

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCE

DEPARTMENT OF LOCAL GOVERNANCE

**EFFECTIVENESS OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES ON
SERVICE DELIVERY. A CASE OF HARARE CITY, ZIMBAWE**

BY

PROSPER MHETA

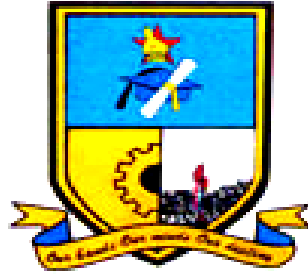
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DEDICATION

I devoted this dissertation to my parents; **Luckson Charles Mheta** and **Jane Chiwanga (Mheta)** who inspired me to be passionate with school and everything I do even today. They were my rock and the wind beneath my wings. Their warm gentle hands, hopeful encouragement, all abiding love; good humoured advice will indeed be greatly appreciated. This piece of work is also dedicated to my aunty **Alice Chiwanga** for her unconditional love and indeed unwavering financial support which she always offered. It was hard but you stood strongly to make my life a success. No words are sufficient enough to describe your contribution to my life. Your loyalty, integrity and encouragement have been and will still remain instrumental in overcoming several hurdles in my life. May the good LORD continue to bless you all in everything that you might wish to do in life, I pray. Amen.

ABSTRACT

The study sought to measure the effectiveness of Corporates Social Responsibility Activities on service delivery among the companies operating in Harare. The problem to be investigated emanates from the criticism the City of Harare had suffered over failure to deliver the anticipated services to the residents. Most companies are operating without much consideration to the environment and society within which they operate and some operations have led to outbreak of diseases through air and water pollution, road damages among other effects. This investigation therefore seeks to find out the visible and notable activities being carried out by companies in Harare as a way of ploughing back to the community (social responsibility). Also to note is the extent to which these activities have helped in improving the service delivery system in Harare. The main objectives of the study were to identify the corporate social responsibility practices done by companies in Harare, to assess the effectiveness of corporate social responsibility activities on service delivery as well as to identify ways in which to improve corporates' social responsibility practices. A case study research design was used to allow the researcher to examine the case under study and within the context as well. A total number of five companies was used as sample population to represent the rest of other companies in Harare in this research and explore the corporate social responsibility activities that are being practiced by such companies. The non-probability sampling technique was used to allow the researcher to gather the relevant data required in the research. Questionnaires and interviews were used as research instruments. The study found out that there is a significant contribution through CSR activities that are carried in Harare. The assistance provided by corporates range from refuse collection, road maintenance and provision of water services. The study revealed that a considerable number of boreholes were drilled mainly by churches to reduce problems of water shortages. Also a number of litter bins were installed in various places within the city especially in the Central Business District to enhance refuse collection. In addition roads were also being maintained by corporates to ensure accessibility. A number of recommendations were made in line with CSR practices. Some of the recommendations include the following; corporate social responsibility practices should be sustainable. For instance if boreholes are drilled they should be maintained. It should not just be for publicity but should be a solution to problem. The political environment should be friendly enough to enable corporate social responsibility practices. There is need to have an effective corporate social responsibility policies that govern the operations of companies and also stating exactly what the companies are expected to do as part of corporate social responsibility. The economic policies of the nation should be accommodative and user friendly to stimulate effective business operations thus paving way effective CSR. For example the profit sharing system under the indigenization policy is not fair companies as such they become reluctant on the aspect of CSR.

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DECLARATION

This piece of academic research is **my own** original work and has not been presented in any other university. All the sources that I have used or quoted have been **indicated and acknowledged** by means of complete references.

LIST OF ABBREVIATIONS

| | |
|---------|--|
| CSR | : Corporate Social Responsibility |
| UN | : United Nations |
| WBCSD | : World Business Council for Sustainable Development |
| CSOs | : Civil Society Organisations |
| CSRCA | : Corporate Social Responsibility Company Act |
| WCED | : World Commission on Environment and Development |
| HCSRI | : Handbook on Corporate Social Responsibility in India |
| NGOs | : Non-Governmental Organisations |
| CII | : Confederation of Indian Industries |
| UM | : Unki Mine |
| SPDC | : Shell Petroleum Development Company |
| RTG | : Rainbow Tourism Group |
| TPZ | : Tobacco Processors of Zimbabwe |
| ZANU.PF | : Zimbabwe African National Unity Patriotic Front |

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CHAPTER 1

INTRODUCTION

1.0 Introduction

This research aims at investigating the effectiveness of the activities carried out by the companies as part of corporate social responsibility on service delivery. The study used the city of Harare as the area of the whole study. This particular chapter is characterized by the background of the study, statement of the problem, research objectives, and research questions, significance of the study, delimitations of the study as well as limitations were scrutinised in this section.

1.1 Background of the Study

Harare is the capital city of the nation Zimbabwe located north east of the nation in the midst of the historic Mashonaland. It is because of the city's population size and activities that it has a provincial status on its own and has an estimated population of about one million six hundred and nineteen people (1,619,000) (Demographia World Urban Areas, 2013). Administratively, Harare is a metropolitan province which involves surrounding towns such as Chitungwiza and Epworth.

The city is the country's leading financial, commercial, communications center. It is also a central trading area for cotton, tobacco, maize as well as citrus fruits. Among the goods manufactured in Harare include chemicals, textiles and steel. Being the hub of major economic and business activities, many companies and industries were established so as to capitalize on such opportunities. The city is characterized by many industries which include both light and heavy industries. These industries stimulate the economic well-being and sustainability of the city through employment creation, local trading, tax payment as well as social responsibility practices.

Today, more and more companies are realizing that in order to stay productive, competitive, and relevant in a rapidly changing business world, they have to become socially responsible. In the last decade, globalization has blurred national borders, and technology has accelerated time and masked distance. Given this sea change in the corporate environment, companies want to increase their ability to manage their profits and risks, and to protect the reputation of their brands. Because of globalization, there is also fierce competition for skilled employees,

investors, and consumer loyalty. How a company relates with its workers, its host communities, and the marketplace can greatly contribute to the sustainability of its business success (Catalyst Consortium, 2002)

Harare City council is faced with numerous criticisms from residents and corporate world over its failure to effectively deliver services such as supply of clean and safe water, good road networks, health facilities just to mention a few. Reasons like poor governance as well as corruption have been leveled against the Council. Notwithstanding these reasons, it is pertinent for one to observe that corporate organizations for example manufacturing industries play a major role in burdening the local authority to deliver safe and clean water through their disposal of effluent to water bodies that supply Harare with both industrial and domestic water. This research intends to explore the activities by these companies and see whether they have a negative or positive impact to the Council's efforts to offer services. Corporates practices are not given special consideration yet they in turn can strongly cripple the smooth delivery of public goods by the local authority.

1.2 Statement of the Problem

In this contemporary business world corporate social responsibility has taken a new twist in effectively support local government's efforts to deliver services. In Zimbabwe, companies have not effectively embraced this culture. Most companies are operating without much consideration to the environment and society within which they operate. Some companies operations have led to outbreak of diseases through air and water pollution, road damages as a result of heavy vehicles use, sub-standard health services as well as housing shortages. It is through corporate social responsibility that these companies should effectively participate in assisting the city of Harare to deliver services than to just blame the council over its failures. This investigation therefore seeks to find out the visible activities being carried out by companies in Harare as part of social responsibility. Also to note is the extent to which these activities have helped in improving the service delivery system in Harare.

1.3 Objectives of the Study

- ✚ To identify the corporates' social responsibility activities practiced by companies in Harare

- ✚ To assess the effectiveness of corporates' social responsibility activities on service delivery
- ✚ To identify ways in which to improve corporates' social responsibility practices

1.4 Research Questions

- ✚ What contribution does corporates social responsibility activities have on service delivery?
- ✚ In what way are the companies practicing social responsibility?
- ✚ How effective are the practices done by companies in Harare on service delivery?
- ✚ What strategies can be put in place in a way to improve corporate social responsibility practices in Harare?

1.5 Significance of the Study

The research has a special significance in a number of ways. It shall breed deep understanding and knowledge to the researcher on how to carry out a comprehensive academic material. It is indeed of paramount importance to note is aimed chiefly at coming out with visible and tangible evidence of the corporates social responsibility activities in Harare which complement delivery of services. Also to note is that the research seeks to explore the companies' activities which oppose the principles of social responsibility and those that affect the environment and societies within which these companies might be operating.

In addition to the above, the study shall contribute something to the body of knowledge at Midlands State University and will also shed light to future researchers who would want to carry out studies in the similar field. This study would also give the department of local governance studies opportunity to make amendments where possible in the program might it be modules that contain information closely related to the field of governance? Also this study is there to suggest ways in which the corporates social responsibility practices can be improved. For instance, it can be improved by formulating policies that guide operations of companies in Harare in the light of corporate social responsibility as well as establishment of harmonious operating environment to stimulate the process.

1.6 Delimitations of the Study

The city of Harare shall be exclusively the researcher's area of study in the scrutiny of corporate social responsibility activities by business organizations. The area to be considered is only that which falls under the jurisdiction of Harare city council. Areas surrounding Harare such as Chitungwiza, Ruwa, Mabvuku, Norton, Manyame and Domboshava shall not be considered though some might have contribution to the topic under study. Officials from relevant departments from both Council and business organizations in Harare shall respond to questionnaires and interviews to be used. The targeted area shall be the various business organizations in the city as well as the Council in question.

1.7 Limitations

A variety of important aspects are to be considered in this research as limitations to the study. Among these include the financial resources. This is very vital in the sense that the researcher is obliged to travel swiftly to gather the exact information from the relevant companies. Therefore there is need for money to cover for all such travel expenses as well as the purchase of other things like stationary, food among other things.

Also, limited time to fully carry out the research is another factor to be observed. The timeframe which would be given to the researcher by the university or department will probably be inadequate as some of the information is not easy to access. This is also coupled with lack of cooperation from the respondents who also can resist disclosing the required information or either would just delay the researcher from collecting data within the possible timeframe.

It is also vital to note that there are suggested solutions to the limitations afore mentioned. Firstly the researcher can involve interested stakeholders to aid in funding, making sure that voluntary interviews are being conducted thereby working with respondents who are willing to discuss relevant issues. In addition, there is also need to set appropriate dates and time to work on the research and ensure that one is more committed to the work so as to avoid waste of time. Lastly, it is indeed very crucial for one to note that ensuring privacy and confidentiality can help to gather information from the respondents for they will be rest assured that information disclosed will be exclusively for academic purposes

1.8 Definition of Terms

Corporate Social Responsibility:

Matunhu (2015) defines Corporate Social Responsibility (CSR) as a 'formal and informal' way in which businesses make a contribution to improving conditions for the regions in which they are operating. Companies express this citizenship through their waste reduction processes, by contributing to educational and social programs as well as earning adequate returns on the employed resources.

Effectiveness

According to the Australian Government Productivity Commission (AGPC), (2013) effectiveness is the extent to which stated objectives are met, the policy achieves what it intended to achieve. Effectiveness of programs generally focus on measuring the changes in outcomes that reflect the objectives of the program.

Service delivery

It is defined as a product or activity that meets the needs of a user or can be applied by a user. Service delivery is guided by a set of clear and public criteria with explicit indicators that define the service delivery performance by which Support Services can be monitored and reviewed (Department of Education and Children's Services (DECS), 2011)

1.9 Summary

The chapter gave an insight on the background of the study, statement of the problem, significance of the study, assumptions, definition of terms, delimitation of the study, and limitations of the study. Corporate social responsibility is a global concern where companies engage in such activities to gain corporate reputation and harmonious working environment. However, in Zimbabwe the concept has not yet been given maximum attention due to various bottlenecks which some of them include the ill performing economy. Despite all the economic challenges some companies in Harare have fully embraced the idea of corporate social responsibility. Some have also taken a step in assisting the council to deliver public services.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter looks closely at previous researches carried out by different authors related to corporate social responsibility activities. An analysis of the information was carried out to identify the research gap which becomes the major focus of the research. The essence of this chapter is to look at what others have to say about the topic (Babie, 1992:100). It attempts to identify, locate and synthesise complete research articles, books and various academic material on specific problem of the research topic. The findings were summarised to find out the role of this research study. The chapter therefore focuses on the definitional construct of the concept, Evolution of Corporate Social Responsibility, Corporate Social Responsibility as a multifaceted concept, Corporate Social Responsibility and Ethics, Benefits of Corporate Social Responsibility, Corporates' Social Responsibility activities, Corporates' Social Responsibility practices and Corporate Reputation, Challenges associated with the practices of Corporate Social Responsibility, Legal environment on Corporate Social Responsibility in Zimbabwe, Views on Corporate Social Responsibility activities among other critical and relevant aspects of Corporates' Social Responsibility practices.

2.1 What is Corporate Social Responsibility?

Visser (2008) cited in Matunhu (2015) defines Corporate Social Responsibility (CSR) as a 'formal and informal' way in which businesses make a contribution to improving conditions for the regions in which they are operating. In a sense, CSR is about a company's concern for such things as community involvement, socially responsible products and processes, concern for the environment and socially responsible employee relations (Aras and Crowther, 2008). In addition to that, the assessment adopts the definition of CSR by the United Nations (UN) and by the World Business Council for Sustainable Development (WBCSD) which regards CSR as the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life (WBCSD; 2005). The establishment of linkages with society allows greater freedom of operation and contributes positively to the image of the businesses. Thus businesses and social initiatives are intertwined. Lantos (2001) and Heap (2000) support this notion and stress that CSR should be a strategic function of business organisations.

