe Limited Murowa arrived in Zvishavane

Fig 4.2



4.3.1 Poor Access to Health Services

Prior to the intervention of RioZimbabwe Limited Murowa, the community encountered obstacles in accessing essential healthcare services, 25% of the population was unable to obtain basic health services due to either a lack of access or inadequate health facilities. This included limited availability of medical facilities, healthcare professionals, and necessary medical supplies. As a result, community members faced difficulties in obtaining timely and quality healthcare, leading to untreated illnesses and exacerbated health conditions. One respondent said,

“The lack of hospitals was a problem for us as a community. Most of us traveled long distances to get medical treatment, but even then the hospitals did not have enough medicine”

The scarcity of medical facilities, healthcare professionals, and essential supplies created significant barriers to obtaining timely and quality healthcare. As a result, community members endured untreated illnesses, prolonged suffering, and the arduous task of traveling long

distances to access inadequate medical resources. This situation not only exacerbated existing health conditions but also engendered a pervasive sense of vulnerability and hardship within the community.

4.3.2 Food Insecurity

The community grappled with food insecurity, 25% of the population in the Murowa area experienced acute hunger and food insecurity. This, was characterized by inadequate access to affordable, nutritious food, leading to malnutrition and hunger among the residents. The scarcity of food resources and the inability to afford essential food items contributed to the overall struggle for sustenance within the community. One respondent said,

“Lack of nutritious food was always a big problem for us. It was affecting our health and our way of life”.

Food insecurity had a profound impact on communities, extending beyond immediate hunger to influence various aspects of community life. It affected the physical health of individuals, leading to malnutrition and increased susceptibility to illnesses. Additionally, it contributes to mental and emotional distress, hindering overall well-being. Economically, food insecurity reduces community productivity and economic potential, while also straining social relationships and community cohesion. Educational outcomes for children and youths were affected, perpetuating cycles of poverty and health disparities within the community.

4.3.3 Inadequate Investments and Incentives for Small and Medium Enterprises (SMEs)

The absence of substantial investments and incentives for SMEs stifle their growth and limit their potential contributions to the local economy. This leads to missed opportunities for job creation, economic empowerment, and overall community development. One respondent said,

“We lacked sufficient support in our handicrafts, which has made us unable to succeed in our handicraft businesses”

The findings suggest a need for targeted support and investment in SMEs to foster a more robust and inclusive economic environment in Zvishavane . Additionally, the need for deliberate corporate social responsibility (CSR) programs is emphasized, indicating the importance of collaborative efforts between businesses, communities, and the government to deliver immediate value.

4.3.4 Unemployment

Unemployment exacerbates existing tensions within households and communities, leading to increased stress and frustration. Unfortunately, sometimes this manifests in the form of gender-based violence, where individuals, particularly women and children, may be at a higher risk of experiencing abuse. Economic strain creates power imbalances and contribute to an environment where such violence becomes more prevalent. The inability to secure steady employment often means that families struggle to provide basic necessities, including food. This leads to food insecurity, where individuals and families do not have reliable access to a sufficient quantity of affordable, nutritious food. The stress and anxiety caused by food insecurity can further strain family relationships and contribute to a range of health issues. One respondent said,

“Being unemployed has been incredibly challenging. Not having a steady source of income has put a strain on my ability to provide for my family. It’s not just about the financial aspect; the uncertainty and stress of not knowing when I’ll find my next job have taken a toll on my mental well-being. Additionally, the lack of financial stability has created tensions within my household, and the pressure to meet basic needs like providing food for my family has been overwhelming. I’m actively seeking employment opportunities, but the current situation has been incredibly difficult to navigate.”

This response reflects the emotional and practical difficulties that individuals facing unemployment may encounter. It underscores the multifaceted impact of unemployment on individuals and their families. Addressing unemployment is not only vital for economic stability but also has profound implications for social well-being. Policies and support systems aimed at reducing unemployment have a positive ripple effect, potentially mitigating instances of gender-based violence and alleviating food insecurity within communities. It is crucial for governments,

organizations, and communities to recognize the interconnected nature of these issues and work toward comprehensive solutions that address both economic and social challenges.

