The influence of corporate social responsibility on sustainable development: Case of Zambezi Valley Development Fund

by

Edson Dharabhani (R048450E)

A dissertation submitted in partial fulfillment of the requirements for the degree of Master of Business Administration

2016

Graduate School of Management

Supervisor: Dr. D. Madzikanda
**DISSERTATION TITLE**

The influence of corporate social responsibility on sustainable development: Case of Zambezi Valley Development Fund

---

**DISSERTATION METHODOLOGY (please tick one)**

<table>
<thead>
<tr>
<th>QUANTITATIVE</th>
<th>X</th>
<th>QUALITATIVE</th>
<th>MIXED METHODS</th>
</tr>
</thead>
</table>

---

**INTAKE (YEAR AND MONTH)**

| 2014 | JANUARY |

---

**Registration No.:**

<table>
<thead>
<tr>
<th>R048450E</th>
<th>STUDENT NAME:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>EDSON DHARABHANI</td>
</tr>
</tbody>
</table>

---

**DISSE MINATION SUBMISSION DEADLINE**

| AUGUST 1, 2016 | AUGUST 2, 2016 |

---

This statement should be completed and signed by the student producing the dissertation.

**Declaration and Statement of Authorship:**

1. I hold a copy of this dissertation, which can be produced if the original is lost/damaged.
2. This work may be reproduced, communicated, compared and archived for the purpose of detecting plagiarism.
3. I give permission for a copy of my marked work to be retained by the Graduate School of Management for review and comparison, including review by external examiners.
4. I understand that: Plagiarism is the presentation of the work, idea or creation of another person as though it is your own. It is considered cheating and is a very serious academic offence that may lead up to expulsion from the program. Plagiarised material can be drawn from, and presented in, written, graphic and visual form, including electronic data, and oral presentations. Plagiarism occurs when the origin of the material used is not appropriately cited.
5. Enabling plagiarism is the act of assisting or allowing another person to plagiarise or to copy your work.

---

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>DHARABHANI</td>
<td>EDSON</td>
<td></td>
</tr>
</tbody>
</table>
Declaration

I, Edson Dharabhani, do hereby declare that this dissertation is the result of my own investigation and research, except to the extent indicated in the Acknowledgements, References and by comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

Student’s Signature…………………………………………………Date…………

Supervisor’s Signature……………………………………………..Date…………
Acknowledgements

Firstly, I would like to express my innermost gratitude to my supervisor Dr. David Madzikanda for setting aside some time from his busy schedule to provide guidelines and reviewing chapter by chapter progress in this study. His periodical MBA clinic sessions and notes guides helped a lot ensuring that I stay in the right track. With his vast experience in quantitative methods and inclination bias towards my subject of study, I couldn’t have imagined a better supervisor. I would like also to express my gratitude to Mr. Brian Muyambo of Research Matters in assistance in data analysis and presentation. His experience in use of SPSS and other statistical tools helped in coming up with this product. Lastly I would also like to thank my wife Qoheleth for being understanding in such demanding work which meant less time to attend to her.
Abstract

The purpose of this study is to establish sustainability of corporate social responsibility activities of Zambezi Valley Development Fund (ZVDF) in one of the ten districts it serves. The study focused on ZVDF’s corporate social responsibility and was carried out in NyamiNyami district. A sample of 106 participants from NyamiNyami district was used for this study employing a survey method for data collection. The study sample included all headmen, councilors, VIDCO chairpersons and WADCO chairpersons in NyamiNyami ward. Use of statistical tests such as correlation and regression aided in analyzing the data findings to come up with meaningful conclusions. The results pointed that the Fund consulted the community leaders in its activities, the activities were executed in a transparent manner, initiatives improved livelihood of the communities where they were implemented and introduced sustainable development. Community involvement and community ownership of development projects was found to be instrumental in ensuring sustainability of developmental projects. The study concluded that sustainability has a linear causal relationship with community ownership and community involvement in development projects. The study also concluded that ZVDF consults community leaders and involves communities in their corporate social responsibility projects. The study recommended that ZVDF should prioritise community engagement as a way of ensuring that the development which they brought was sustainable. It also recommended that the organization conducts baseline studies before each project to ensure that it was relevant to the communities’ needs. Further studies can be carried out to develop a framework for cooperation among development agencies to enable sharing of resources and thereby delivering sustainable development more rapidly.
# TABLE OF CONTENTS