There are various names that can be used to caption Corporate Social Responsibility (CSR). Rangan et al (2012) state that CSR can be called strategic philanthropy, corporate citizenship, social responsibility, corporate societal accountability and other monikers. As the names imply, each carries with it a certain perspective on the role of business in society. This perspective is also supported by the business dictionary which defines CSR as a company's responsibility towards the community and environment (both ecological and social) in which it operates. It is of great importance to note that the definition goes on to state that companies express this citizenship through their waste and pollution reduction processes, by contributing educational and social programs as well as earning adequate returns on the employed resources. Social responsibility of business is associated with the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time' (Carroll 1979, 1991).

Tsoutsoura (2004) has also the same idea in the definitional construct of CSR. The author made special reference to the Business for Social Responsibility (BSR) and defined corporate social responsibility as "achieving commercial success in ways that honor ethical values and respect people, communities, and the natural environment." Worth noticing is the fact that the definition by the business dictionary and that of Matunhu (2015) which states that CSR is the commitment by which businesses demonstrate special concern to improve conditions for the regions in which they are operating is the most appropriate to this research. The reason for this is that corporates' commitment is usually witnessed through the various positive and productive activities they would be carrying out to support the communities. Thus the research's main objective to analyse the effectiveness of such activities on service delivery in the city of Harare.

In the United Kingdom, the labour government defined the corporate social responsibility as 'behaviours that goes beyond basic legal requirements' and it has strengthened their three pillars of CSR practices. The pillars include the idea that an organisation should recognise that its activities have a wider impact on the society in which it operates; in response, the organisation should take account of the economic, social, environmental and human rights impact of the activities across the world; the organisation should seek to achieve benefits by working in partnership with other groups and organisations. In contemporary world, the prominence of Corporate Social Responsibility for the United Kingdom regulated industries, specifically, the water, energy, transport and communications sectors, has been recognised

because of the distinctive position such sectors hold in relation to customers as well society. This means that, the water companies are licensed to supply customers with clean and safe water, the energy and transport firms are anticipated to prioritise, over and above business imperatives, the health and safety of customers, and the integrity and privacy of a telephone call is a prerequisite of a 'license to operate' for a telephone company Vass, (2002).

2.2 Legal environment on Corporate Social Responsibility

The discipline of corporate social responsibility has become great interest considering various reasons. It is mainly because the concept is now enshrined within statutory provisions (www.miningwatch.com, 17/03/16). The indigenization Act in the mining sector in Zimbabwe, which has paved way for Corporate Social Responsibility in form of the Community Share Ownership Programmes (CSOP) is now legal regulation. The proceeds according this law must go towards the provision, operation and maintenance of schools and other educational institutions and facilities and amenities connected educational scholarships, hospitals, clinics and dispensaries. In addition, in rural areas the support must be channelled on the provision and maintenance of dipping tanks, development and maintenance of roads, development and maintenance of water works and water sanitation works, gully reclamation and other works related to soil conservation and prevention of soil erosion, and the conservation and prevention of environmental degradation (www.myiee.gov.zw, 17/03/16).

Mandina et al (2014) states that Corporate Social Responsibility is an area of interest since most organizations are now committed the societal marketing concept which gives emphasis to the fact that firms must not only be concerned about themselves but also about the society's well-being and lastly organizations in the 21st century are becoming more involved in the social welfare of the community, this has motivated this research, as it will enable the researcher to gain more insight on this concept of social responsibility. Carroll (1991) considers the laws and regulations as the 'codified ethics' of society. They represent 'partial fulfilment of the social contract between business and society'. With respect to the scope of the legal responsibilities, some advocate its expansion to encompass more regulation.

In addition, Vass (2003) stated that the companies in United Kingdom especially industries are regulated and guided by law in their business operations. The law is there to ensure that companies are not concentrating on profit maximisation while neglecting the society in which they operate. Corporations in UK such as BT, Railtrack, Seven Trent, Powergen and Thames

Water are cited often as examples of companies that have improved social, environmental performance and communication with stakeholders in compliance with the law (Scates , 1994). It is vital to observe that regulators are given the responsibility to promote social and environmental goals using regulatory and non-regulatory tools. The objective include the enforcement of conditions into the licence of operators, the application of sector specific codes of conduct and the setting of quality performance standards among others.

In line with the issue of legal environment on CSR, the government India established a robust legislation called Corporate Social Responsibility Companies Act (CSRCA), Hanbook on CSR in India (2013). With special reference to section 135(1) companies are obliged of establishing a CSR committee to prepare policies of the company which should include specific projects and programmes to be undertaken, preparation of a list of CSR programmes which a company plans to undertake during the implementation year, specifying modalities of execution in the areas/sectors chosen and implementation schedules for the same. Also the section provides that, CSR Policy would specify that the corpus would include the following: 2% of the average net profits, any income arising therefrom as well as surplus arising out of CSR activities.

The statutory provision goes on to stipulate that corporations may where necessary collaborate or pool resources with other companies to carry out CSR activities and any spending incurred on such partnership efforts would qualify for computing the corporate social responsibility spending. It must be noted that only activities which are not exclusively for the benefit of employees of the company or their family members shall be considered as CSR activity meaning that the country requires companies to adopt the concept on a broader spectrum

2.3 Synonyms of Corporate Social Responsibility

Apart from the generally accepted definitions of the CSR, there are various concepts that are used synonymously and this has caused confusion among readers. A list of some of the terms which are often used interchangeably to talk about corporate social responsibility was brought by Carroll (2008). They include the following: “business ethics, corporate citizenship, corporate accountability, and sustainability” (Carroll, 2008, p. 38).

2.3.1 Corporate citizenship

Corporate citizenship is another concept which is often used synonymously for CSR. The Canadian Oxford dictionary by the Oxford University press defines a corporate citizen as a business corporation considered in term of its responsibility to society as a whole (corporate

citizen, 2004). Carroll (2008, p. 37) states that “corporate citizenship may be broadly or narrowly conceived”. Hence, depending on which way it is defined, the concept seems to overlap more or less with the concept of CSR.

2.3.2 Corporate accountability

Corporate accountability is often used to talk about CSR and sometimes used as a synonym for it. However, Craps (2012) states that corporate accountability is actually part of CSR. If a company wants to be socially responsible, it has to be accountable (Craps, 2012). According to Craps, accountability refers to the recognition by an organization of the impact it has on the external environment. On top of that the organization has to assume responsibility for those effects to all involved parties/stakeholders (Craps, 2012). Corporate accountability also requires a willingness of the company to report to all its stakeholders in a transparent way.

2.3.3 Corporate sustainability

Sustainability is often used to describe a type of development. Sustainable development is a development which meets the needs of the present without compromising the ability of future generations to meet their own needs (World Commission on Environment and Development [WCED], 1987, article 27). According to the WCED (1987), the concept of sustainable development implies limits. These limits are not necessarily absolute, but “limitations imposed by the present state of technology and social organization on environmental resources and by the ability of the biosphere to absorb the effects of human activities” (WCED, 1987, article 27)

2.3.4 Business ethics

According to the dictionary of human resource management by Oxford University Press (2008), business ethics is the application of ethical reasoning to the situation of business organizations (Business ethics, 2008). While CSR requires ethical reasoning, business ethics and CSR are not completely the same. Business ethics can be considered part of CSR, which is clearly illustrated in the hierarchical approach. Carroll (2001) talks about ‘the pyramid of corporate social responsibility’ and suggests that four kinds of social responsibilities constitute total CSR: economic, legal, ethical, and philanthropic. He believes that there is a hierarchy in these company responsibilities and that’s why his framework is often referred to as the ‘hierarchical approach to CSR’ (Craps, 2012a).

2.4 Evolution of Corporate Social Responsibility

The concept of Corporate Social Responsibility (CSR) was coined around 1953 following the Baveris Social Responsibility (Post et al, 2002). Watch Report (2006) coined that CSR is as old as trade and business where any form of corporations, industrialisation and impact of business on society led to a completely new vision. It is believed that the nature and scope of CSR changed over time (Ackerman and Baver, 1976). In addition, the evolution of corporate social responsibility is traced from the 18th century with the great economist and philosopher Adam Smith expressing the classical or traditional model of business which in essence suggested that the needs of a society could be best mate by the organisations and individuals in the market place (Moskowitz, 2008).

The formation of business entities gave birth to CSR. The idea of CSR first appeared in the United States around the start of the 20th century (Matunhu, 2015). According to Carroll (1989), there are three critical turning points in the evolution of CSR. The first one is the Entrepreneurial era. During this era the American businessmen were building industrial empires. They abused their power and were found guilty of anti-social and anticompetitive practices. The USA government had to enforce laws whereby business had a role to play in society beyond profit maximisation. The Depression era of 1929-1930s was the second turning point. During that period, the economy of United States was dominated by large organisations and government passed laws to protect investors and smaller businesses. In addition, social responsibility of organisations was more clearly defined. The third landmark in social responsibility came during the Social era of 1960s. This period was characterised by social unrest in the United States. According to Aras (2009), government looked closely at organisational practices with a view to define whom businesses are responsible to. With time, businesses have accepted their CSR role. According to Porter and Kramer (2006), businesses are now realising that CSR can be more than a cost, a constraint or a charitable deed, as it can be a source of opportunity, innovation, and competitive advantage. The objective of such historiographies demonstrates that social responsibility is not new but has been in existence for a very long time.

2.5 Corporate Social Responsibility as a multifaceted concept

Corporate Social Responsibility (CSR) is a multi-dimensional concept that has been over the years and till now taken from different perspectives through various authors and analysts. CSR

concept is broad and covers everything from companies to act sustainably for the environment, they should act ethically in their way of doing business that employees of the company shall be treated in a fair manner (Borg Lund et al., 2009,). Basing on this standpoint, it is imperative for one to realise the idea that as part of CSR companies must operate in way that does not harm or destroy the environment to ensure sustainability. Also the concept reveals that employees of the companies must be treated in an ethically accepted manner.

Carroll (1991) demonstrated the complexity of the concept of CSR through the use of a pyramid based on companies to take full responsibility on many different levels. The first plane is the responsibility from an economic perspective, where the organization has a responsibility to be for-profit and maintain a competitive position in the market. As organizations operating within a rules-based society is the next step in the pyramid a legal responsibility to obey the law. It is thus corporate responsibility to act regularly and follow the laws set by the state and local governments in the country where the company operates. Corporate Social Responsibility ethical perspective is another aspect to consider according to this concept, the third step in the pyramid reveals that acting ethically according to the norms will benefit the corporates. Finally, the company also has a philanthropic responsibility, which includes proactive and strategic decisions and actions that will benefit both society and the company. The philanthropic plane of the pyramid is about behaviour that is not expected of organizations.

In addition, some other scholars bring in different and related perspectives on Corporate Social Responsibility which can assist one to understand the multi-faceted nature of this subject. Friedman (1962) has a classical economic argument on CSR. Friedman held that management has one responsibility and that is to maximize the profits of its owners or shareholders. Friedman argued that social issues are not the concern of business people and that these problems should be resolved by the unfettered workings of the free market system. Further, this view holds that, if the free market cannot solve the social problems, it falls not upon business, but upon government and legislation to do the job.

A second objection to CSR has been that business is not equipped to handle social activities. This position holds that managers are oriented towards finance and operations and do not have the necessary expertise (social skills), to make socially oriented decisions. A third objection to CSR is that it dilutes businesses' primary purpose. The objection here is that to adopt CSR

would put business into fields of endeavour that are unrelated to their ‘proper aim’ (Hayek 1969). A fourth argument against CSR is that business already has enough power, and so why should we place in its hands the opportunity to wield additional power, such as social power. A fifth argument is that, by pursuing CSR, business will make itself less competitive globally. It should be noted that the arguments presented here were introduced decades ago, though some still hold them, and that the oppositions to the concept of CSR applied when the idea was once more narrowly conceived. This means that much improvement towards the adoption of the concept is being witnessed in the modern day. Handbook on Corporate Social Responsibility in India (HCSRI), (2013) has this to say, “While there may be no single universally accepted definition of CSR, each definition that currently exists underpins the impact that businesses have on society at large and the societal expectations of them.”

2.6 Corporate Social Responsibility and Ethics

Ethics is the natural and structural process of behaving or acting in accordance of the moral judgments, standards and rules (Crowther and Aras, 2008). Worth noting is the idea that the author stresses that ethics shows corporations how to behave properly in the business and operations. CSR requires organizations to adopt a broader view of its responsibilities that includes not only stockholders, but many other constituencies as well, including employees, suppliers, customers, the local community, state, federal governments and environmental groups as well as other interested groups.

2.6.1 Sustainability

Sustainability, business ethics, corporate responsibility, and above all CSR are all terms used in the debate on corporate social responsibility (Windell, 2006). CSR concept is broad and covers everything from companies to act sustainably for the environment, they should act ethically in their way of doing business that employees of the company shall be treated in a fair manner (Borg Lund et al., 2009). Despite the name, Corporate Social Responsibility is found not only in business but also used in the public sector, international organizations like the UN and among NGOs (Crane et al., 2008).