4.4 Murowa Diamonds corporate social responsibility initiative's in Zvishavane

Murowa Diamonds is dedicated to building relationships that benefit the areas in which it conducts business. This section provides a thorough summary of community contacts, including collaborations with small and medium-sized local enterprises, infrastructure development, enhanced food security, economic empowerment, and educational support.

4.4.1 Education

Initiatives for Corporate Social Responsibility at Murowa Diamonds are very important, and the company's ongoing commitment to education is a key component of its long-term goal of developing a talent pool.. Since its founding, Murowa Diamonds has built more than 24 classroom buildings and contributed a total of 24,000 textbooks in an effort to provide communities with long-term educational support. To date, Murowa Diamonds has built classrooms, purchased furniture and stationery, and fed schoolchildren during dry spells by providing them with oatmeal and mahewu, a nourishing drink. With the gift of computers, Bara Wanda Primary School was able to bring nine teachers and 270 students into the digital era. Additionally, the company started the Educational Assistance Programme, which has helped 1000 students with their school expenses to date. The ratio of student textbooks in both primary and secondary school is now 1:1 thanks to textbook gifts from Murowa Diamonds. One of the teachers stated that,

“This is one of the few districts in the country where school children do not share textbooks,”

Through this programme, orphans and disadvantaged children can attend school without worrying about paying tuition, purchasing textbooks as well as stationary. The computer donation to Bara Wanda Primary School is in line with recent advancements in the field of education that encourages the use of ICTs, which is uncommon in rural areas in Zimbabwe. Murowa Diamonds' educational initiatives demonstrates a tangible and positive impact on the community, particularly in terms of educational infrastructure, student support, and academic

performance. These efforts also reflect the company's commitment to Corporate Social Responsibility and align with broader considerations of gender equality, environmental impact, and community development.

4.4.2 Health

RMZ Murowa constructed the Mutambi Clinic, a medical facility that serves as a referral hub for other clinics in the District. Murowa Diamonds' Corporate Social Responsibility programmes and initiatives made the clinic completely furnished, supplied water, and had electricity with a backup solar system. In addition to providing water to the facility and helping to finish the construction of a new maternity waiting room, RMZ Murowa also renovated and fully electrified the Murowa Health Centre. RMZ Murowa Diamonds article noted that:

Murowa Diamonds has assisted in the establishment of hospitals and facilitated funding for physicians to visit community clinics once every two weeks as part of its promotion of Sustainable establishment through Corporate Social Responsibility. The Murowa population was not immune to the consequences of the Covid-19 pandemic in 2019–20. Murowa Diamond's humanitarian effort resulted in the distribution of face masks, ventilators, screening equipment, and hand sanitizers to clinics and adjacent towns. In order to help fight the fatal disease, they also refurbished the Isolation Centre at Lundi Rural Hospital in Midlands Province and gave Covid-19 Personal Protective Equipment (PPE) and preventative consumables to the Zvishavane District Covid-19 Taskforce. To stop the HIV/AIDS epidemic from spreading throughout its areas, particularly among young people, RMZ Murowa has bought multimedia equipment for the Murowa Youth Centre and launched a number of awareness-raising initiatives.

The data presents a comprehensive overview of RMZ Murowa's multidimensional approach to promoting community well-being through infrastructure development, healthcare support, and proactive responses to public health challenges. The company's CSR initiatives have not only focused on addressing immediate health needs but have also prioritized sustainable establishment and long-term health outcomes. The findings underscore the significant positive impact of RMZ Murowa's initiatives on the local populations, contributing to improved public health, enhanced healthcare infrastructure, and proactive responses to public health crises. By prioritizing infrastructure development, medical facility support, and preventative healthcare

initiatives, RMZ Murowa has played an integral role in promoting sustainable development and well-being within the community.