**LIST OF TABLES**  x

**LIST OF FIGURES**  xi

**DEFINITIONS AND ABBREVIATIONS**  xii

**CHAPTER ONE: INTRODUCTION**  13

1.1 Introduction  1

1.2 Study Background  1

1.3 Statement of the problem  3

1.4 Research objectives  3

1.5 Major Research question(s)  3

1.6 Research hypothesis/ Proposition (Main Argument)  4

1.7 Scope of research/Delimitation of the study  4

1.8 Justification/Rationale or Significance of research  4

1.9 Organisation of the dissertation  5

1.10 Conclusion  5

**CHAPTER TWO: LITERATURE REVIEW**  6

2.1 Introduction  6

2.2 Sustainable Development  6

2.2.1 History of sustainable development and its significance to rural development  6

2.2.2 Environmental sustainability  7

2.2.3 Sustainable Energy  8

2.2.4 Sustainable economics  8

2.3 Corporate Social Responsibility  9

2.4 Theories of Corporate Social Responsibility  11

2.4.1 Utilitarian Theories  12

2.4.2 Managerial Theory  13

2.4.3 Relational Theory  14

2.5 Corporate social responsibility and sustainable development  15

2.5.1 Communication  15

2.5.2 Trust  16

2.6 Empirical Literature  17

2.7 Literature synthesis and Conceptual Framework  18

2.7.1 Corporate Social responsibility programs  18
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.7.2</td>
<td>Community Involvement</td>
</tr>
<tr>
<td>2.7.3</td>
<td>Community ownership of development projects</td>
</tr>
<tr>
<td>2.7.4</td>
<td>Improved Livelihoods</td>
</tr>
<tr>
<td>2.7.5</td>
<td>Research propositions</td>
</tr>
<tr>
<td>2.7.6</td>
<td>Indications for research methodology</td>
</tr>
<tr>
<td>2.8</td>
<td>Conclusion</td>
</tr>
<tr>
<td>3</td>
<td>CHAPTER THREE: RESEARCH METHODOLOGY</td>
</tr>
<tr>
<td>3.1</td>
<td>Introduction</td>
</tr>
<tr>
<td>3.2</td>
<td>Recap of research aim, objectives, questions, hypotheses</td>
</tr>
<tr>
<td>3.3</td>
<td>Research design</td>
</tr>
<tr>
<td>3.3.1</td>
<td>Research philosophy</td>
</tr>
<tr>
<td>3.3.2</td>
<td>Research Approach</td>
</tr>
<tr>
<td>3.3.3</td>
<td>Research strategy</td>
</tr>
<tr>
<td>3.4</td>
<td>Research Methodology</td>
</tr>
<tr>
<td>3.5</td>
<td>Methods of data collection</td>
</tr>
<tr>
<td>3.5.1</td>
<td>Primary data</td>
</tr>
<tr>
<td>3.6</td>
<td>Research instruments</td>
</tr>
<tr>
<td>3.6.1</td>
<td>Questionnaire development</td>
</tr>
<tr>
<td>3.6.2</td>
<td>Pilot testing</td>
</tr>
<tr>
<td>3.7</td>
<td>Population and sampling techniques</td>
</tr>
<tr>
<td>3.7.1</td>
<td>Population</td>
</tr>
<tr>
<td>3.7.2</td>
<td>Sample size</td>
</tr>
<tr>
<td>3.7.3</td>
<td>Sampling procedures</td>
</tr>
<tr>
<td>3.8</td>
<td>Data collection procedures</td>
</tr>
<tr>
<td>3.8.1</td>
<td>Questionnaire administration</td>
</tr>
<tr>
<td>3.9</td>
<td>Data Processing and Analysis</td>
</tr>
<tr>
<td>3.10</td>
<td>Research limitations</td>
</tr>
<tr>
<td>3.11</td>
<td>Validity and reliability</td>
</tr>
<tr>
<td>3.12</td>
<td>Ethical considerations</td>
</tr>
<tr>
<td>3.13</td>
<td>Conclusion</td>
</tr>
<tr>
<td>4</td>
<td>DATA ANALYSIS, FINDINGS AND DISCUSSION</td>
</tr>
<tr>
<td>4.1</td>
<td>Introduction</td>
</tr>
<tr>
<td>4.2</td>
<td>Response rate</td>
</tr>
<tr>
<td>4.3</td>
<td>Descriptive analysis</td>
</tr>
</tbody>
</table>
4.3.1 Description of study respondents 34
4.3.2 Zambezi Valley Development Fund’s corporate social responsibility 38
4.3.3 Community involvement in Zambezi Valley Development Fund’s CSR projects 41
4.3.4 Community’s perception of Zambezi Valley Development Fund’s CSR initiatives 43
4.3.5 Influence of Zambezi Valley Development Fund’s CSR initiatives on livelihoods 47

4.4 Normality Tests 48
4.5 Correlation Tests 49
4.6 Regression Tests 51
4.7 Mann-Whitney U Test 54
4.8 Kruskal-Wallis test 54
4.9 Discussion of findings 56
4.10 Conclusion 58

5 CONCLUSIONS AND RECOMMENDATIONS 59
5.1 Introduction 59
5.2 Achievement of research aims and objectives 59
5.3 Conclusions 62
  5.3.1 Zambezi Valley Development Fund’s corporate social responsibility 62
  5.3.2 Community involvement in Zambezi Valley Development Fund’s CSR projects 62
  5.3.3 Community’s perception of Zambezi Valley Development Fund’s CSR initiatives 62
  5.3.4 Influence of Zambezi Valley Development Fund’s CSR initiatives on livelihoods 62
  5.3.5 Hypotheses 63
5.4 Answers to research questions 63
5.5 Contribution 64
  5.5.1 Theoretical contribution 64
  5.5.2 Methodological contribution 64
  5.5.3 Empirical contribution 64
5.6 Policy Recommendations 64
  5.6.1 Community engagement 64
  5.6.2 Ownership 64
5.7 Managerial recommendations 65
  5.7.1 Baseline studies 65
  5.7.2 Planning 65
5.8 Generalisation of findings 65
5.9 Research Limitations 65
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.9.1</td>
<td>Choice of data collection methods</td>
<td>65</td>
</tr>
<tr>
<td>5.9.2</td>
<td>Implementation of data collection methods</td>
<td>65</td>
</tr>
<tr>
<td>5.9.3</td>
<td>Scope of the discussions</td>
<td>66</td>
</tr>
<tr>
<td>5.10</td>
<td>Suggestions for further study</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>REFERENCES</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>APPENDICES</td>
<td>71</td>
</tr>
</tbody>
</table>
LIST OF TABLES