2.6.2 Strategic Corporate Social Responsibility

In order to have a successful CSR integration, organizations must build CSR strategies on company values and redefine relationships, and its interaction with stakeholders and the environment (Maon et al., 2010). Decisions related stakeholders can create a lot of friction and

tension in the organization, both because of the moral issues that are often treated and depending on the different attitudes to whether the company should act selfishly or unselfishly. Jones et al. (2007) argue that these tensions can be solved with the help of a strong stakeholder culture. With stakeholder culture meant those ideas, values and customary practices that have been developed to solve problems related stakeholder.

2.6.3 Culture

Jones et al, 2007 asserts that the culture affects how the company responds to problems in two ways: by creating an interpretive framework for how information about stakeholders collected and evaluated, and by motivating behaviours and practices that support organizational culture. This can then lead to the members of the organization focuses on stakeholders to a greater extent, collect more information about stakeholders, develop greater understanding of the stakeholders and create more sophisticated procedures on how these issues are addressed with regard to the organization's core values.

2.6.4 Critique

There is also criticism directed against it is not clear how companies use CSR reporting, and they do not put enough emphasis on the presented CSR information when it comes to strategic decision-making (Adams & Geoff, 2006). The reason why some CSR reports are considered to be incomplete, according to Adams (2004), because the organization does not address the negative effects that may have occurred leading to a relatively one-sided view of a company's CSR activities and reporting. That companies do not present the activities or operations that have had negative effects, however, is quite natural when organizations do not voluntarily signs with these results. By presenting negative results risk businesses negative financial effect, or a bad reputation (Solomon & Lewis, 2002). Many companies choose to set up codes of conduct (Code of Conduct) to reduce the risk of bad reputation and clarify the company's ethical rules of conduct.

Interactive, transparent dialogues with stakeholders are important and CSR is an integral part of all company activities. In a fully-working proactively organization's CSR fully integrated in all parts of the organization and all activities that the organization engaged. The corporate culture occupies a completely transparent setting and it takes CSR partnerships with other companies in the same or different industries as well as collaborations with local activist groups, NGOs or government agencies.

In an attempt to explain the significance of business ethics in Corporate Social Responsibility sphere Carroll (1991) and McNamara (2002) came up with different and yet synonymous diagrammatic illustrations. The diagrams below clearly demonstrates how corporations can fully embrace the principle of Corporate Social Responsibility ethical practices:



Figure 1: Corporate Social Responsibility Pyramid (Carroll, 1991)

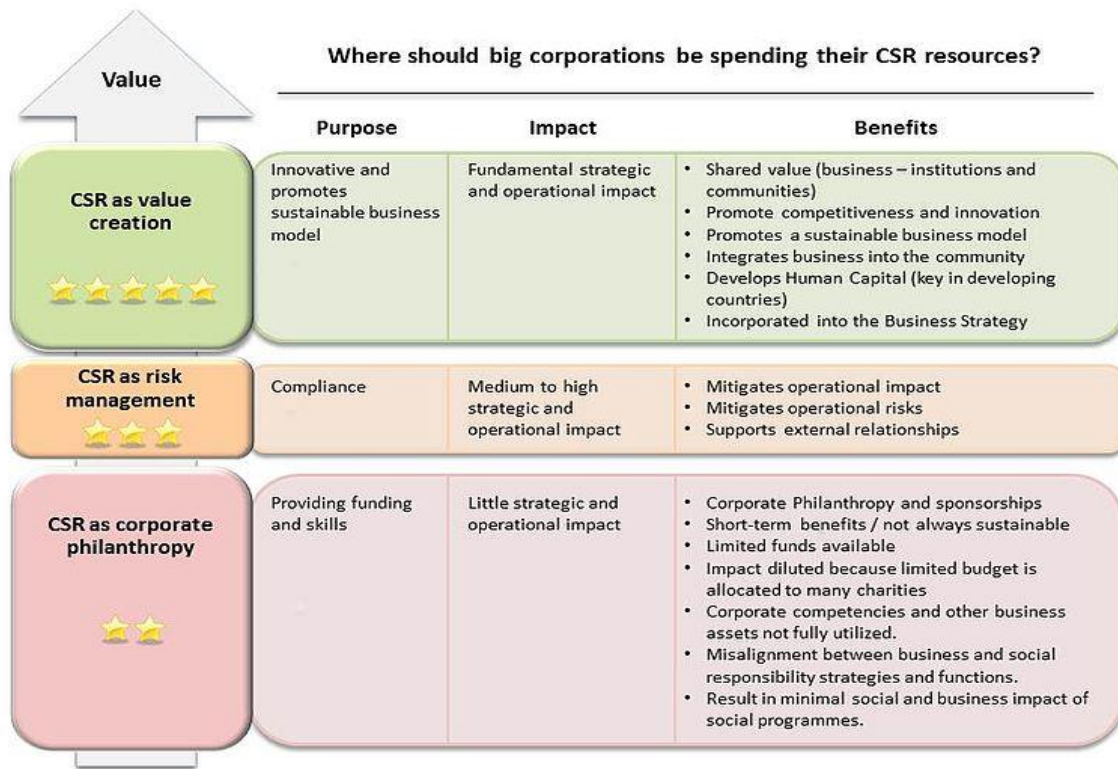


Figure 1 CSR process, Source: McNamara, 2002

2.7 Benefits of Corporate Social Responsibility

Corporate Social Responsibility programs have a wide range of benefits that strengthen the position of both the corporate organisations and the communities involved. Confederation of Indian Industries (CII), (2013) reveals that corporate world gets increasingly intricate and stakeholders turn out to be vocal about their anticipations, good CSR practices can only bring in countless paybacks, among these benefits include the following as according to CII, (2013):

2.7.1 Communities provide the licence to operate

The communities play an integral part in establishing a favourable operating environment for the companies to function well. Values and ethos, some of the key stakeholders that influence corporate behaviour include governments (through laws and regulations), investors and customers. In India, a fourth and increasingly important participant is the community, and many companies have started realising that the ‘licence to operate’ is no longer given by governments alone, but communities that are impacted by a company’s business operations. Thus, a robust CSR programme that meets the aspirations of these communities not only provides them with the licence to operate, but also to maintain the licence, thereby precluding the ‘trust deficit.’ In the case of Zimbabwe, the local authorities have a mandate to issue

licences to business operators. This would mean that they can set certain standards in relation to CSR to these operators before licences are provided

2.7.2 Attracting and retaining employees

The other benefit is that by adopting CSR companies would then be able to attract and retain employees. CII (2013) records that, several human resource studies have linked a company's ability to attract, retain and motivate employees with their CSR commitments. Interventions that encourage and enable employees to participate are shown to increase employee morale and a sense of belonging to the company. What is important on this standpoint is the idea that when workers are motivated, retained and attracted they become so committed to business thus maximising the profits. It is the company proceeds that will determine the amount of resources to channel towards Corporate Social Responsibility initiatives.

2.7.3 Communities as suppliers

There are certain inventive CSR initiatives developing that clearly demonstrate clear benefits of practicing corporate social responsibility. This usually happens wherein corporations have invested in enhancing community livelihood by integrating them into their supply chain. This has benefitted a number of communities and increased their income levels in India (Confederation of Indian Industries, 2013) while providing these companies with an additional and secure supply chain. In this case sustainability of such communities will widely take its course as people within such areas are enabled to earn a better living through companies existing and/ operating within their localities.

2.7.4 Enhancing corporate reputation

According to the Burgundy Report, (2012), "Corporate reputation is an intangible asset that is built up over time and represents the value and trust that all your stakeholders have for the company. It is a key asset, which favours the achievement of strategic objectives such as value creation, profitable growth, and sustainable competitive advantage. Each corporate reputation is unique and impossible to copy. It can protect a company in difficult economic conditions and in the event of a crisis."

The traditional advantage of constructing goodwill, creating a positive image and branding benefits continue to exist for companies that operate effective CSR programmes. This allows companies to position themselves as responsible corporate citizens. For reputation to be gained companies should show commitment and concern to the communities in which they operate so

much so that the society will have confidence them. This benefits companies in the sense that they enjoy a harmonious working environment. The importance of a good company image cannot be overlooked. Belieu (2001) went on to identify five benefits of good company image as follows; a good image is an efficient marketing and promotional tool, Credibility and integrity comes with a good name, a good company image establishes trust, confidence, loyalty and superb client relationship. Company image is instrumental in increasing business opportunities and also good image can stand the test of time, (Mandina et al, 2005).

2.8 Theoretical Approaches to Corporate Social Responsibility

The companies will embrace a corporate social responsibility in order to accomplish an anticipated objective. The programme adopted will be influenced by one or the other of the two theoretical approaches which are the classical economic approach or the socio economic approach.

2.8.1 The Classical Economic Approach

This approach advocates for the maximization of the shareholder's wealth as one and only responsibility of business and not involvement in corporate social responsibility, something that should be left to governments. The argument is that when the business satisfy interests of the shareholders, it has become socially responsible (Smith and de J Cronje, 2004). In other words, if a company seeks to gain competitive advantage through corporate social responsibility, or does what is right in the eyes of society by solving a perceived need, it will be going outside its mandate. According to this thinking when a company makes profits it becomes socially responsible through payment of taxes and payment of better salaries, thereby alleviating poverty for its employees.

Productivity is compromised when managers engage themselves in social tasks not legally required of them; as they are distracted from their main goal of maximization of shareholder wealth. Many scholars feel this approach influences less and less the adoption of corporate social responsibility programmes. The approach is also highly unfavourable to the general public. According to this particular approach, it is clear that corporate social responsibility is not welcomed in the business circles.

2.8.2 The Socio Economic Approach

This approach is popular and is generally applied in business. Smith and de Cronje (2004) contend that companies owe society more than the supply of goods and services, they are

accountable for the ecological, environmental, and social costs resulting from their actions and therefore ideally companies have to respond to society's problems even though they may not be directly responsible. In applying the theory, businesses have to take into account the stakeholder theory, a social reaction view to groups that have a potential to influence or the power to affect a business' decisions and actions. Managers must weigh and balance the interest of stakeholders and shareholders (Waddock, 2002). Corporate social responsibility becomes a necessity in conducting business.

The authors view the socio economic approach as the better approach to influence the corporate social responsibility policy: whether desiring to fulfil a moral need, or a strategic or an advantage that the business has. In applying this concept businesses have a chance to be in control and come up with more favourable programmes benefiting the company in the long run as well as benefiting society The classical approach with its focus on the shareholders needs may force companies to, as indicated by Waddock et tal (2002), be reactionary rather than being proactive towards corporate social responsibility which can turn out to be both costly and suicidal for the business' future survival.

2.9 Corporates' Social Responsibility activities in Zimbabwe

Under this section the researcher made an academic diagnosis into the relevant and appropriate literature on Corporate Social Responsibility practices in Zimbabwe. It is from this analysis that the research gap was brought onto the research table. Mandina et al, (2014) asserts that a number of companies in Zimbabwe have smelt the aroma of CSR and they have made considerable steps to fully adopt the concept. Practices of corporate social responsibility diverge, and comprise sponsorship of education of the underprivileged, construction of recreational services for societies, provision of aid to health institutions, old peoples' homes among other activities.

The companies include major mining corporations which include Mbada diamonds, Todal Mine, Marange diamonds, Zimplats, Marowa, Mimosa and Zimasco. This is also supported by Mandimika et al, (n.d) who noted that the companies operating in the extractive industries adopt the concept. Although the authors share same views it crucial to note that they somehow differ when Mandimika et al, (n.d) forward the notion that the concept is embraced only because the companies are being pressured by interested groups, governments or the society itself.

It has been also revealed that, even though most of these mining companies are involved in some certain CSR activities, stakeholders' opinions are that these organizations are not doing enough for their local communities, the reason for this is the idea that CSR is said to be mostly limited to their mining workers with the communities surrounding the mine being largely ignored, (www.miningwatch.com, 23/03/16). The Zimbabwe Environment Law Association has challenged the government to come up with inclusive law governing the mining industry which compels corporations to plough back to the community they mine in a to ensure that the societies have benefited from the outcomes of business operations (www.miningwatch.com, 24/03/16).

The various interested groups view CSR as an opportunity for organisations to align with their business strategy. Whatever influences a company to have a corporate social responsibility policy, its evidence supporting the notion that corporate social responsibility is here to stay and even the smallest of all businesses can no longer turn a blind eye to them, Mandimika et al, (n.d).

According to Mandina et al, (2014), the local public, the government and eco-friendly individuals and organisation are mainly concerned about massive exploitation of the nation's mineral resources by the foreign firms. "We are sitting on the richest land but our minerals are not benefiting us, there is a lot of secrecy by these mining companies". (Zimbabwe Environment Law Society, Chairman Professor Tumai Murombo, May 2013). Unki Mine, through its Civic Engagement and Development department, has been involved in numerous CSR activities since 2009. Cited in Mandina et al, (2014), according to the Unki Mine newsletter (2013) the CSR activities include among the following; firstly, philanthropic Projects-community water and sanitation, resettlement of the displaced, infrastructure development, donations and bursaries, community health and community education. In addition to the activities practices such as, employment of local people, investment incentives, environmental management: Unki Mine is ISO1400 certified, adherence to the legal systems of the country- indigenization act. With special reference to their Newsletter, Unki Mine (UM) CED Newsletter (2013) Unki Mine has invested US\$ 1 Million in community projects in 2013. In 2012 the Mandina et al, (2014), found out that Unki Mine made donations to the community of \$21 183.00.