4.4.3 Infrastructure Development Programs

For RMZ Murowa, investing in community infrastructure has always been second nature. One of Murowa Diamonds article stressed that:

To date, they have collaborated with both municipal and federal governments to maintain community and urban highways. The building of factory shells, the electrification of health facilities and schools, the reticulation of water, the construction of bridges and roads, and other initiatives and programmes under the Murowa Diamonds Corporate Social Responsibility umbrella are essential to the development of the area's infrastructure. The Muchekwachekwa River Mhike Pipe Drift Bridge was completed in 201, one year after RMZ Murowa gave the community access to the Jimu Bridge in 2016.

More than 150 community members received much-needed employment from both projects, and during the wet seasons, the bridges made it safer for everyone to access and travel around RMZ Murowa as well as for students and other community members. This reflects RMZ Murowa's significant contributions to community infrastructure development, highlighting the positive impact of these initiatives on the area's overall development and the well-being of its residents.

4.4.4 Food Security

Because of the region's severe, dry weather, RMZ Murowa has focused especially on food security initiatives. The Agricultural Technical and Extension Services Department (AGRITEX), in collaboration with RMZ Murowa, conducted an agricultural training session for community members. RMZ Murowa's article indicated that:

Over 3000 community members have received training in food security initiatives to date. The capacity building initiatives are a supplement to RMZ Murowa's other investments in agricultural productivity, livestock enhancement, crop microirrigation schemes, epi-culture,

and dip tank construction. A small grains programme was started that taught farmers how to grow rapoko, or finger millet, and sorghum. Smallholder host farmers receive knowledge transfer and capacity building from AGRITEX, and the project's overall funding comes from RMZ Murowa. With an anticipated average yield of 3.6 tonnes per hectare, the programme is currently helping over 1500 farmers.

In order to maintain the project's sustainability, host farmers are obliged to donate twice as much seed as was initially issued to the seed bank, which will then be redistributed to new project host farmers. The initiatives have had a significant impact on the community, empowering farmers with knowledge and resources to improve agricultural practices and enhance food security in the region. This reflects RMZ Murowa's comprehensive approach to addressing food security's challenges in the region, emphasizing capacity building, sustainable agricultural practices, and community empowerment. These initiatives not only contribute to improving agricultural productivity but also have a positive impact on the wellbeing and livelihoods of the local community.

4.4.5 Local Employment

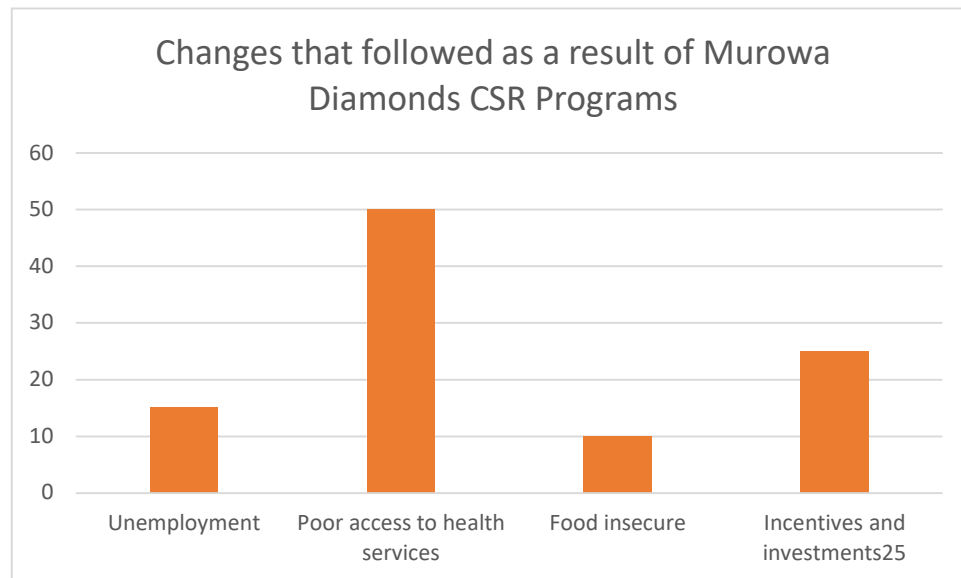
RMZ Murowa actively supports local jobs that improve the well-being of the communities in which they are located. Its pool of local jobs, which includes two districts in the Chivi District and four wards in Mazihwa, reflects its near community footprint. One of the local authorities pointed out that:

The RMZ Murowa local employment projects have directly benefited around 3000 persons throughout the years.

In addition, this demonstrates how Murowa Diamonds Corporate Social Responsibility programmes and initiatives have transformed the livelihoods of local communities and how its programmes are completing the implementation of the SDGs and the Zimbabwean government's National Development Strategy. These policies have seen the rapid transfer of skills into the community, enabling new businesses and other initiatives. This suggests that RMZ Murowa's significant impact on local job creation, community well-being, and sustainable development, emphasizing the transformative effect of its CSR programmes and

initiatives. These efforts align with broader national and international development goals, contributing to the overall prosperity and empowerment of the local communities.

Fig 4.3



4.5 Changes that followed as a result of Murowa Diamonds CSR initiatives

4.5.1 Capacity Building and Skills Transfer

Murowa Diamond Company (MDC) offers complimentary training services focused on diverse areas such as agriculture, irrigation, health and hygiene, agroforestry, and more. This strategic approach aims to cultivate a reservoir of skills that not only enriches the community but also contributes to the overall development and sustainability of the organization. The shared pool of skills is perceived to yield enduring benefits for the host community and the operational efficiency of the mine. One of the local authorities said,

“The complimentary training services offered by Murowa Diamond Company have been immensely valuable, covering diverse areas such as agriculture, irrigation, health and hygiene, and agro-forestry. These programs have not only enriched our skills but have also directly addressed crucial needs within our community. The cultivation of a shared pool of skills is perceived to yield enduring benefits for both our community and the operational efficiency of the mine.”

The programs have been immensely valuable and have enriched the skills of the community members. This suggests that the training has been well-received and has had a positive impact on the participants. The cultivation of a shared pool of skills is perceived to yield enduring benefits for both the community and the operational efficiency of Murowa Diamonds which highlights the recognition of the long-term positive effects of the skills acquired through the training programs.

4.5.2 Local Economic Empowerment

According to RMZ Murowa, encouraging locals to start their own enterprises is a very practical approach to promote sustainability and long-term employment. The firm gives special attention to small-to medium-sized business formation, skill transfer, capacity building, and local employment and procurement. Murowa Diamonds has been actively involved in providing business incubation and training initiatives to assist businesses. In order to empower local communities with small- to medium-sized income-generating initiatives, RMZ Murowa has already taken on the responsibility of developing small businesses, which will promote economic sustainability in the near future. During one of the student interviews, a response was made that suggests that,

“23 students selected from the community, pioneered a vocational skills programme in garment making and steelworks at the Murowa Business Centre Factory Shells and the trainings were a partnership between RMZ Murowa and the Zvishavane Vocational Training Centre”.

The student’s response in the interview underscores the impact of RMZ Murowa’s initiatives, emphasizing the practical vocational skills training provided to community members, which aligns with the company’s focus on skill transfer and capacity building. This highlights RMZ Murowa’s holistic approach to promoting local entrepreneurship, skill development, and economic sustainability, emphasizing capacity building, partnerships, and the positive impact on community members’ livelihoods. These initiatives contribute to the overall empowerment and self-reliance of the local community, aligning with broader considerations of sustainable economic development.

4.5.3 Improved Food Security

As per information provided by the mine management, Murowa's CSR initiatives include an input scheme designed to supply agro-fertilizers, seeds, and chemicals to the communities, thereby contributing to enhanced food security. One respondent said,

"Our supply of seeds, fertilizers and medicines from Murowa Diamonds has helped us in our farming which has also enabled us to get food for our families and also the training we have been given about protecting our crops is helping us to have knowledge and skills in our farming."