Table 3.1: Sampling plan ........................................................................................................29
Table 4.1: Response Rate ........................................................................................................33
Table 4.2: Perspectives on ZVDF’s CSR initiatives .................................................................45
Table 4.3: Influence of ZVDF’s CSR on livelihoods .................................................................47
Table 4.4: Normality test ..........................................................................................................49
Table 4.5: Spearman's correlation coefficients .....................................................................50
Table 4.6: Regression model summary ....................................................................................51
Table 4.7: ANOVA Table ..........................................................................................................52
Table 4.8: Regression coefficients ..........................................................................................52
Table 4.9: Conceptual model ...................................................................................................53
Table 4.10: Mann-Whitney U test for gender ........................................................................54
Table 4.11: Kruskal-Wallis test for age and sustainability .......................................................54
Table 4.12: Kruskal-Wallis test for level of education and sustainability .................................55
Table 4.13: Kruskal Wallis test for position and sustainability...............................................55
Table 4.14: Kruskal-Wallis test for period in leadership position and sustainability ............56
LIST OF FIGURES

Figure 3.1 : Conceptual Framework ................................................................. 18
Figure 4.1 : Distribution of respondents by gender ........................................... 34
Figure 4.2 : Distribution of respondents by age group ..................................... 35
Figure 4.3 : Distribution of respondents by educational qualifications ............... 36
Figure 4.4 : Distribution of respondents by length of period in leadership position .. 37
Figure 4.5 : Awareness of CSR initiatives in the district .................................... 38
Figure 4.6 : Awareness of CSR initiatives in ward ............................................. 39
Figure 4.7 : Respondents' familiarity with CSR policy ....................................... 40
Figure 4.8 : Involvement of community in CSR projects .................................... 41
Figure 4.9 : Consultation of leaders during projects ........................................... 42
Figure 4.10 : Transparency of CSR policy ....................................................... 43
Figure 4.11 : Omission of issues ................................................................. 44
DEFINITIONS AND ABBREVIATIONS

DEFINITIONS

Sustainable development

Development which satisfies the community’s immediate developmental needs and also ensures that natural resources and ecosystem services are still preserved for future use.

Corporate social responsibility

A corporation’s initiatives to assess and take responsibility for the company’s effects on environmental and social wellbeing.

ABBREVIATIONS

ZVDF Zambezi Valley Development Fund
VIDCO Village Development Committee
WADCO Ward Development Committee
CSR Corporate Social Responsibility
ANOVA Analysis of Variance
CHAPTER ONE

INTRODUCTION

1.1 Introduction

This first chapter describes the background of the study, introduces the theories which were drawn upon, and presents the principal research aims and areas. Furthermore, the scope of the study and the intended contributions of the research are presented. The motivation for carrying out the study is also firmly established. Finally, the overall organisation of the dissertation is outlined.

1.2 Study Background

The Zambezi Valley Development Fund is tasked with running the programmes which were originally initiated by the Kariba Dam authorities to bring sustainable development to communities who were displaced to make way for the dam. Because substantial resources are collected and channeled to this cause, it is important for the intended results to be achieved. However, Sen and Bhattacharya (2001) found that corporate social responsibility which is not well formulated or poorly implemented does not produce sustainable development. This study sought to establish whether the Zambezi Valley Development Fund’s corporate social responsibility initiatives have brought sustainable development to the communities it serves.

Utting (2005) observed that in the past, large corporations were not sensitive to society’s needs, resulting in uncontrolled degradation of the environment. Corporates were only concerned with making maximum profits and satisfying their shareholders. More and more companies are adopting corporate social responsibility policies but it still remains to be established whether these initiatives are actually capable of delivering as expected. Currently, big and small businesses all over the world are making serious efforts to attend to the needs of the society which they serve and help in preserving the environment. These initiatives are seen as contributing to the beneficiaries’ development and have therefore been widely accepted by the beneficiaries and other stakeholders whether they are structured or not. The acceptance of the idea that business has responsibilities beyond making profits for its shareholders, but also to deal with problems in the society, is therefore behind the concept now known as corporate social responsibility (Simionescu, 2015).
When corporate social responsibility is not implemented properly, it results in scarce resources being used uneconomically. Sustained development can be achieved in developing countries through corporate social responsibility when it is properly formulated and put into practice (Simionescu, 2015). Businesses which adopt corporate social responsibility can actually be seen as trying to promote sustainable development for the community in which they operate. The world’s development agencies including World Bank, DFID, and USAID etc. have all admitted that engaging the corporate world in the development agenda is one way of achieving sustainable development (Binder, Palenberg and Witte, 2007).

The Zambezi River Authority is responsible for managing the Zambezi Valley Development Fund which was set up in order to implement sustainable development projects for the people who were displaced by the dam project. The idea behind such an initiative was to alleviate the impact of the displacement on the affected communities. Zambezi River Authority (1996) explains that, when the Kariba Dam project was embarked on, there were no provisions made to deal with the disruption of people’s lives making it necessary for measures to be taken in order to redress the situation. The initiative receives funding which is a percentage of all the money paid to the Zambezi Valley Development Fund by power companies in Zimbabwe and Zambia. The fund serves four districts in Zimbabwe and six districts in Zambia. The districts served in Zimbabwe are NyamiNyami, Hurungwe, Gokwe North and Binga while in Zambia it serves Chirundu, Siavonga, Gwembe, Sinazongwe, Kalomo and Zimba districts. This is where there is high concentration of the population that were originally displaced by the construction of Kariba Dam. Due to their displacement from their original homes these people’s way of life was disrupted and the activities of the Zambezi Valley Development Fund are intended to help them attain sustainable livelihoods. In order to achieve this, goal the development which is delivered must be capable of replication and sustenance after the intervention is over. For development to be considered sustainable it must be done in such a way that natural resources and ecosystem services are still preserved for future use. Communities must also be able to benefit from and replicate the development without any further contribution from the implementing organisation.