Moreover, CSR is concerned with the relationship between a corporation, its stakeholders and the local society in which it operates. Since UM began its operations the Shurugwi community has experienced problems including displacement of families, thus people are being forced from their homes and families, assault to the environment, and also the social dynamics of the society has been changed, (Sunday News September 0 2012). From this particular standpoint it shows that there are negative social and economic implications to the people in Shurugwi which contradicts principles of CSR.

In addition, mining firms are engaging CSR practices more often, Dziro, (n.d) records that health care centre was erected by the mine in Zvishavane in corporation with the local community and Ministry of Health. People were delighted that a good health care hub was constructed by the mine for local people and another clinic was also refurbished and piped water was connected. Also good roads linking to the health centres have been improved for ease access to them. It was noted that there was lack of qualified staff to work in these structures coupled with lack of drugs. The structures therefore would end up being white elephants within the community.

Support in educational facilities was also witnessed in Zvishavane. Most dilapidated classroom structures were destroyed and the respective schools were given new lease of life by the Zvishavane mining company (Dziro, no date). The support improved learning environments, involved the construction of new classrooms, the supply of furniture and text books, teacher refresher courses and improved school administration, remain an important focus of the company's educational development activities. Text books in English, mathematics and science were provided thereby boosting services.

However, according to Dziro, (n.d) this is a different scenario in Mutoko district where not even a single development initiative was established by the granite miners in the area. Roads are in a sorry state and some without bridges. Also the local council in the area does not have control over the activities carried out by the mining companies as such no benefit has been received from these firms.

Mandimika et al, (n.d), reveals that other companies within the tourism sector in the country have also embraced the concept of Corporate Social Responsibility and they realised that it is indeed their responsibility to transform the societies for the better. These firms include among them travel agencies, hotels, lodges and other resort areas. The activities carried out are not

only for corporate survival but also to protect and maintain the image of the todays' business organisation by taking care of the stakeholder needs. This shows clearly how firms in Zimbabwe have understood the practice of social responsibility.

It is mostly the private sector organisations that have moderately become sensitive to social causes duet to the economic challenges as well as economic governance. Mandinimika et al, (2013) records that the economic activity is low in the Zimbabwe and various organizations have either downsized to a point of operating below standard or closed. The source also has revealed that the private sector in the nation is keen and appreciates the need corporate societal involvement and takes it as an obligation. The organisations have incorporated the concept of corporate social responsibility in their strategic plans which means inclusion of the concept within firms' mission statements, objectives and vision. It holds much water at this particular standpoint to observe the fact that CSR goes for low cost activities which include among them scholarships, donations to charitable organisations assist the less privileged. Other critical element is that social responsibility by companies have been overtaken by the politicians who would then manipulate it for campaigning thereby compromising the while concept of Corporate Social Responsibility. The majority of organisations are now feeling let-down by the government and their efforts are not effectively buttressed by government policy. At the end of the day companies will feel that, it is in the first place the role of government to provide for social needs.

According to Collision et al (2006), Non-Governmental Organisations (NGOs) as autonomous, non-profit-making, self-governing and campaigning organisations with focus on the well-being of others, they also engage the concept of CSR. Their social activities cover sectors such as education, agriculture and health. Among these practices involve Food aid, Training in various areas of need, donations of equipment, donations of farming inputs and farming training as well as donations of medicines and health accessories. All these activities when embraced well they will support effectively the concept of CSR. The only aspect to look onto is the idea that the communities supported cannot be really empowered to be independent because of the economic situation.

2.10 CSR Activities: Contribution and Effectiveness on Service Delivery

A thorough scrutiny of corporates social responsibility practices across the globe revealed that there are a number of activities that have been undertaken as part CSR. According to World

Bank (2005), Bulgaria, Romania and Croatia engaged such practices in a more commendable way. In Bulgaria about 94 percent of the companies offered social programs mainly related to health (61%), education (40%), technical training (40%) as well as community development (33%). According to the research carried out by World Bank (2005) the main beneficiaries of these projects are youth, local community at large, indigenous people and ethnic minorities. In the implementation process of such initiatives corporates often cooperate with municipal institutions, government agencies and other companies.

Like in Bulgaria, the research revealed that Croatian companies are engaged mainly in health (50%), education (60%), community (43%), and technical training (42%). The social programs focus on children, people with disabilities, youth and the community and society. Also, in similar concept Romania has the total of 79% of firms that are involved in social activities with the municipal and community institutions as partners in the implementation process World Bank (2005). Basing on this evidence, one can clearly witness the broad involvement of companies in a variety of social issues which is a great contribution in the delivery of public services.

However, these countries seem to be lagging behind in terms environmental practices. World Bank (2005) records that of the percentage rating; Bulgaria has 11% of companies participating in external programs related to environmental protection, just a few have recycling programs. In Croatia 52% percent provide environmental education activities for employees, managers, or local communities which is quite a significant effort. In Romania 25% are involved in environmental protection initiatives.

Adegboyega and Taiwo (2011) state that in Nigeria the concept of corporate social responsibility has taken a centre stage among business operations. Its contribution to development in the country cuts across agriculture, capacity building, economic empowerment and provision of rural infrastructure in health, education and potable water. The concept has gained unprecedented momentum in business and public debates and has become a strategic issue which affects the way in which a company does business. Many organisations now include CSR as one of their core values.

Organisations that are strongly involved in the practice CSR include British American Tobacco Nigeria Foundation, Cadbury Nigeria Plc, GlaxoSmithKline Nigeria, Nigeria NLG Ltd, and Shell Petroleum Development Company (SPDC) among others. Most of them are much into

agriculture and rural community development, (Adegboyega and Taiwo, 2011). These authors also highlighted that oil and gas companies have featured prominently in the provision of infrastructure in education, health, water and sanitation as well as roads, electricity and markets. They have also featured in capacity building and economic empowerment, micro-credit and agricultural extension, also in the same region.

In line with the above, according to the Handbook on Corporate Social Responsibility (n,d) companies in India are actively adopting the concept of CSR in a way to ensure effective delivery of services. The research has revealed that firms are assisting in efforts to eradicate poverty, hunger and malnutrition, promoting preventive health care and sanitation and making available safe drinking water. In addition they are promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, and the differently abled and livelihood enhancement projects. On the part of environment, firms are ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, conservation of natural resources and maintaining quality of soil, air and water (including contribution to the Clean Ganga Fund set by the CG for rejuvenation of river Ganga), (Handbook on Corporate Social Responsibility (n,d))

Corporate Social Responsibility has been taken as just a philanthropic activity in India, it was also an activity performed but not deliberated. Consequently, there is scarce information pertaining the CSR activities, Handbook for CSR, (2013). Some observers discovered that social responsibility practices by companies still prevails within the philanthropic arena, but only that it has relocated from the institutional buildings- educational, research and cultural to community development through the use of various projects. Through global influences, communities have become more active and demanding (www.pwc.com). Corporations in India have been challenged by the government through law to integrate CSR into their core operations so much so that CSR needs go beyond communities as well as beyond the philanthropic concept. Among the Corporate Social Responsibility practices in India include the following; promotion of education, eradication of extreme hunger and poverty, environmental sustainability, social business projects and employment enhancing vocational skills. Some of these activities have been and/ being carried out by companies like; Mitsubishi Electric Group, (www.mitsubishielectric.in) and also the Mahindra & Mahindra company, (economictimes.indiatimes.com/) and many more. According to the Global.tdk.com, the

following diagrammatic illustration demonstrate how CSR practices have benefited both corporations and respective communities in India since its inception.

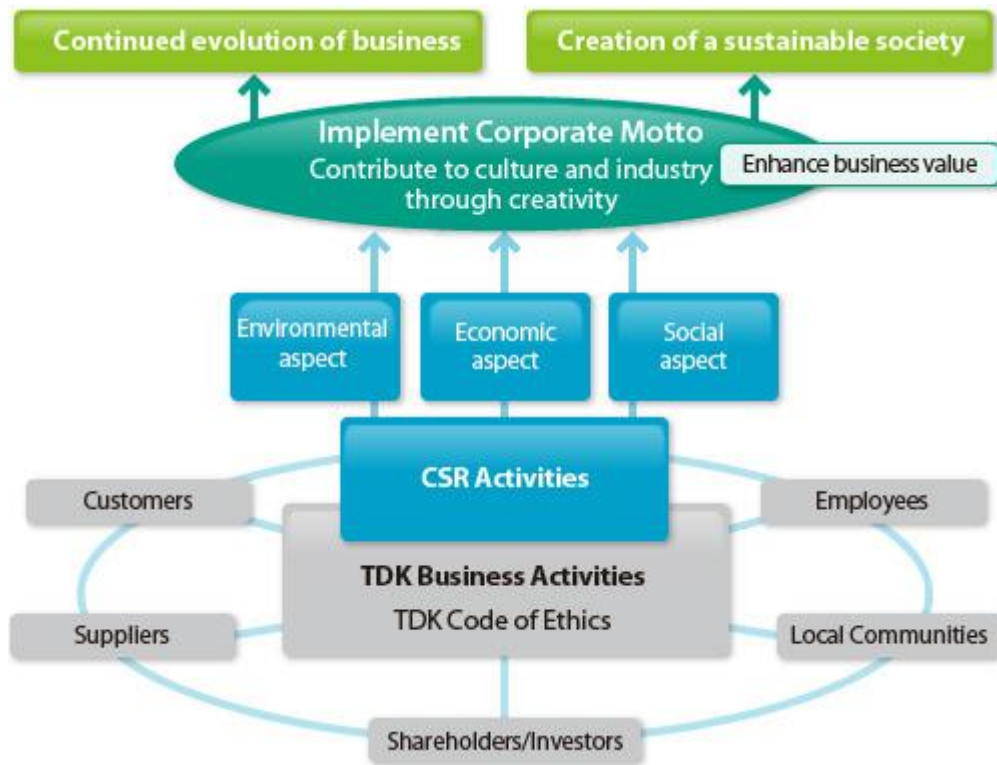


Figure 2 Source: Global.tdk.com

2.11 Challenges associated with the practices of Corporate Social Responsibility

Although it is progressively acknowledged that Corporate Social Responsibility is around voluntary practices, this has not brought to an end the debate over the voluntary nature of CSR. Unresolved questions keep the controversy alive. Firstly is concerns of adequacy and role of business regulation and the second is whether business should determine its social responsibilities where society has not incorporated its expectations of business into legally binding requirements (Justice, no date) this probably has left a number corporations failing to fully embrace the concept of CSR.

In addition, there are some conceptual complications with various stakeholders' idea. The first one is the idea that not all stakeholders are equivalent. The other one is that not all stakeholders have an authentic claim on the firm's behaviour arising out of the interest of the society. There are certain stakeholders that cannot add anything to the responsibility of a company and may even reduce them. Justice (n.d) asserts that there are situations where a firm subcontracts work to other enterprises, even as a way to avoid responsibility. In such instances, the number of

stakeholders will definitely increase yet the company responsibility may not change or rather decreases.

According to Berad and David (2004), some firms face lack of community participation in corporate social responsibility activities. The author revealed that there has been a plethora of views on the idea that inherent lack of interest in local community corporate social responsibility activities. This is also characterised by little or no awareness on CSR within grassroots level. The issue of limited communication between the companies and local communities has intensified the challenges faced in the adoption of corporate social responsibility.

In addition to the above, lack of consensus on implementing Corporate Social Responsibility issues is another challenge surrounding the concept? Berad (2011) made a survey and identified that there is lack inherent of consensus amongst the locals and NGOs regarding CSR developments in India. This factor tends to limit Coca-Cola India to undertake impact on analysis of their CSR policies on an ongoing basis. So this means that there are a number of challenges in trying adopt the practices of corporate social responsibility.

2.12 Chapter Summary

The chapter focused on the definitional construct of the concept, Evolution of Corporate Social Responsibility, Corporate Social Responsibility as a multifaceted concept, Corporate Social Responsibility and Ethics, Benefits of Corporate Social Responsibility, Corporates' Social Responsibility activities, Corporates' Social Responsibility practices and Corporate Reputation, Challenges associated with the practices of Corporate Social Responsibility, Legal environment on Corporate Social Responsibility in Zimbabwe, Views on Corporate Social Responsibility activities among other critical and relevant aspects of Corporates' Social Responsibility practices. It has been discovered that there are a number of CSR activities being carried out in different ways. However the empirical evidence shows that in Zimbabwe corporations do not have a direct input and support to the city council of Harare. Thus the need for this research to explore if there are considerable efforts and its effectiveness on service delivery within the sphere of Corporate Social Responsibility.

CHAPTER III

Research Methodology

3.0 Introduction

This chapter concentrated on the research design, the sampling method, the target population and procedure to be employed in carrying out the research. It presented an overview of the data sources used, the procedure of collecting the data, analysis and chapter summary. The chapter also gave an overview relating to the validity and reliability of the collected data which was presented using various data presentation tools. Methodology indicates the justification and methods used for the research to be conducted.