The impact of Murowa Diamonds' initiatives, as expressed by the respondent, is significant in several ways. Firstly, the provision of agro-fertilizers, seeds, and chemicals has directly improved agricultural productivity and food availability within the community. This demonstrates a tangible and positive effect on the local agricultural sector, potentially leading to increased food security and economic stability for the farmers. Additionally, the farmer training and capacity-building courses have empowered the local farmers with the knowledge and skills necessary to achieve optimal yields from their crops. This impact extends beyond immediate agricultural productivity and contributes to the longterm resilience and self-sufficiency of the community. By equipping farmers with the resources for sustainable agricultural practices, these initiatives have the potential to foster lasting positive effects on the local economy and food security.

4.5.4 Access to Education

Murowa Diamond's efforts in the education sector, directly contribute to the positive transformation of learners' lives within the community. In an interview with DDO's representatives he alluded that;

"The impact of Murowa Diamond's initiatives in Zvishavane district especially in the education sector is of paramount importance which is reflected in the escalating school pass rates which shows that the programmes are impacting the lives of learners in a positive way".

This impact is multifaceted: it signifies improved educational outcomes, potentially breaking the cycle of poverty and enhancing socio-economic prospects; fosters empowerment and aspiration among students, positively impacting community morale and outlook; influences broader community development by creating a well-educated population capable of contributing to social, economic, and cultural progress; and enhances the reputation of educational institutions, fostering community pride and attracting support for further educational initiatives. In essence, the rising school pass rates resulting from Murowa Diamond's education initiatives signify a transformative impact on the lives of learners, with far-reaching implications for individual empowerment, community development, and the overall well-being of the district.

4.5.5 Community Health

As per the respondents in this study, MDC is deeply involved in initiatives focused on enhancing healthcare delivery services within the community. Health officials emphasized that the organization regularly engages a medical doctor to provide free medical services to the host communities on a fortnightly basis, demonstrating a commitment to promoting community health. Additionally, participants from the education sector highlighted Murowa's innovative approach to HIV and AIDS awareness through sport, citing the YES program and VCT sessions as instrumental components of the CSR program. These initiatives underscore the company's multifaceted efforts to address health-related challenges within the community, reflecting a holistic approach to community well-being. One of the community members alluded that,

“Now we can easily access health services and medication at affordable prices locally”

The testimonial from a focus group respondent highlights the gratitude and positive impact of Murowa Diamonds' initiatives, particularly in providing access to healthcare resources and preventing the spread of diseases in the community. The company's initiatives align with the United Nations' Sustainable Development Goals, particularly in the areas of good health and well-being, sustainable cities and communities, and partnerships for the goals. The data collected from RMZ Murowa's healthcare and community development initiatives demonstrates a holistic and impactful approach to improving the wellbeing and healthcare access for local populations. These efforts align with broader considerations of

sustainable development and community health, and the testimonial reflects the positive impact of these initiatives on the community.

4.5.6 Water Resources

Water is a basic human need for societies since it is valuable for many domestic uses, including drinking, farming, and industrial processes. For drinking, sanitation, and other necessities like starting micro-irrigation projects, communities want clean water. Water has been supplied to schools, clinics, and amnesties by RMZ Murowa through the construction and restoration of boreholes. With technologies built to reduce water waste, RMZ Murowa has been able to provide more water sources as part of the community micro-irrigation plan. In addition, inland dams and weirs have been able to store more water tanks for the desalting of community dams. The availability of water supports the growth of the communities' market gardens and agricultural outputs. In an interview one respondent asserts that;

“We have also been able to drink clean purified water, which reduces the spread of cholera”

The respondent's assertion in the interview emphasizes the significance of access to clean water in preventing waterborne diseases like cholera, highlighting the direct impact of RMZ Murowa's initiatives on community health and well-being. This reflects RMZ Murowa's comprehensive approach to addressing the importance of clean water for communities, emphasizing technological innovations, conservation efforts, and the positive impact on agricultural output and community health. These initiatives align with broader considerations of water conservation and sustainable development, contributing to the overall wellbeing of the local community.