The corporate social responsibility policies of the Zambezi Valley Development Fund can only bring sustainable development if they are implemented and formulated in collaboration with the communities who are supposed to benefit. If the authority just makes contributions without involving the community, they may not have sense of ownership over the developments and such development is not sustainable. Such unsustainable development
represents a waste of scarce resources. This study therefore sought to assess Zambezi Valley Development Fund’s corporate social responsibility and determine whether it had an influence on sustainable development in the beneficiary communities.

1.3 Statement of the problem

The Zambezi Valley Development Fund is tasked with implementing development projects within the communities which were displaced by the Kariba Dam and a lot of money is invested every year in such projects. Whenever resources are applied in an endeavour to bring development it must be evaluated to see whether desired results are being achieved and take corrective action where necessary. This study therefore to establish ways in which Zambezi Valley Development Fund’s corporate social responsibility delivers sustainable development to the target communities.

1.4 Research objectives

1. To establish the extent to which Zambezi Valley Development Fund is involved in corporate social responsibility
2. To investigate the extent to which Zambezi Valley Development Fund involves the community in its corporate social responsibility initiatives
3. To assess the community’s perception of Zambezi Valley Development Fund’s corporate social responsibility initiatives
4. To investigate the influence of Zambezi Valley Development Funds corporate social responsibility initiatives on livelihoods
5. To ascertain the major CSR determinates of sustainability
6. To recommend measures that can be employed to ensure sustainability of the projects funded.

1.5 Major Research question(s)

Does ZVDF’s corporate social responsibility bring sustainable development in NyamiNyami district?

Sub research questions are:

1. To what extent does ZVDF practice corporate social responsibility?
2. To what extent does ZVDF involve the community in its corporate social responsibility activities?

3. What is the community’s perception of ZVDF’s corporate social responsibility activities?

4. What is the influence of ZVDF’s corporate social responsibility on livelihoods in NyamiNyami district?

5. What are the major CSR determinants of sustainability?

1.6 Research hypothesis

H0: Corporate social responsibility brings sustainable development to beneficiary communities

H1: Improvement of livelihoods makes development sustainable

H2: Community involvement in development projects results in sustainable development

H3: Community ownership of development projects promotes sustainable development

1.7 Scope of research/Delimitation of the study

The study was carried out in NyamiNyami district in Zimbabwe. It focused on the corporate social responsibility programs which have been undertaken by the Zambezi Valley Development Fund in the district. While the fund runs programmes in 10 districts it was not practical to spread the study to all of them due to their spread over a wide region which spans two countries, Zambia and Zimbabwe. The programs were run along similar lines throughout the territory and the selected district was expected to be representative of the situation throughout the region. Of particular importance was to determine the sustainability of the Zambezi Valley Development Fund’s corporate social responsibility practices. The study was carried out from 15th March to 30th June 2016.

1.8 Justification/Rationale or Significance of research

Considering the scarce resources which are channeled to corporate social responsibility by companies and other organisations every year, it is essential for sustainable development to be realised for the beneficiary communities, otherwise resources would have been wasted.
This study may benefit various stakeholders in different ways. By establishing whether sustainable development is being achieved this study will help the Zambezi Valley Development Fund what works and what does not work in delivering their objectives and serve as a basis for their future planning. The findings of the study may also enable the authority to come up with a strategy for more efficient use of resources. The communities may benefit from the finding of the study if they result in development which is more suitable for their circumstances and needs being delivered in future. Development agencies may benefit from the findings of the study if they bring out points which can expose some practices which do not necessarily bring sustainable development and those which should be pursued to achieve it. The government may also benefit from the findings of the study if they result in more sustainable development being delivered to communities, contributing towards fulfillment of national and international development goals. The study will contribute to the body of knowledge on corporate social responsibility and sustainable development in developing countries. The findings may also form the basis of future research on the relationship between corporate social responsibility and sustainable development.

1.9 Organisation of the dissertation

Chapter one of the study is an introductory chapter which details its background and purpose for the study in detail. Chapter two is a literature review on the subject of the study, while chapter three will present the methodology for the study. Chapter four is for presentation and analysis of the research findings and finally, chapter five gives the conclusions and recommendations of the study.

1.10 Conclusion

This chapter served as an introduction to the research’s background, objectives, hypothesis, significance and its scope. The statement of the problem and research questions were presented and the assumptions made for the study explained. Finally, it outlined the organisation of the study.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is a review of literature related to the study on corporate social responsibility, sustainable development and their relationship and underlying theories. The chapter will discuss relevant models and frameworks to identify areas where research can be carried out. Key variables and dimensions of the topic will also be discussed in order to come up with a conceptual framework for the study.