3.1 Research Design

Research design involves a set of plans and procedures for research to be carried out that span the decision from the wide range of assumptions to detailed methods of data collection and analysis (Creswell, 2009). The author added that as a plan or proposal, the research design include the intersection of philosophy, strategies of inquiry as well as specific methods. The research design is influenced by the problem or key issue under study. In this case the design revolved on the corporates social responsibility activities in Harare.

According to De Vos (2001) research design is defined as, “blue print or a detailed plan for how a research study is to be conducted.” The research made use of qualitative and quantitative approaches for data analysis and presentation. Creswell (2009) explains that qualitative research is the means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. He further indicates that the process of the research involves emerging in the participant setting, data analysis inductively building from particulars to general themes and the researcher making interpretations of the meaning of the data. The research design helped to avoid the situation in which the evidence does not address the initial research questions (Robert, 2003).

Quantitative approach shows numerical representation of data, with the main purpose of highlighting and elucidating the research finding. Quantitative research offers a numeric explanation of trends, attitudes and opinions describing phenomenon in words in the analysis and collection of data. Creswell (2009) indicates that quantitative approach is a means for testing objective theories by examining the relationship among variables. These variables intern can be measured, typically on instruments, so that numbered data can be analyzed using

statistical procedures. Kumar (2011) highlight that quantitative approach has more clarity and distinction between approaches and methods of data presentation. He elaborates that finding through quantitative approach can be replicated and tested whereas this cannot be easily done using qualitative approach.

In this this research it is vital to note that a case study research design was used. It is the type of qualitative research in which the researcher examines the case under study as well as within context. Creswell (2009) asserts that qualitative research refers the means of exploring and understanding the meaning individuals or groups ascribe to a social or human problem. He further indicates that the process of the research involves emerging in the participant setting, data analysis inductively building from particulars to general themes and the researcher making interpretations of the meaning of the data. The research therefore was wholly characterized by a mixed approach where both quantitative and qualitative approaches were used. This is due to the reason that the approaches are going to complement one another in the sense that shortcomings of one approach will definitely be solved by the other thus producing effective results.

3.2 Population

Chiromo (2006) defined population as, all the individuals, units, objects or events that were considered in a research. Holborn (2000) defined population as, the total number of people shops, departments and sections from which the sample is to be withdrawn. Therefore, population becomes the interest group from where the information is to be obtained. The composition of the target population depends on the problem under investigation.

3.2.1 Study Population

This refers to the group of individuals taken from a general population who share common characteristics such as sex, health and age (<http://www.wikipedia.com>: 24/04/16). For the purpose of this research, the population under investigation involves all the companies, industries and corporate organizations that exist within the city of Harare. This is mainly because these companies do possess the same characteristics in as far as the concept of CSR is concerned

3.2.2 Sample Population

A sample population is simply a subset the population (<http://www.explorale.com>: 25/04/16). It arises from the idea that the researcher was not able to test all the individuals in a given population. A total number of five companies was used as a target population to represent the

rest of other companies in Harare in this research and explore the corporate social responsibility activities that are being practiced by such companies.

Table .1 Sample Population

| Research Participants | Study Population | Sample Population | Sampling Technique |
|-------------------------|------------------|-------------------|--------------------|
| Harare City Council | 1 | 1 | Non probability |
| Corporate Organizations | 25 | 5 | Non probability |

Source: Field Research, 2016

3.3 Sampling Procedure and Methods

The research study used non-probability sampling technique as an appropriate approach, the reason being that the number of corporate organizations in Harare is not easily known though companies can be individually identified. The other reason for using non probability sampling is that the corporate organizations in do carry out their social responsibility activities differently. To note also is the idea that non-probability sampling design do not follow the theory of probability sampling in the choice of elements (Kumar, 2011). Therefore the researcher made personal judgment and consider the availability of required data in the selection process. Also other considerations were considered in the selection of elements

3.4 Sampling Techniques

Sampling methods will be used to enable the researcher come up with representative sample of the companies which shall be used to produce comprehensive data required. Sampling is a process of selecting a representative subject from a population to determine the population parameters of the random variables under the study (Wegner, 1999). Usually the sample will be part of the larger population and is mostly selected to be a representative of the population. Generally sampling is all about selecting a portion from the overall population for the researcher to look and investigate on.

3.4.1 Judgmental/Purposive Sampling

Purposive sampling can be defined as “a sample which is based entirely on the judgment of the researcher and is composed of elements which contain the most representatives of typical outbreaks of the population” (Singleton, 1988). In this research purposive sampling is going to be used because it will enable the researcher to produce respective answers to the research questions.

On the basis of the research an approximation of five respondents from respective companies were selected for interviews using purposive sampling since they are better placed to give relevant, detailed information in the area of study. The respondents include the public relations manager of Harare city council. The researcher interviewed the public relations manager because of the reason that he had frequent communications with the outside world especially concerning social responsibility issues. Also interviewed were sales and marketing managers, human resource managers and also public relation managers of companies that were visited by researcher. These companies include Africa Lotto/gaming, Nyaradzo Funeral Services Group, Rainbow Tourism Group (RTG), Clarion Insurance Company and Jesus Christ Church of Latter-Day Saint. The relevant managers provided with the information that the researcher wishes to obtain concerning corporates' social responsibility, for they are elite or people who have specific experience. The main reason for purposively sampling the companies is to allow the researcher to focus on particular characteristics of a population that are of interest, which will best enable the researcher to answer the research questions.

3.5 Primary Data

Primary data refers to data that is extracted first hand from the original source for the purpose of making statistical interference, using methods such as interviews, surveys, questionnaires and observations (Khan, 1993). Leedy (1980) concurs that primary data refers to data that is extracted from population of study. According to Scates (1994) primary data is the original raw data collected by the researcher of a project currently being undertaken.

3.6 Secondary Data

According to Scates (1994) secondary data refers to the information that had been compiled, documented and presented by other researchers. This research used the journals, newsletters, magazines, textbooks, internet and newspapers as sources of secondary data. In addition, data was obtained also from the legal instruments that are relevant for the study so that the researcher could be able to come up with a comprehensive academic piece of work. It is important that the researcher will examine the secondary data to make sure that it is not outdated and it relates to the research under study.

3.7 Research Instruments

Research instruments are tools used for collecting information and data needed to find solution to problems under investigation (Farviluoma, 2003). Pierce (2009) indicates that careful

planning for data collection can help with setting realistic goals. He further eludes that data collection instruments can save time and can increase the study's credibility and once the data procedure has been determined, a time line for completion should be established. In conducting this research, the researcher used questionnaires and interviews as data collection instruments. The researcher also captured data for this research using primary and secondary data to ensure that the findings were reliable. Questionnaires were distributed to randomly selected sample population. The use of questionnaires was preferred since data was obtained from a wide geographical area with minimum supervision.

3.7.1 Interviews

Interviews are systematic way of talking and listening to people (<http://www.who.int>: accessed on 22/03/16 at 13:30p.m) and are another way to collect data from individuals through conversations. Interviewing is a way to collect data as well as to gain knowledge from individuals. Frey and Oishi (1995) define an interview as, a purposive conversation in which one person asked prepared questions (interviewer) and another answers the respondent they also emphasize that this is done to gain information on a particular topic or a particular area to be researched. There can be either structured (closed interview style) or unstructured (open interview style). Mouly (1978) asserts that, the interview has its flexibility which permits the investigator to pursue leads that appear fruitful, to encourage elaboration of points that the respondents has to made clear or has partially avoided and to clarify question the respondent has apparently misunderstood.

In this research the researcher conducted an approximation of five interviews from the respective companies which amongst them include Africa Lotto/gaming, Nyaradzo Funeral Services Group, Rainbow Tourism Group (RTG), Clarion Insurance Company and Jesus Christ Church of Latter-Day Saint. The researcher benefited a lot through the use of interviews. The merits of using interviews in this research include the idea that there was much room and opportunity for probing into all issues around the concept of CSR so as to obtain clarity and much insight. There was high degree of getting precise information from the respondents which provided valid and first hand answers on corporates social responsibility practices. In addition, with the use of interviews, there was swift response rate during the data collection process which removes bias as well as the distortion information as the researcher was recording the acquired data. However, in this study interviews were time consuming and this could lead to a

scenario whereby the researcher end up allocating very limited time to the respondents in trying to accommodate everyone. Also through probing high chances are that respondents could end up giving false information only to impress the researcher thereby compromising the quality of data to be collected.

3.7.2 Closed or Structured Interviews

Nicholas (1991) defined structured interviews as a social survey where ‘the possible answers to each question is known in advance, often possible answers are listed on the forms so that the interviewer simply marks the appropriate reply in each case ‘He further indicates that this approaches more standardized using a prearranged list of answers for the respondents to choose from. Wimmer and Dominick (1999) asserts that each person is given the same questions therefore being uniform.

3.7.3 Open-Ended or Unstructured Interviews

Nicholas (1991) defines structured interviews as an informal interview, not structured by a standard list of questions. Wimmer and Dominick (1997) indicate that open-ended questions allow the interviewer, if they wish, to probe deeper into the initial responses of the respondent to gain a more detailed answer to the questions.

3.7.4 Advantages and Disadvantages of Interviews

They provided a two way communication which enables clarity (Weber, 2001). The researcher was able to ask the interviewee on issues which he do not understand, thereby equipping himself with more information on Corporates’ Social Responsibility. The advantage of interviews to this research was that researcher had a high chance of yielding accurate answers because only the intended interviewee provided answers without asking for assistance as may be in the case of questionnaire. Also, gathering a lot of information pertaining the research objectives and how companies are practicing CSR. A variety of questions were discussed to permit the researcher to pursue his objectives that could lead to fruitful results.

However, interviews were time consuming as the researcher interviewed one respondent at a time. Interviews were difficult to administer simply because the way in which the researcher expressed himself differed from one respondent to the other. The researcher had a challenge on the communication skills since the interviews require a lot of communication skills.

3.8 Questionnaires

According to Scates (1994) a questionnaire is defined as a set of questions presented in written form to the respondents in order to obtain views, Best and Khan (1993) agree with Scates when she defines a questionnaire as a data gathering instrument through which respondents answering questions or responding the statement in writing. Questions asked by the researcher in the questionnaire were open ended and some were closed questions.

3.8.1 Advantages and Disadvantages of Questionnaires

In this particular study a standardized questionnaire was administered to the chosen sample and responses were also gathered in standardized manner making it easy to analyze. Generally it will be relatively quick to collect required information using questionnaires as the researcher is able to collect data among respondents within a short period of time. In this research possible answers were provided for the respondents to choose from and the respondent found it easy to complete and quickly returned the questionnaire.

On the other hand the respondents although the respondents were given time to complete the questions in time convenient to them. However though given the privilege to fill in the questionnaire on time available to them some questions maybe left unattended or unanswered (Weber, 2001). The depth of answers the researcher got tended to be limited than other and it became difficult for the data analysis process. Also some questionnaires were not returned by the respondents which later compromised the data collection.

3.9 Ethical Issues

Clinical and translational Science Institute (n.d) states that there are ethical considerations to be observed when carrying out a research. It should be noted that the researcher must seek permission to carry out project especially on data collection. This is very vital as it creates a harmonious environment between the respondents and the researcher when permission is granted. During interview sessions, the source highlighted that it is recommended that the researcher must provide background information of his research. This is important in that the respondents could have a greater insight of what is needed and also there will be geared up to participate well in revealing the information required by the researcher. In addition, the researcher ensured confidentiality on the disclosed information. This meant that any data gathered could be exclusively for academic purposes and high degree of secrecy was maintained. Also respect of persons was another critical factor to be considered. The researcher

could not use coercive methods to ensure that people have participated. Misrepresentation of information was avoided as it is unethical practice and it compromises essence of research. The researcher only relied upon data only provided by respective companies and nothing outside such spheres was considered valid in the research.

3.10 Data Gathering Procedure

The researcher used the university letter of authorization to seek for permission from the managers to complete the questionnaire and management participate in the interview process. The questionnaire and interview guide were prepared based on the knowledge gap presented by in the literature review. Initially, the researcher undertook a pilot survey around the city of Harare observing the socially responsible activities before going to the research. Questionnaires were distributed and collected after 2 to 3 days which actually minimised loss of questionnaire. Interviews were carried out in all the five companies in a period two weeks.

3.11 Chapter Summary

The preceding chapter focused at research design, study sites, population sample and size. The researcher preferred interviews, questionnaires and observations as data collection instruments and the advantages and disadvantages of these methods were explained. The researcher also will select respondents using judgmental sampling to select companies in Harare. The next chapter will focus on data presentation analysis and analysis.

CHAPTER IV

Data Presentation, Analysis and Interpretation

4.0 Introduction

This chapter focuses on presentation, analysis and interpretation of both qualitative and quantitative data through questionnaires and interviews from the companies operating in Harare. The gathered data shall be presented in tabular form, descriptive statistics as well as graphical presentations. It is vital to note that the research findings are aimed to fulfil the demands of the research objectives and questions of the study.

4.1 Response Rate

The researcher distributed eleven (11) questionnaires to nine companies in Harare and the other two (2) were submitted to the city of Harare. The questionnaires were directed to the managers and directors especially those who held public relations offices as they were the only people who play an intermediary role between companies and the community. Table 4.1 below displays the summary of the response rate of companies which answered the questionnaires distributed by the researcher.