4.5.7 Humanitarian Assistance

Murowa Diamonds has played a pivotal role in providing philanthropic support to the welfare of Zvishavane district, particularly during times of disaster. The organization's humanitarian assistance to the community has been instrumental in addressing the impact of drought, a recurring challenge in parts of the district.

Murowa Diamonds article stated that:

Notably, the community has consistently received approximately 15 tons of sorghum seed packs and 35 tons of fertilizer annually, demonstrating Murowa's commitment to mitigating the effects of drought on local agriculture. Furthermore, the company's support extends to improving nutrition among school children, with over 1,661 children in schools benefiting from the donation of not less than 7 tons of Mahewu over the years.

Murowa Diamonds' philanthropic support has a tangible and positive impact on the welfare of the Zvishavane district, particularly in addressing the challenges posed by recurring drought. The provision of agricultural support and nutritional assistance reflects a commitment to enhancing the resilience and well-being of the community, showcasing the organization's significant contribution to the local community.

4.6 Challenges faced by Murowa Diamonds in their CSR initiatives in Zvishavane

Murowa Diamonds like many other mining companies faces a variety of challenges in implementing sustainable projects in Zvishavane District which is discussed in this section as it unfolds.

4.6.1 Environmental Impact

One major element that has impacted Murowa Diamond's operations is the environmental impact of the company's developments in Zvishavane. Deforestation, water pollution, and habitat destruction are just a few of the negative effects MDC activities have on the environment.. All participants who were present at the two focus group discussion were in agreement that the environment was at the receiving end despite all these developmental effort and one respondent alluded that;

"If you look at our community, there are gulleys everywhere, and we are afraid that during the rainy season, our children will be facing great danger"

There is a deep-seated fear and concern about the potential long-term consequences of environmental degradation caused by mining activities. Conducting regular environmental

impact assessments is crucial because, according to the student-led focus group talks, 80% of the respondents expressed concern about the environmental deterioration caused by the exploration for Murowa Diamonds. Therefore, it is imperative that RMZ Murowa adopt sustainable practices in order to lessen these detrimental and expensive effects

4.6.2 Community Relations

There are allegations that Murowa Diamonds' operations in Zvishavane is breaking local customs. Mining operations frequently upend nearby communities and customs. There are concerns expressed over the forced relocation and disruption of local populations' way of life resulting from mining activities in Murowa. Community cohesiveness and cultural legacy has been lost as a result of this unforeseen relocation. Additionally, there are allegations that Murowa Diamonds' operations has damaged or encroached upon local communities' sacred places and cultural heritage sites. In an interview one respondent implied that:

“Yes, we are seeing the benefits through the development projects being implemented by Murowa Diamonds, but these projects are disrupting our culture and social conditions in our community”

Members of the local community have a deep sense of concern and lamentation over the perceived erosion of cultural traditions and values due to the actions of Murowa Diamonds. The allegations of breaking local customs, forced relocations, and encroachment upon sacred places and cultural heritage sites highlight the profound disruption caused by mining activities.

Chapter Summary

The presentation, examination, and interpretation of the data gathered from participants through focus groups, one-on-one interviews with beneficiaries, DDO office personnel, and interviews with Murowa community members constituted the primary focus of the chapter. The data was displayed using bar graphs and pie charts. Further fact-finding was made possible by the use of openended questions in the data gathering phase of the study, which helped the researcher understand the phenomenon which was being studied better.

CHAPTER V

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The primary objective of this chapter is to provide a concise overview of the study, highlighting the key research findings and drawing a conclusion. Additionally, it emphasized the recommendations and suggestions proposed by the researcher findings, aiming to guide future research endeavours. The chapter concludes by identify areas that require further study.