2.2 Sustainable Development

The most widely used definition of sustainable development, describes it as being that which does not compromise the capacity to provide for future generations’ needs when making developments targeted at providing current needs (Simionescu, 2015). This approach means that development must incorporate long term goals rather than just satisfying short-term needs. It is important to ensure sustainability not only economically but in terms of environment and socially. The idea is to grow in economic and social terms whilst protecting the environment in which we live. It has always proved difficult to strike a balance in achieving these important and sometimes conflicting goals and this has always bothered stakeholders in development (Kim, Li and Li, 2014). Simionescu (2015) argued that there is overexploitation of the environment which is caused by people living in poverty as they attempt to develop themselves and improve their welfare. Peloza and Shang (2011) concurred that sustainable development can only be achieved if it is done while protecting the environment and added that this required involving members of the local community.

The concept of sustainable development has therefore emerged as a framework for communities to create efficient infrastructure and enhance their quality of life while using their resources in an efficient manner.

2.2.1 History of sustainable development and its significance to rural development

According to Pearce, Barbier and Markandya (2013) the concept of sustainable development got its widely accepted perception which characterises it as development which meets the present generation’s needs without jeopardising those of future generations. The aforesaid
definition came from the World Commission on Environment and Development in 1987. The earth summit which was held in 1992 in Rio de Janeiro came up with a resolution to come up with sustainable development goals to serve as a framework for working towards promoting concrete action towards sustainable development in different parts of the world (United Nations, 2012).

Le Blanc, et al. (2012) argued that for rural populations to develop, sustainable development is an essential prerequisite. The majority of the developing world’s poor (76%) live in the rural areas which comprise 58% of the total population thus making poverty a big issue among the rural population more than anyone else (Henry, 2012). The amounts and quality of food which people can buy are greatly reduced when they live in poverty. In developing countries, workers often earn less than $2 per day, and this lower income depresses demand for purchasing food, with adverse effects on the production and distribution of food (Cornia, 2014). On the other hand, challenges like water, energy and soil resources also complicate the situation in rural areas.

Sustainable development initiatives are therefore important in bringing development to rural areas.

### 2.2.2 Environmental sustainability

Environmental sustainability can be interpreted as referring to preserving the natural environment and its diversity and productivity. The state of water, air and the climate are of particular importance because natural resources are derived from the environment. The Intergovernmental Panel on Climate Change (IPCC)’s Fifth Assessment report acknowledges and outlines current knowledge about factors concerning changes in climate, and the possibilities for dealing with them (Intergovernmental Panel on Climate Change, 2011). Environmental sustainability requires society to design activities to meet human needs while preserving the life support systems of the planet. This can be achieved through sustainable use of water, making use of renewable energy and harnessing natural resources in a way that maintains biodiversity and biomass.

When the rate at which natural resources are being used up is faster than the rate at which they can be replaced, this creates an unsustainable scenario. For sustainability it is necessary that natural resources are consumed at a rate which allows for their natural replenishment. The concept of carrying capacity thus becomes very closely linked with the concept of
sustainable development (Dempsey et al., 2011). If environment degradation is allowed to go on and end the final result is that the environment will not be able to sustain human life any more. When that happens globally, nature would restore the balance through increased human deaths until the land remains with such number as the degraded environment can now support. Theoretically, if environmental degradation exceeds a certain critical point this can result in extinction of the human species (Quental, Lourenço and da Silva, 2011). It is therefore very important for environmental sustainability to be ensured.

2.2.3 Sustainable Energy

The main defining feature of sustainable energy is that it can be used for a long time and without causing much pollution. Renewable energy differs from the fossil fuels that are currently being used because it causes much less pollution (Chu and Majumdar, 2012). Hydroelectric, wind and solar and biogas are some of the most commonly used sources of renewable energy in Zimbabwe. Fossil fuels in Zimbabwe are situated near low income communities and these are negatively affected by the system. According to Cornia (2014) such communities are not usually included when decisions are made and end up with adverse environmental or health effects as a result of the mining activities. These toxicants are major contributors to health problems in the communities. Promoting renewable energy reduces dependence on fossil fuels thereby allowing such communities a better quality of life, through reducing the adverse effects (Chu and Majumdar, 2012). Sustainable development in energy also contributes to making communities economically sustainable and improves their security. Current investment policies in Zimbabwe and the rest of the world therefore attach importance to sustainable energy development.

2.2.4 Sustainable economics

Environmental resources are meant to be treated as economic assets which are important as they constitute a form of natural capital in an environment of poverty and overexploitation in rural areas (Pearce, Barbier and Markandya, 2013). Traditionally economic development has been looked at in terms of the gross domestic product. However sustainable development differs and focuses on improving the quality of life for the majority although aggregate consumption may decrease.

The concept of sustainable economy is usually associated with the ability to strike a balance between basic ecological support systems and the economy. In trying to understand the
challenges caused by growing human development on the planet, scientists have highlighted that growth has a limit, while economists brought about the concept of a steady state economy (Van Kooten, 2011). Perkins et al. (2012) came to the conclusion that it was possible to achieve economic development while still conserving the environment and the two goals actually reinforce one another instead of being in conflict.

Policymakers have the opportunity to increase sustainability through economic or purely environmental initiatives. Van Kooten (2011) argued that when efficient policies for pollution and renewable energy are implemented, human welfare improves until it reaches a steady state. Dynamic efficiency, interlinkage and intergenerational equity are also believed to be the three pillars of sustainable development (Chu and Majumdar, 2012).