Table 2 Questionnaire response rate

| | Questionnaires distributed | Questionnaires responded | Questionnaires not responded | Response rate as a percentage |
|----------------|----------------------------|--------------------------|------------------------------|-------------------------------|
| City of Harare | 2 | 1 | 1 | 50% |
| Companies | 9 | 5 | 4 | 54% |
| Total | 11 | 6 | 5 | 55% |

Source, Field Research, 2016

From the data collection process, a total of 6 questionnaires out of the overall 11 questionnaires were completed by company managers. The respective companies involve Africa Gaming (Lotto), Clarion Insurance, Jesus Christ church of Latter-Days Saints, Rainbow Tourism Group (RTG) and Nyaradzo Group. The overall response therefore translated to 55%. The city of Harare played a significant role in adequately providing the researcher with a list of different companies that are carrying out corporate social responsibility. The city further furnished the researcher with the respective activities that are being practiced as part of the CSR concept.

4.2 Corporate social responsibility activities in Harare

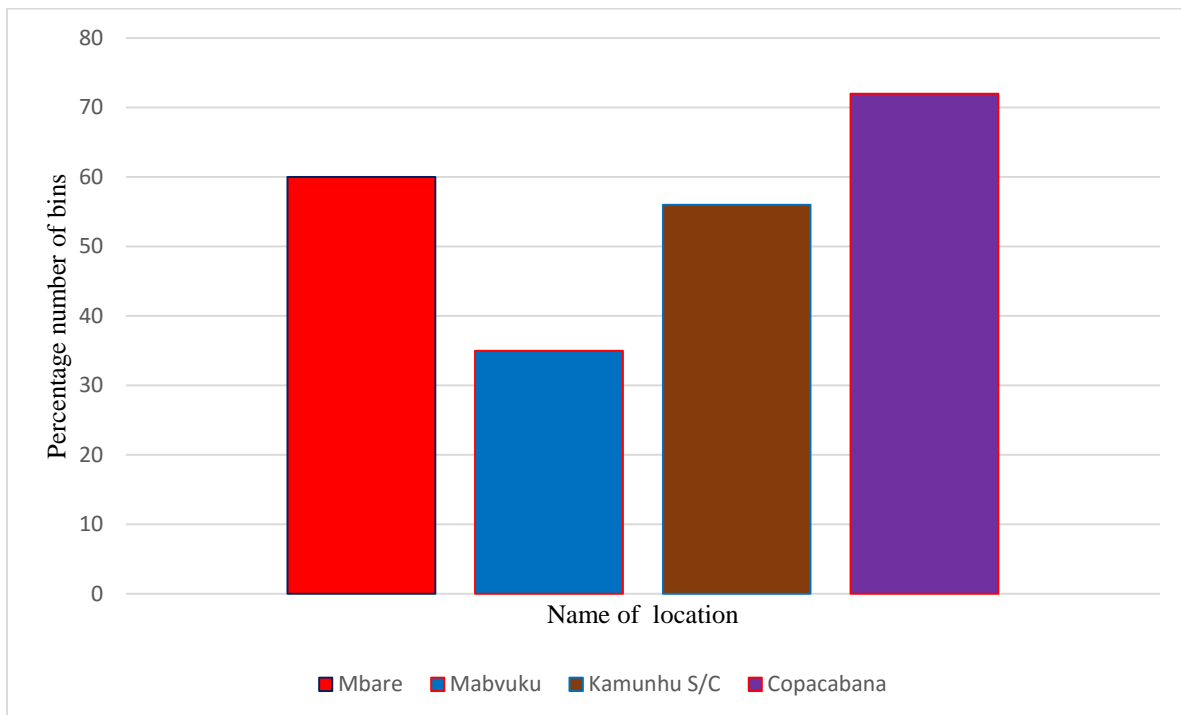
Respondents revealed that there are various corporates social responsibility activities practiced by companies. These activities include provision of litter bins as way of boosting and enhancing refuse collection, maintenance of council islands, road maintenance, and provision of water services as well as offering assistance in the health services. This is in line with the view of Mandina et al (2014) who assert a number of companies in Zimbabwe particularly in Harare have smelt the aroma of CSR and have engaged in a variety of practices such as the above mentioned. The public relations manager at Harare city council also highlighted that there are other practices that are often carried out around the that are not as noticeable as the afore mentioned activities. These activities are donations which involve distribution of food, clothes and monitory support to vulnerable groups in society such as widows and orphans. Other activities are supporting sporting activities within the area and awareness campaigns to educate people on certain aspects as well as maintenance of recreational facilities.

4.3 Contribution of corporate social responsibility activities on service delivery

4.3.1 Provision of litter bins

4.3.1.1 Africa Gaming (Africa Lotto)

Figure 4. The diagram below shows the percentage number of bins provided by Africa Gaming in locations within Harare



Source: Field Research, 2016

As part of CSR, the company operate as a charitable organisation. The general manager of the company revealed that the company assist in educating the public at large on no littering and also provide the city with litter bins. The diagram drawn above illustrates the percentage number of bins that were distributed by Africa Lotto in Harare. All of the litter bins are branded “Africa Lotto, Ita uchinonga” on the streets in Harare that is in Mbare, Mabvuku, Kamunhu shopping centre and Copacabana. See insert below, a picture observed by the researcher that support the above illustration where some litter bins were installed by Africa Lotto in some parts of Harare.

Insert 1: showing the litter bins provided by Africa Gaming



Source: Field research, 2016

4.3.1.2 Nyaradzo Group

Table 3: shows the number of bins installed in respective streets

| Name of street | Number of bins |
|-----------------|----------------|
| Herbert Chitepo | 16 |
| Park street | 19 |
| Harare street | 12 |

Source: Research Field, 2016

The public relations manager of Harare city council revealed that Nyaradzo funeral and assurance group made significant strides to improve city standards by providing litter bins. The table above shows the statistical information on the number of bins that were provided by Nyaradzo as part of CSR. Like Africa Lotto, Nyaradzo group marketing manager said that the company provided litter bins in the city to ease the problem of continuous littering in the city. The respondents from this company had shown that the company carried out an investigation to identify areas where the council was facing challenges it discovered that refuse collection was a key area of concern. It therefore found that for the city to improve on refuse collection there was need for the litter bins to be in place. The researcher was informed that the company provided quite a number metal litter bins branded “Nyaradzo Group, keep the city clean”. The respondents also explained that installation of bins along the streets was a way to both assist the council as well as building corporate reputation in the society. See insert below; the bins were installed in the following streets of the central business district (CBD) and some of the streets include part of Herbert Chitepo Avenue, Park Street and Harare Street. Insert 1 below shows some parts of the city where litter bins were installed in Harare.

Insert 2. Litter bins provided by Nyaradzo Group in Harare



Source: Field research, 2016

4.3.2 Road maintenance

The data collecting process exhumed that there are companies that are carrying out road maintenance activities as part of corporate social responsibility. The respondent from Rainbow Tourism Group (RTG) explained that RTG is maintaining part of Samora Michael Avenue that is adjacent to its premises. In addition, the respondent highlighted that the group is socially responsible for the up keep of Penne father Avenue that is from Rotten row-Tell one intersection heading to the Rainbow Towers premises. The respondents said that they are beautifully taking care of the traffic circle that connects Rowen Martin complex and the Zimbabwe African National Unity Patriotic Front (ZANU.PF) headquarters along that road. This makes the road so different from other roads because the company planted trees, flowers and lawn that is well maintained from time to time. The insert below is a picture that was taken by the researcher through research observation process which also support what the respondent said that RTG is maintaining roads as part of CSR practices.

Insert: the pictures below show the roads that are being maintained by RTG



Source: Field research, 2016

Table 4: The table below shows CSR activities being undertaken different companies

| Company | CSR Activity | Road under maintenance |
|------------------------|------------------------|--|
| Rainbow Tourism Group | Road maintenance | Samora Machael and Penne father |
| Nickel diamonds | Road maintenance | Westgate traffic circle |
| Fox and Carney | Maintenance of islands | Newlands shopping centre |
| Lafarge Zimbabwe | Road maintenance | Along its area of premise |
| Group Five and Bitumen | Resurfacing of roads | Julius Nyerere way, Samora Machael Avenue, Seke road and Mutoko road |

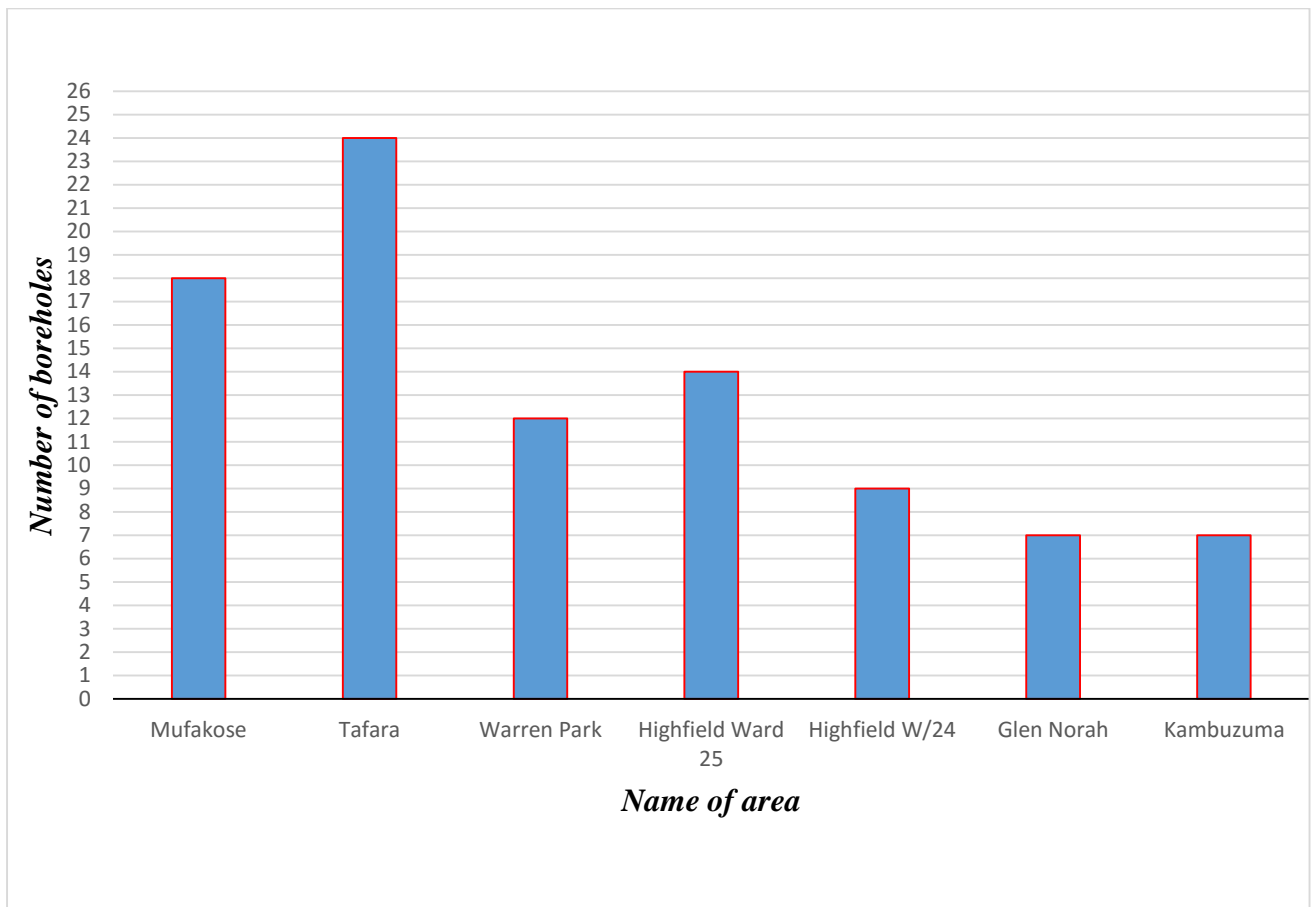
Source: Field research, 2016

According to the table above, the respondent from council highlighted that there are other corporates that are engaging road maintenance practices. Nickels Diamonds is taking care of the roundabout (traffic circle) at Westgate shopping centre, TM, Pick and Pay Zimbabwe is also in a similar activity in Msasa at the intersection of Harare drive and Mutare road traffic circle. Lastly is Lafarge Zimbabwe which is taking good care of the road along its area of premises as explained by the respondent. According to the World Bank (2005), corporate organisations should actively participate in the development of the areas in which they operate so as to enhance service delivery. This clearly shows that companies in Harare are really committed to pump out hard earned financial resources towards assisting the council to maintain some parts of the road infrastructure which is indeed a commendable stance and also in line with the principles set by the World Bank (2005) on development.