5.2 Summary

The first chapter of the dissertation offers a comprehensive overview of the study, including its background, aims, objectives, and research questions. It emphasizes the significance of the research, focusing on the impact of Murowa Diamonds' Corporate Social Responsibility (CSR) initiatives on community development in Zvishavane District from 2018 to 2022. The chapter addresses the growing importance of CSR in the mining sector and examines specific CSR activities by Murowa Diamonds and their effects on the local community. Additionally, it highlights the study's relevance to the community, corporations, and the university, outlining practical lessons and best practices. The chapter also discusses the study's delimitations and limitations, acknowledging the scope and potential challenges of the research. Overall, it sets the stage for the subsequent chapters, providing clarity on the study's context, purpose, and scope.

Chapter 2 of the dissertation provides a comprehensive review of existing literature and empirical evidence relevant to the study. It begins by presenting the theoretical framework, the social capital theory, and then explores CSR initiatives in Africa, emphasizing their transformative influence on community development, healthcare, education, and infrastructure. The chapter also addresses the challenges encountered by organizations in their CSR endeavors and provides country case experiences, highlighting the practices of Corporate Social Responsibility in the United Arab Emirates and South Africa.

Chapter 3 outlines the procedures for data collection, presentation, and analysis used in the study. It discusses the research philosophy, methodology, design, population, sample, sampling methods, data collection tools, validity, reliability, and ethical considerations. The chapter provides a comprehensive plan for data collection and analysis, laying the groundwork for the subsequent chapter that focused on data analysis.

Chapter 4 presented and analyzed data gathered from interviews and focus group discussions with the Murowa community members, NGO representatives, and the DDO's office. It covered the response rate, gender and age distribution of respondents, problems faced by the community

before Murowa's arrival, Murowa Diamonds' CSR initiatives, changes following these initiatives, and challenges faced by Murowa Diamonds in their CSR efforts. The data is presented using bar graphs and pie charts, and the chapter provides a comprehensive understanding of the impact of Murowa Diamonds' initiatives on the community, as well as the challenges encountered.

Chapter 5 synthesizes the study's findings on Murowa Diamonds' CSR initiatives in Zvishavane District. It revisits the research questions, highlighting positive impacts in healthcare, education, and infrastructure, while also addressing ongoing challenges faced by the community and the company. The chapter offers recommendations for improving CSR practices to enhance community engagement and sustainability. It concludes by discussing the study's limitations and suggesting directions for future research, emphasizing the need for ongoing evaluation of CSR efforts to promote community resilience and growth.

5.3 Conclusion

Based on the findings, the researcher concludes that Murowa Diamonds' Corporate Social Responsibility (CSR) initiatives significantly enhance community development in Zvishavane District. The company's commitment to education is evident through the construction of classroom buildings, provision of textbooks, and support for schoolchildren, which collectively contribute to improved educational infrastructure and student welfare. Furthermore, the establishment and support of medical facilities, along with the distribution of essential medical supplies, have markedly enhanced public health and healthcare infrastructure within the community.

Murowa Diamonds has also collaborated with local and federal governments to maintain community and urban highways, electrify health facilities and schools, and undertake various infrastructure development projects. These initiatives have had a positive impact on the overall development and well-being of residents. In addressing food security, the company's focus on agricultural training and capacity building has empowered local farmers, thereby improving food security and enhancing livelihoods in the region. Additionally, Murowa's support for local employment has directly benefited approximately 3,000 individuals, transforming livelihoods and contributing to sustainable development that aligns with broader national and international development goals.

The CSR initiatives of Murowa Diamonds extend to complimentary training services in diverse areas such as agriculture, irrigation, health, and agro-forestry, thereby enriching the skills of community members and fostering overall development and sustainability. The company's emphasis on small- to medium-sized business formation, skill transfer, and capacity building promotes economic sustainability and entrepreneurship, aligning with essential aspects of sustainable economic development. Moreover, the provision of agrochemicals, seeds, and fertilizers has directly enhanced agricultural productivity and food availability, further contributing to food security and economic stability for local farmers.