Incorporating intergenerational equity into sustainable development is now common when making economic valuations for the purpose of climate economics (Henry, 2012). Van Kooten (2011) called for intensified efforts to account for economic factors and how they affect the welfare of people when addressing the issues of climate change. By having and protecting legitimate property rights, the market economy ensures that the environment is taken good care of (Nordhaus, 2011). The conferment of such rights effectively creates an environment which encourages people to save the environment through taking personal responsibility for protecting it.

Sustainable economics would therefore deliver economic development to the present without jeopardising the interests of future generations.

2.3 Corporate Social Responsibility

Corporate social responsibility can be defined as the voluntary actions by companies towards addressing social and environmental concerns (Cone Communications, 2013). Organisations perform corporate social responsibility at their own discretion and it is therefore not policy to have a policy to outline what corporate social responsibility should involve. Businesses basically structure their corporate social responsibility based on their perception of what is right. International Finance Corporation define corporate social responsibility as “the commitment of businesses to contribute to sustainable economic development by working with employees, their families, the local community and society at large to improve their lives in ways that are good for business and for development” (IFC, 2008).
Corporate social responsibility therefore brings together multiple stakeholders in ensuring that they are not biased to shareholders and their corporate objectives. Socially responsible behaviour works to an organisation’s advantage because it can give them competitive advantage with investors, customers and employees.

Deng, Kang and Low (2013) proposed that businesses’ social responsibilities are to the stakeholders who affected or are affected by their operations either directly or indirectly. This approach however faces the problem in that it is not easy to define the stakeholders of an organisation. Shamir (2011) proposed a definition in which they define corporate social responsibility using a set of corporate activities covering environment, corporate governance, human rights and the workplace fair trade and ethical investment, tobacco, arms trade, animal welfare and protection and education.

Various organisations have also weighed in with definitions to add to those from scholars. WBCSD (1998) defined corporate social responsibility as the commitment shown by organisations towards working with employees, sustainable development and society to make the people’s quality of life better. European Union (2001) weighed in, saying that socially responsible behaviour goes beyond legal expectations and encompasses channelling resources towards stakeholder relations, environment, and human resources.

Deng, Kang and Low (2013) represents the school of thought which says that while corporate social responsibility focuses on meeting society’s demands it is still compatible with the generation of profits. Aguinis and Glavas (2012) also argue that most contemporary authors on corporate social responsibility attach importance to its link with corporate profitability. These contemporary views also emphasize the voluntary nature of corporate social responsibility and argue that corporate social responsibility practices are about activities which are not prescribed statutorily (Bhorges, Houston and Naranjo, 2014). El Ghoul et al. (2011) characterises corporate social responsibility as being a way of promoting self-regulation of organisations to stave off the need for government regulation. Zamagni (2012) equated corporate social responsibility with philanthropy but Peloza and Shang (2011) differed, arguing that corporate social responsibility goes beyond donations or charitable aid. Peloza and Shang (2011) states that philanthropy is like corporate gifts and should not be counted as corporate responsibility. Corporate social responsibility performs an integral part in modern strategic management and can no longer be equated to mere acts of philanthropy (Kim, Li and Li, 2014).
Deng, Kang and Low (2013) explain that there are many different views of corporate social responsibility and this emanates from the differences in specific circumstances in which organisations operate and their peculiar challenges. This view is also shared by Bhorgesi, Houston and Naranjo (2014) who states that in practise corporate social responsibility is sensitive to individual, organisational, and environmental circumstances. This tends to make corporate social responsibility a rather complex concept, but it also brings some richness to it (Bhorgesi, Houston and Naranjo, 2014). Deng, Kang and Low (2013) goes on to conclude that every organisation should weigh the various options to come up with the best conception of corporate social responsibility for its society in which it operates.

For this study corporate social responsibility will be defined according to Commission of the European Communities (2011) as “A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”. The study thus focused on the activities which the Zambezi development fund conducts to address social and environmental concerns besides carrying out their business mandate.

2.4 Theories of Corporate Social Responsibility

Depending on the corporate or national context corporate social responsibility can be viewed in differing ways according to the environment in which it is viewed (Aguinis and Glavas, 2012). For those who believe that business exists primarily to make profits for shareholders, corporate social responsibility is considered a voluntary activity. To that school of thought, corporate social responsibility is therefore seen to be disturbing the company in its quest to fulfil organisational objectives. This school of thought considers that the business has obligations towards people who have a direct involvement with them, to the exclusion of the environment or the community where they operate. According to Simionescu (2015), some critics consider that corporate social responsibility is an unnecessary drain on company resources and is not worth practising. Activities which do not generate profits are therefore considered inappropriate for organisations to engage in. Zamagni (2012) summed up this view by clearly stating that since corporate social responsibility is not consistent with the goal of profit maximisation, it is wrong for management to channel resources towards it. Such a view looks only at the interests of the company without considering the other stakeholders who are affected by its activities or the costs which the company’s activities may create for other stakeholders.
Neo-Keyneysians recognised the harm which can be inflicted on the environment by business operations thereby causing negative effects for the community (Aguinis and Glavas, 2012). Corporate social responsibility therefore serves to mitigate the negative effects of the companies’ activities in the community where they operate. From this premise Shamir (2011) went on to suggest that corporate social responsibility needs to be regulated and enforced by the state organs. They have based their argument on the fact that “global corporations are seen as possessing enormous power which is often wielded ruthlessly in their own self-interest and frequently at the expense of society and the environment” (Aguinis and Glavas, 2012). The view from this school of thought is therefore that powerful corporates enjoy an advantage over the communities among whom they operate and use this to selfishly pollute the environment and plunder resources, and hence corporate social responsibility should be made compulsory.