4.3.3 Provision of water services

As a key basic requirement of society, corporates have been found pledging support in the provision of water services in the Harare city. The public relations manager of Jesus Christ Church of Latter-Day Saints (LDS) revealed that the church contributed greatly in making sure that communities have access to water resource. The respondent said that the church drilled boreholes in areas such as Kambuzuma, Glen Norah, and Highfield ward 24, Highfield ward 25, Mufakose, Tafara, Warren Park and Domboshava. This also supported by Matunhu (2015) who said that churches do play a major role in the provision of social services within communities. The respondent also highlighted that boreholes were drilled under the theme, "Water is Life". This meant that the church realised the great importance and the need for clean and safe water as the city is failing to provide portable water. This is also supported by Harare Residents Trust (2015) which states that water accessibility, availability, acceptance as well as water quality (AAQ) should influence the supply of water supply and should be a benchmark in the realisation of the right to water in Zimbabwe. Also it was coupled by the continuous outbreaks of typhoid. The following bar graph clearly shows information on the number of boreholes that were drilled within the city of Harare by the Latter-Days Saints church. Also see insert below; pictures of the borehole drilling process that happened in various areas of Harare.

Fig 5: Number of boreholes that were drilled in Harare by Latter-Days Saints church



Source: Field Research, 2016

Insert 4: showing the drilling of boreholes, installation of reserve tanks and commissioning of electricity powered water pump in Harare



Source: Field Research, 2016

According to the insert above, the public relations manager for Latter Day Saints church explained and provided evidence of the activities the church carried out as part of social responsibility. The respondent revealed that the organisation used advanced machinery to drill boreholes, install reserve tanks that have electric powered pumps in various schools and communities in Harare.

4.3.4 Health services

Companies said they have also pledged support in health services. This can be vividly evidenced by Latter-Day Saints church which said they had given renovation assistance to various clinics in the city. The literature revealed that when companies are operating in any given area or community they must contribute to sustainable social development along with their business operations (Corporate Watch Report, 2006). It is against such a background that they corporates that understood strongly the concept of social responsibility such as the afore mentioned. It refurbished most structures in these health centre some of them include ablution facilities, painting of clinics among others. It should be noted therefore that the renovation of clinics had given them a facelift and improved working environment.

Table 5: List of companies and their respective CSR practices

| Name of company | CSR activity | Area |
|--------------------------------------|-----------------------------|------------------------------|
| Alliance Health | Provision of medicines | Various clinics in the city |
| Tobacco Processors of Zimbabwe (TPZ) | Grounds maintenance | Beatrice Infectious hospital |
| Latter-Day Saints church | Refurbishment of structures | Clinics in Harare |

Source: Field research, 2016

Insert 5: Area of social responsibility by TPZ at Beatrice infectious hospital, Harare



Source: Field Research, 2016

4.3.5 CSR: Other activities

The primary data recorded identified that there some social support practices that are carried out in Harare. Firstly, Africa Lotto as a governed body often donate goods under charity programs, provided sporting kits for local games especially soccer as well as provision of clothing support during carnivals which usually are hosted by the city of Harare. This very important in the sense that it constitute part of social services which is the responsibility of the council. As a result, this will lead to a healthy society.

The Dairibord Holding Group revealed that it considers strategic importance to Corporate Social Responsibility programmes. The group said it has a generous yearly budget to cater for CSR activities such as donations and sponsorships. In addition the group is working with groups like the Society of Destitute and Aged (SODA) to provide things like blankets, pots, stoves, and footwear and company products. The organisation is also at the fore front in support of the national empowerment programmes where its employees of the organisation own twenty seven percent (27%) stake of the firm. The firm has also engaged in HIV/AIDS programme in conjunction with Zimbabwe Business Council on AIDS (ZBCA) and Voluntary Service Organisation (www.dairibord.com/index.php/group-news/archives/85 accessed on 26/03/16).

Although it is a government department or a fund, Zimbabwe National Road Administration (ZINARA) is also participating in the adoption of corporate social responsibility activities in Harare city. Harare city council received a major boost following the voluntary effort made by Group Five and Bitumen World to rehabilitate some of the city's roads as part of corporate social responsibility and also as gesture to the government. The companies were contracted by the government through the Zimbabwe National Road Administration rehabilitate the nation's major highways (www.herald.co.zw/roads-deal-boost-for-city accessed on 26/03/16). This information is very important as it vividly reflects the concern and commitment of corporate organisations towards engaging practices of CSR.

4.4 City of Harare

The researcher got access to reach the public relations office at the council and he had a discussion with the officials. He was furnished with the list of companies and their respective activities they are carrying out as part of corporate social responsibility. It is imperative to note that some of these companies could not constitute part of the sample population but they have played an important role in as far as this concept is concerned. These companies include Seedco, Miracle Missions, Econet Wireless Zimbabwe, Jabula Heights, United Family International (UFI), Alliance Health and Delta Beverages. This clearly shows that firms are highly aware of the idea of corporate social responsibility. The sample population only considered those companies that had a greater contribution than the afore-mentioned. The table below shows the list of these firms and their respective social responsibility activities.

Table 6: List of companies and respective social responsibility activities

| NAME OF COMPANY | SOCIALRESPONSIBILITY ACTIVITIES |
|-----------------------------------|--|
| Seedco | Provision of litter bins |
| Miracle Missions | Provision of litter bins |
| Econet Wireless Zimbabwe | Provision of litter bins |
| Jabula Heights | Provision of litter bins |
| Delta Beverages | Provided litter bins in Highlands, constructed metal cages in Highfield to enable collection of used and empty containers. |
| United Family International (UFI) | Provided litter bins, drilled boreholes in Mabvuku Tafara |
| | |
| Dairibord Holdings Group | Supports orphans and vulnerable groups |

| | |
|---------------|---|
| Meikles Group | Maintenance of Africa Unity Square park (recreational facility) |
|---------------|---|

Source: Field Research, 2016

As part of ploughing back to the community, companies have been found engaging some activities that add value to society. The city of Harare revealed that the Latter-Day Saints church pledged to support the council. The church did the exterior painting of the Town House complex in the heart of the city. This was a commendable support as it improved the beauty of and appearance of the building since it had gone for years without being renovated. The following insert provides evidence of the support offered by the Latter-Day Saints church.

Insert 6: Exterior painting of the town house



Source: Field Research, 2016

4.5 Effectiveness of corporate social responsibility activities on service delivery

4.5.1 Refuse collection

Refuse collection in its deepest sense is a complex and broad phrase that starts from sweeping the streets until the litter is taken to permanent dumpsites. This means that for the process to be a success there must be litter bins installed on the streets to facilitate the process. The researcher identified that corporates socially contributed greatly to ensure that the difficulties in collecting refuse are lessened. This can be evidenced by a considerable number of litter bins that were installed in most parts of the city especially in market places, ranks as well as on the streets. It should be observed that in Harare's central business district, in an approximately

45metre to 50metre distance there is found a litter bin installed either of the above listed companies. This simply means that chances of having rubbish or litter on the streets were reduced which is an achievement towards creating a litter free city. This can be supported by the Barnes,(2000), it revealed that corporate community involvement in all service delivery systems is a necessity not a choice as it paves way better service provision. Basing on this observation it is pertinent to say effectiveness was achieved in the sense that an enabling environment was created to curb littering problems. In addition, the city council commended that in refuse collection, the donation of bins by corporates had assisted in the provision of standard receptacles. It was also highlighted that the provision of bins is effective in complimenting the city efforts in improving service delivery especially considering the financial constraints facing the city.

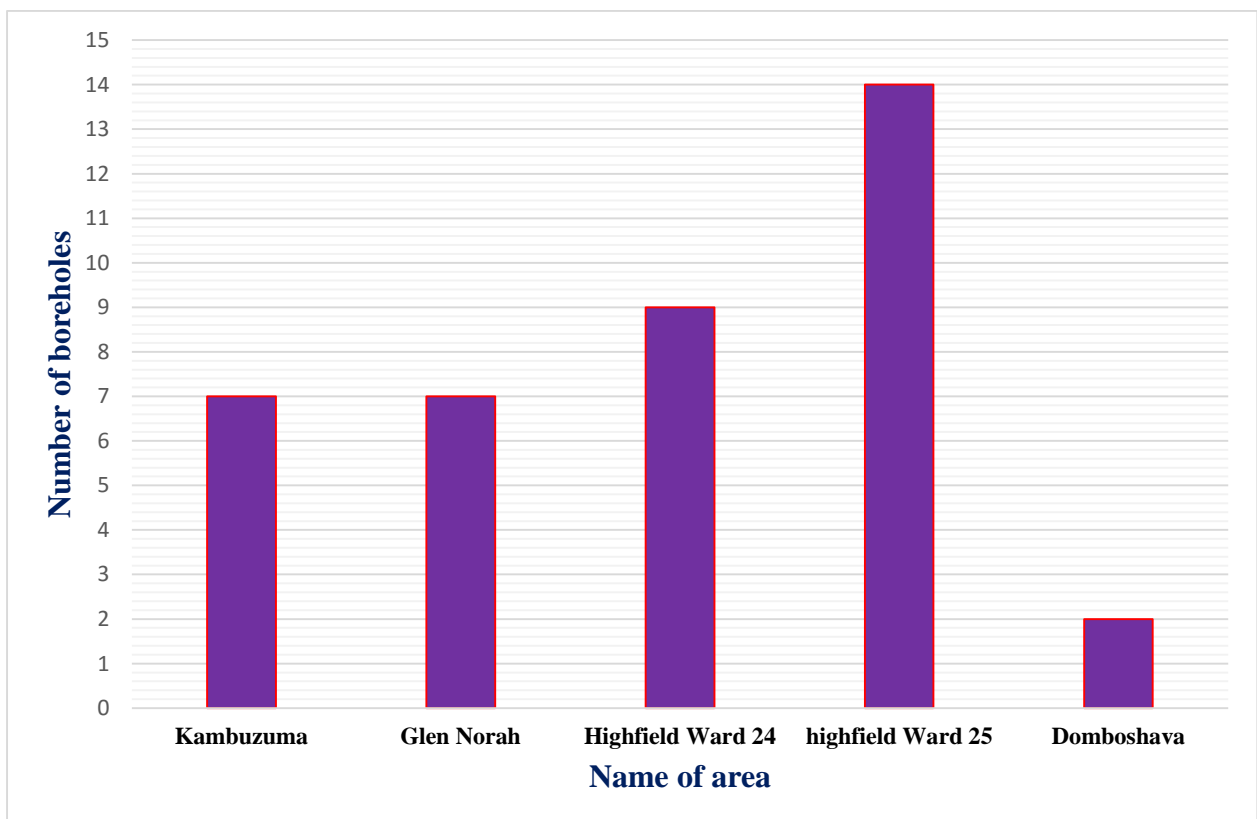
However, although a high degree of improvement on the installation of litter bins was installed there are also other issues to consider around the similar sphere. Analytically, the researcher observed that when moving around the city centre there were some litter bins which filled up with litter and some of it falling on to the surface. According to Vass (2000), a study carried out in Nigeria and Kenya revealed that most litter bins in various towns could get filled up and councils failed to collect the refuse within the best possible which then could cause accumulation of garbage on the streets. This could not mean that the bins were scarce but rather failure by the council to collect it time for final disposal. From such an observation therefore it is indeed pertinent to say that corporate social responsibility aspect is effective as evidenced by the availability of such bins although this was only centralised within central business district.

4.5.2 Provision of water services

Harare city council over the past years and still today is known of its inability to deliver potable water to its residents due to various factors which among the major is financial bottlenecks. This resulted in the outbreaks of hygiene related diseases like cholera and typhoid. Therefore it is against this background that the researcher was able enough to measure the effectiveness of corporate social responsibility activities with special reference to water provision in the city. The Latter-Day Saints church drilled boreholes in various parts of Harare and the number of boreholes were 93. From this particular standpoint the researcher found that CSR activities are effective considering the erratic water supplies in the city, a move which has been supported

by Harare Residents Trust (2015) which stated that water supplies should be perennial to enhance a health life in any given society. It was revealed that all the boreholes that were drilled are still functional as such areas continue to access water even when the city fails to supply it. Also the boreholes were drilled especially in areas that faced bottlenecks in accessing the precious mineral. Therefore the effectiveness in that residents now can easily get water from boreholes without any problem. This was a great compliment that was done by the church to compliment the city efforts to deliver water services to its residents. This has been stressed under section 77 of the constitution of Zimbabwe which states that every person has the right to safe, clean and potable water within any given society. The following is the graphical presentation of the support given by the church which reflect the total number of boreholes drilled and the respective areas they are found.

Fig 6: Effectiveness on the number of boreholes drilled in Harare



Source: Field Research, 2016

4.5.3 Road maintenance

According to collected data which came from the selected sample population, it was discovered that Rainbow Tourism Group (RTG) participated significantly on road maintenance in the city as part of social responsibility. The road that lead to Rainbow Towers from rotten row way is well maintained and beautified by the company which produce a scenic beauty to pedestrians and other road users. The firm also does resurfacing of the road as well as putting road markings. This is in line with the view by Moskowitz (2008) who states that road maintenance is one of the critical and vital elements of social responsibility. Most driving school instructors had been often seen using the road training learners simply because the way is constantly maintained as such it became attractive and user friendly. However, it must be seen that there are so many roads in the city that are in a sorry state and vehicles hardly move through. Considering the idea that CSR is a voluntary effort by companies to support local community, the activity carried out by RTG is deemed effective.

4.6 Chapter Summary

The chapter looked at findings and analysis of the responses from company managers relating to corporate social responsibility activities to establish if such practices could lead to effective service delivery within the city of Harare. The chapter also examined the data relating to respective CSR practices and analysed the extent to which they had contributed to the achievement of service delivery objectives.