Murowa Diamonds' efforts in the education sector have led to improved educational outcomes, facilitating the breaking of poverty cycles and enhancing socio-economic prospects for students, thereby fostering empowerment and improving community morale. Additionally, the company's multifaceted approach to healthcare delivery has had a holistic impact on well-being and

healthcare access for local populations, aligning with sustainable development goals. The provision of clean water, agricultural support, and nutritional assistance underscores the company's commitment to enhancing community resilience, particularly in the face of challenges posed by recurring droughts.

However, Murowa Diamonds has encountered several challenges in implementing its CSR initiatives. Environmental concerns, including deforestation, water pollution, and habitat destruction, raise important questions regarding the long-term consequences of these activities. To mitigate these detrimental effects, it is imperative for the company to adopt sustainable practices and conduct regular environmental impact assessments. Additionally, allegations of violating local customs, forced relocations, and encroachment upon sacred cultural heritage sites have disrupted local communities, leading to the erosion of community cohesiveness and cultural legacy. The perceived impact of these actions on cultural traditions and values has raised significant concern among community members, highlighting the need for a more culturally sensitive approach in CSR practices.

5.4 Recommendations

- Murowa Diamonds should conduct regular and comprehensive environmental impact assessments to monitor and mitigate the negative effects of mining activities, such as deforestation, water pollution, and habitat destruction. This will help in adopting sustainable practices and minimizing environmental degradation.
- Murowa Diamonds should prioritize meaningful engagement with local communities to understand and respect their customs, traditions, and sacred places. Efforts should be made to minimize forced relocations and disruptions to local populations' way of life. Preserving cultural heritage and community cohesiveness should be integral to the company's operations.
- Murowa Diamonds should maintain transparency in decision-making processes and ensure accountability for the company's actions. Open dialogue and collaboration with community members can help address concerns and build trust.

5.5 Areas of further research

The author suggests conducting additional study to evaluate the execution of the proposed suggestions which could be conducted in a different place with a different population to gather more comprehensive insights.

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Annexure 1

INTERVIEW GUIDE FOR THE ZVISHAVANE DISTRICT

Organization: Murowa diamonds in Zvishavane

Introduction:

Good day. Thank you for taking the time to participate in this interview. The purpose of this interview is to gather insights and perspectives on the effectiveness of corporate social responsibility in Murowa diamonds in Zvishavane. Your valuable input will contribute to the research study conducted by Nyandoro Runyararo, a student at Bindura University. Please note that your participation in this interview is voluntary, and all information shared will remain confidential. With your consent, the Interview will be recorded for accurate transcription and analysis purposes. Are you comfortable with these conditions?

Questions

1. Can you briefly describe your role and responsibilities within Murowa diamonds
2. In your opinion, what are the key factors that influence the effectiveness of corporate social responsibility in Murowa diamonds ?
3. How is Murowa diamonds currently structured to ensure effective corporate social responsibility ?
4. What mechanisms or processes are in place to ensure accountability and transparency in decision-making within Murowa diamonds?
5. Have there been any recent policy changes implemented by Murowa diamonds .If yes, how have these policy changes impacted Zvishavane district?
6. What are the major challenges faced by Murowa diamonds in implementing and maintaining effective corporate social responsibility?
7. Are there any specific initiatives or strategies in place to address these challenges and enhance corporate governance within Murowa diamonds?

8. How does Murowa diamonds engage with stakeholders, such as parents, teachers, and students, to ensure their participation in decision-making processes?
9. In your opinion, what policy solutions or improvements can be implemented to enhance the effectiveness of corporate social responsibility in Murowa diamonds.
10. Are there any best practices or success stories from other countries or organizations that Murowa diamonds could learn from to improve its corporate social responsibility ?

Thank you for your valuable insights and time.