According to Orlitzky, Siegel and Waldman (2011), businesses also have responsibilities towards the community and the communities’ concerns since apart from the interests of their shareholders they must also practise corporate social responsibility.

2.4.1 Utilitarian Theories

Maximisation of profits is the role of the corporations in the economic system according to the utilitarian theories. The need to assure ethical existence of business gave birth to the idea of economics of responsibility practised as corporate social responsibility. Personal social responsibility to society therefore replaced the old approach which was individualistic and did not care for the community in which business operated. The utilitarian theories go hand in hand with instrumental theories (Groves and LaRocca, 2011) which view the organisation as being there to create wealth for its shareholders and any contributions to society by the organisation were expected to achieve economic results.

The utilitarian theories are related to strategies for competitive advantages. Porter and Cramer (2002) who were proponents of utilitarian theories considered them as a basis for strategies in the application of their resources in order to create competitive advantage. Such strategies would also be expected to include activities which society identifies with marketing initiatives.

Utilitarian theories can be further subdivided into those based on social costs of the corporation on one hand and ones which are centred on the idea of functionalism (Groves and
LaRocca, 2011). The social cost theory postulates that noneconomic corporate costs influence the community’s socio-economic system, thus forming a basis for corporate social responsibility. Groves and LaRocca(2011) call it the instrumental theory as they argue that the organisation’s political relationship with society determines their social power and corporate social responsibility is merely a means for achieving this. According to the utilitarian theory the corporation must cooperate with society and accept social duties in order to have competitive advantage (Renouard, 2011). The functionalist theory views the corporation as part of the economic system one of whose goals is to generate profits for its shareholders. According to this view, the organisation is an investment which should produce profits for its investors and other stakeholders. Corporate social responsibility therefore comes in to protect the corporation from attacks by outsiders by enabling them to balance the social objectives of the economic system with their profit motive.

2.4.2 Managerial Theory

Managerial theory holds the logic that corporate social responsibility is internally approached by the corporation through their corporate management (Aguinis and Glavas, 2012). This aspect is what differentiates the utilitarian and managerial perspectives. According to the managerial theory, organisational decisions take into account external factors for the corporation. One of the managerial theories is centred on corporate social performance and aims to quantify how much the social variables drive economic performance (Aguinis and Glavas, 2012). It thus characterises the problem as being one of considering economic and social factors together while managing the firm. The underlying assumption is that business cannot achieve growth and sustainability without the community. Managerial theory therefore makes a link between business strategy and social responsibility ideology as well as highlighting that corporate social responsibility measures socioeconomic performance of a firm using socioeconomic variables (Orlitzky, Siegel and Waldman, 2011).

According to Orlitzky, Siegel and Waldman (2011), managerial theories have a strong relationship with political theories. The corporation is considered as a citizen with a level of community involvement and their social power bestows on them responsibilities to the society. The political power of corporate social responsibility was first suggested by Davis (1960) who proposed that businesses must use power responsibly since they are social institutions in a way. The factors which generate social power emanate from both within and outside the organisation. Orlitzky, Siegel and Waldman (2011) also argued that the
institutional structure for domestic politics in the home market determine the strategies which firms can choose to initiate their corporate social responsibility programs. Political theories have also been used to establish links with corporate social responsibility policies, domestic politics and pressure exerted on companies through globalisation.

Aguinis and Glavas (2012) came up with integrative theories on corporate social performance and public responsibility which dovetail with management theories. Public responsibility considers actions which are taken to comply with public processes and laws while social legitimacy which is relevant to social issues is the focus of corporate social performance.

2.4.3 Relational Theory

Relational theory presupposes that the focus of corporate social responsibility is on the complex relationship between the firm and the environment (Brammer, Jackson and Matten, 2012). Corporate social responsibility under the relational theory is an interaction between business and society. Corporate social responsibility can manifest itself through economic values which develop in the society. The other requirement is for everyone to consider how their actions and decisions affect the entire social system. Another is a person’s obligation to consider the effects of his decision and action on the whole social system. Stated in the form of a general relationship, social responsibilities of businessmen need to reflect the amount of social power they have (Aguinis and Glavas, 2012). The relational theory requires the social power which business people have to be reflected through their social responsibilities.

One of the ways of improving firm management is to employ a stakeholder approach. This enables a better understanding of social reality so that managing the firm in a socially responsible way can be achieved. The stakeholder approach also views the firm as a melting pot of different interests where individuals and communities act independently and individuals always take the interests of others into consideration (Brammer, Jackson and Matten, 2012).

According to Aguinis and Glavas (2012) analysis of the stakeholder approach in the relational theory is encompassed in both the ethical and relational theories. The ethical theories emphasise on taking the right action which improves society while integrative theories emphasise on integrating social demands. Brammer, Jackson and Matten (2012) are of the same view and they put their emphasis on balancing stakeholders’ interests. Du, Battachaya
and Sen (2011) also considers the organisations’ ethical relationship of trust with the stakeholders as being very important.

The relational theory’s corporate citizenship differs with the community under focus. Corporate citizenship in this context refers to the relationship which an organisation builds with their stakeholders, and this suggests that they should always search to engage stakeholders and make commitments towards them. Aguinis and Glavas’ (2012) analysis also found that corporate citizenship as an approach is used under political and integrative theories.