CHAPTER V

Summary, Conclusions and Recommendations

5.0 Introduction

The main purpose of this study was centred on the effectiveness of corporates social responsibility activities on service delivery in the city of Harare. Therefore, this chapter gives summary of the whole research as well as conclusions raised in the study. Also, recommendations will be drawn to find out ways and means that can be taken so as to improve corporate social responsibility practices in Zimbabwe.

5.1 Summary of the study

This research aims at investigating the effectiveness of the activities carried out by the companies as part of corporate social responsibility on service delivery. The research was premised against the background that the city of Harare had the largest number of companies that operate within its area of jurisdiction, some of which impacted negatively to the society. This research was then carried out to examine if there are firms that were ploughing back to the communities through corporate social responsibility initiatives. The objectives of the study were; to identify the corporates' social responsibility practices done by companies in Harare, to identify the contribution of corporate social responsibility activities on service delivery, to assess the effectiveness of corporates' social responsibility activities on service delivery as well as to identify ways in which to improve corporates' social responsibility practices. The initial chapter gave an insight on the background of the study, statement of the problem, significance of the study, assumptions, definition of terms, delimitation of the study, and limitations of the study.

The research had a special significance in a number of ways. It provided deep understanding and knowledge to the researcher on how to come up with a comprehensive academic material. It is indeed of paramount importance to note that the research aimed chiefly at coming out with visible and tangible evidence of the corporates social responsibility activities in Harare which complement delivery of services. Also to note is that the research intended to explore if available the companies' activities which oppose the principles of social responsibility and those that affect the environment and societies within which these companies might be operating.

The literature review was carried out to examine the work that was done by scholars in line with the concept of corporate social responsibility practices. An analysis of the information was carried out to identify the research gap which becomes the major focus of the research. It also attempted to identify, locates and synthesise complete research articles, books and various academic materials on specific problem of the research topic. The findings were also summarised to find out the role of this research study.

Chapter two of the research focused on the definitional construct of the concept, Evolution of Corporate Social Responsibility, Corporate Social Responsibility as a multifaceted concept, Corporate Social Responsibility and Ethics, Benefits of Corporate Social Responsibility, Corporates' Social Responsibility activities, Corporates' Social Responsibility practices and Corporate Reputation, Challenges associated with the practices of Corporate Social Responsibility, Legal environment on Corporate Social Responsibility in Zimbabwe, Views on Corporate Social Responsibility activities among other critical and relevant aspects of Corporates' Social Responsibility practices. It has been discovered that there are a number of CSR activities being carried out in different ways. However the empirical evidence showed that in Zimbabwe corporations do not have a direct input and support to the city council of Harare. Thus the need for this research to explore if there are considerable efforts and its effectiveness on service delivery within the sphere of Corporate Social Responsibility.

The data collection process was characterized by a mixed approach which made use of both qualitative and quantitative approaches. Quantitative approach shows numerical representation of data, with the main purpose of highlighting and elucidating the research finding. Quantitative research offered a numeric explanation of trends, attitudes and opinions describing phenomenon in words in the analysis and collection of data. Creswell (2009) indicates that quantitative approach is a means for testing objective theories by examining the relationship among variables. These variables intern can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. Kumar (2011) highlighted that quantitative approach has more clarity and distinction between approaches and methods of data presentation. He elaborates that finding through quantitative approach can be replicated and tested whereas this cannot be easily done using qualitative approach.

In this this research it is vital to note that a case study research design was also used. It is the type of qualitative research in which the researcher examines the case under study as well as

within context. Creswell (2009) asserts that qualitative research refers the means of exploring and understanding the meaning individuals or groups ascribe to a social or human problem. He further indicates that the process of the research involves emerging in the participant setting, data analysis inductively building from particulars to general themes and the researcher making interpretations of the meaning of the data. The research therefore was wholly characterized by a mixed approach where both quantitative and qualitative approaches was used. This is due to the reason that the approaches are going to complement one another in the sense that shortcomings of one approach will definitely be solved by the other thus producing effective results.

The sample population had total number of five companies which were used to represent all the companies within Harare and this was obtained through non-probability sampling technique. The research instruments that were used in the research include a list of questionnaire, interviews as well as observations. The respective companies interviewed and responded to questionnaires include Africa Lotto/gaming, Nyaradzo Funeral Services Group, Rainbow Tourism Group (RTG), Clarion Insurance Company and Jesus Christ Church of Latter-Day Saint. The researcher used confirmation letter from the university to seek permission for the research. Also ethical considerations were observed during the data collection process.

From the research conducted, the researcher proceeded to the analysis, interpretation and presentation of data. Data collected was presented and analyzed in chapter four and was obtained using questionnaires and interviews. The response rate through the use of questionnaires was generally fair and translated to 55%. The interviews conducted were based on one-on-one discussion in a way to compliment to the questionnaires that were provided to the respondents. Findings of this research revealed that there was a commendable contribution on service delivery within the city as a result of corporate social responsibility activities. It was discovered that various companies mentioned above contributed greatly in the provision of services such as refuse collection, health, road maintenance as well as provision of water services through drilling of boreholes.

5.2 Conclusions

This research was guided by four main objectives which were clearly highlighted in the initial phase of chapter one. It is from these objectives that conclusions were drawn. The CSR activities identified include among them refuse collection, road maintenance and water provision. The researcher also got basic information from the city council which enabled him to come up with a comprehensive report.

It was revealed that there was a complimentary contribution on service delivery by companies in Harare. Companies like Nyaradzo Group, Clarion Insurance and Africa Gaming managed to install litter bins in the city and also roads were being maintained.

A considerable support in the provision of water was observed giving out a clear testimony that corporate organizations have a role to play as part of ploughing back to the community. A significant number of boreholes were drilled and this improved the supply of water in the city considering that the council is facing challenges to effectively provide such a service.

Companies also pledged support in health services and corporates offered renovation assistance to various clinics in the city. Most structures were refurbished in these health which had given the health centres a facelift and improved working environment.

Assessment on the effectiveness of corporates social responsibility activities revealed that the practices were effective due to fact that along the streets of Harare city a people found it easy and safe to dispose litter in the installed bins. It was also revealed that all the boreholes that were drilled are still functional as such areas continue to access water even when the city fails to supply it.

5.3 Recommendations

In line with the above conclusions the researcher therefore came up with the following recommendations:

- ✚ Corporate social responsibility practices should be sustainable. For instance if boreholes are drilled they should be maintained. It should not just be for publicity but should be a solution to problem.
- ✚ The political environment should be friendly enough to enable corporate social responsibility practices.
- ✚ There is need to have an effective corporate social responsibility policies that govern the operations of companies and also stating exactly what the companies are expected to do as part of corporate social responsibility.
- ✚ The economic policies of the nation should be accommodative and user friendly to stimulate effective business operations thus paving way effective CSR. For example the profit sharing system under the indigenization policy is not fair companies as such they become reluctant on the aspect of CSR.
- ✚ The researcher also recommended that firms should strongly engage CSR so as to intensify their publicity as well as enhancing corporate reputation which is key to profit maximisation.
- ✚ Developing local corporate social responsibility leaders such as advocates, mediators and networks.
- ✚ Communities and their local institutions should collaborate and provide institutional support to facilitate the CSR initiatives.

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APPENDICES

Appendix I:

Questionnaire for Harare City Council

I am a fourth year student at Midlands State University. I am carrying out a research on the, **Effectiveness of Corporates' Social Responsibility activities on Service delivery**. The research serves as a partial fulfilment of the requirements of **BScs Honours Degree in Local Governance Studies**. The data gathered in the questionnaire will be used specifically for academic purposes.

SECTION A

1. What is the name of your organisation and the position you hold currently?
 - a) Organisation:
 - b) Position:

2. As a Council, please indicate the Corporate Social Responsibility activities you are familiar with:

.....

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3. As part of Corporate Social Responsibility, have you received any support in the delivery of any of the following services:

Tick where appropriate:

| | |
|-------------------------|--|
| Housing | |
| Water | |
| Health | |
| Education | |
| Refuse collection | |
| Roads maintenance | |
| Street Lighting | |
| Recreational facilities | |
| Sewer | |

If there are other services you are offering and/or have offered apart from the above mentioned, please **specify**:

.....

4. If you have been offered assistance in the provision of any of the above listed services, **please show how** you have helped in the delivery of such services:

.....

5. Are there notable improvements in the delivery of respective services on which you have received support? Give a comment:

.....

6. As a Council, comment on the effectiveness of CSR activities based on your experiences.

.....

Section B

Please indicate how strongly you agree or disagree with the statement using the scale provided by ticking one of the numbers.

SD= Strongly Disagree-1, D= Disagree-2, N= Neither Agree or Disagree-3, A=Agree-4, SA=Strongly Agree-5

| Question Number | Question | Answer | | | | |
|-----------------|---|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 7. | The Corporates' Social Responsibility activities help in service delivery? | | | | | |
| 8. | Is the government encouraging CSR practices | | | | | |
| 9. | The legal environment conducive for Corporates' Social Responsibility to take place | | | | | |
| 10. | The concept of CSR is compromising the main objectives of your business operations | | | | | |

11. What is your comment on the manner in which companies are engaging Corporates' Social Responsibility activities?

.....

Section C

Please indicate how strongly you agree or disagree with the statement using the scale provided by ticking one of the numbers.

SD= Strongly Disagree-1, D= Disagree-2, N= Neither Agree or Disagree-3, A=Agree-4, SA=Strongly Agree-5

| Question Number | Question | Answer | | | | |
|-----------------|---|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 12. | There is political interference in your CSR initiatives | | | | | |
| 13. | There are various companies practicing the concept of CSR | | | | | |
| 14. | The economic situation is not permitting your organisation to engage CSR | | | | | |
| 15. | Your company is carrying out a number corporate social responsibility activities | | | | | |
| 16. | There has been an improvement on service delivery following the adoption of CSR concept | | | | | |
| 17. | The company has given support in the provision of health services | | | | | |

18. Would you kindly provide statistical information on the support you have pledged to the Council where applicable?

.....

19. Can you summarise the benefits that you have obtained from the practice of CSR.

.....

Appendix 2:

Questionnaire for Companies

I am a fourth year student at Midlands State University. I am carrying out a research on the, **Effectiveness of Corporates’ Social Responsibility activities on Service delivery**. The research serves as a partial fulfilment of the requirements of **BScs Honours Degree in Local Governance Studies**. The data gathered in the questionnaire will be used specifically for academic purposes.

SECTION A

7. What is the name of your organisation and the position you hold currently?

c) Organisation:

d) Position:

8. As a company, please indicate the Corporate Social Responsibility activities you are familiar with:

.....

9. As part of Corporate Social Responsibility, are you involved in supporting the delivery of any of the following services:

Tick where appropriate:

| | |
|-------------------|--|
| Housing | |
| Water | |
| Health | |
| Education | |
| Refuse collection | |
| Roads maintenance | |
| Street Lighting | |

| | |
|-------------------------|--|
| Recreational facilities | |
| Sewer | |

If there are other services you are offering and/or have offered apart from the above mentioned, please **specify**:

.....

10. If you have indicated your engagement in the provision of any of the above listed services, show how you have helped in the delivery of such services:

.....

11. Are there notable improvements in the delivery of respective services on which you have pledged your support? Give a comment:

.....

12. As a company, comment on the effectiveness of CSR activities based on your experiences.

.....

Section B

Please indicate how strongly you agree or disagree with the statement using the scale provided by ticking one of the numbers.

SD= Strongly Disagree-1, D= Disagree-2, N= Neither Agree or Disagree-3, A=Agree-4, SA=Strongly Agree-5

| Question Number | Question | Answer | | | | |
|-----------------|---|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 7. | The Corporates' Social Responsibility activities help in service delivery? | | | | | |
| 8. | Is the government encouraging CSR practices | | | | | |
| 9. | The legal environment conducive for Corporates' Social Responsibility to take place | | | | | |
| 10. | The concept of CSR is compromising the main objectives of your business operations | | | | | |

11. What is your comment on the manner in which your company is engaging Corporates' Social Responsibility activities?

.....

Section C

Please indicate how strongly you agree or disagree with the statement using the scale provided by ticking one of the numbers.

SD= Strongly Disagree-1, D= Disagree-2, N= Neither Agree or Disagree-3, A=Agree-4, SA=Strongly Agree-5

| Question Number | Question | Answer | | | | |
|-----------------|---|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 12. | There is political interference in your CSR initiatives | | | | | |
| 13. | There are various companies practicing the concept of CSR | | | | | |
| 14. | The economic situation is not permitting your organisation to engage CSR | | | | | |
| 15. | Your company is carrying out a number corporate social responsibility activities | | | | | |
| 16. | There has been an improvement on service delivery following the adoption of CSR concept | | | | | |
| 17. | The company has given support in the provision of health services | | | | | |

18. Any notable corporate social responsibility activities done by other companies? (What is your comment?)

.....

19. Would you kindly provide statistical information on the support you have pledged to the Council where applicable?

.....

20. Can you summarise the benefits that you have obtained from the practice of CSR.

.....
.....
.....
.....

Appendix 3:

Letter of Authority; Harare City Council