Finally, the social contract theory of the relational group refers to the fundamental issue of justifying the morality of economic activities in order to have a theoretical basis for analysing social relations between corporation and society (Brammer, Jackson and Matten, 2012). The social contract theory under relational theories analyses social relations between society and corporations theoretically, basing on the morality of economic activities. Corporate social responsibility therefore follows from the fact that it gives organisations moral legitimacy in society and such social actions help to make the corporation’s behaviour legitimate. Aguinis and Glavas’ (2012) analysis classifies the social contract theory under ethical theories. Approaches to corporate social responsibility under the social contract theory have their focus on workers’ rights, human rights and respecting the environment.

2.5 Corporate social responsibility and sustainable development

2.5.1 Communication

According to Jablonkai (2013) the success of an organisation’s corporate social responsibility lies with the manner in which they communicate their activities to their customers. The customers are the ones who will ultimately pass judgement over the sincerity of an organisation’s message. It is important that the customers get information from a neutral party instead of the firm. For instance, a company which advertises their own corporate social responsibility initiatives may be judged to be insincere while when such information is obtained through a neutral party the initiative may be deemed to be sincere (Jablonkai, 2013). When the activity is seen as insincere, corporate social responsibility campaigns backfire which leaves the firm with an even more negative reputation than they would have had when they did not start the campaign. Cone Communications (2013) confirm this in their findings which concluded that customers will judge organisations according to perceived sincerity of
their message. A firm is deemed insincere when the customers suspect the firm to have ulterior motivation when using a corporate social responsibility campaign, especially if the firm advertises the campaign itself. When the customers hold the view that the organisation has ulterior motives behind their corporate social responsibility campaign they will be considered as insincere.

The way a company’s expenditure on corporate social responsibility is perceived will also determine whether it succeeds or not. If a company is perceived to be spending unreasonable amounts on publicising its activities then the customers will be suspicious of their motives (Jablonkai, 2013). For example, Phillip Morris an international tobacco company once spent 60 million dollars on a corporate social responsibility activity but they spent 108 million dollars for communicating this corporate social responsibility activity (Peloza and Shang, 2011). The customers became suspicious of the company’s motives leading to the failure of the campaign.

2.5.2 Trust

Trust has an influence on interaction, and it can develop wherever individuals interact (Yamagishi, 2011). This kind of trust which grows from repeated encounters, previous occasions of taking risks and meeting expectations leading to reciprocal arrangements is often referred to as interactional or relational trust (Yamagishi, 2011). When there are repeated interactions this strengthens the preparedness to rely on others and make more use of the resources involved in the exchange (Misztal, 2013). When there is positive interaction among stakeholders, an increased interdependence is created making it more likely that new initiatives and opportunities are pursued. Tian, Wang and Yang (2011) agreed that relational trust results in a shared identity being created, thus promoting the sharing of status, information and concern which demonstrates a high level of trust. When relational trust is recognised, it becomes easier to work out whose voice is audible and who has an influence on decision-making processes which contributes to the sense of ownership of the community development project and its process.

When there is agreement on who is the legitimate authority, it is easier to build trust. When there is no agreement on the inherent risks, this can result in situation whereby the legitimacy of authorities is questioned. According to Misztal (2013), it is important for the authorities in decision-making positions to be validated as this helps to foster the trust among stakeholders. The potential for a sense of ownership is therefore largely improved when the degree of trust
in a community development effort is understood. Taken together, a better understanding of trust in terms of the quality of the relationships and agreement on legitimate authority can help to reveal or explain the potential for a sense of ownership in community development projects (Tian, Wang and Yang, 2011).

### 2.6 Empirical Literature

Du, Battachaya and Sen (2011) carried out a study entitled ‘Corporate Social Responsibility and Competitive Advantage: Overcoming the Trust Barrier’. The study was aimed at establishing the conditions under which a firm’s corporate social responsibility can be a source of competitive advantage. The study was carried out through focus group studies and field studies. They found that consumer participation in the corporate social responsibility and their trust in the firm and its challenger determined whether competitive advantage would be gained. The returns from customers who participated in the corporate social responsibility initiative were found to be attracted to the company even if they had trust in the current market leader. The study concluded that competitive advantage can be gained if customers participate actively in the corporate social responsibility rather than just being aware of it.

Deng, Kang and Low (2013) carried out a study entitled ‘Corporate Social Responsibility and Stakeholder value: Evidence from mergers’. The study set out to establish if corporate social responsibility created value for the shareholders of acquiring firms in a merger. The study analysed 1556 firms which had merged during the period 1992 to 2007. The study found that companies with higher corporate social responsibility had higher returns on the merger’s announcement and also experienced higher long term operating performance. Mergers with companies which had high corporate social responsibility also took less time to complete and were less likely to fail. The study concluded that corporate social responsibility has an influence on the performance after mergers and on the likelihood of such mergers being completed successfully.

Bhorgesì, Houston and Naranjo (2014) carried out a study entitled ‘Corporate Socially Responsible investments: CEO altruism, reputation and shareholder interests.’ The study focussed on the factors which motivate CEOs to opt for socially responsible investments. The study was carried out on 11711 whose data for the years 1992 to 2006 was analysed. The study found that bigger firms engaged more in corporate socially responsibility as they generally had more free cash flow. Female and younger CEOs were also more likely to contribute significantly to corporate social responsibility. Media scrutiny of firms and their
CEOs also appeared to drive them towards increased corporate social responsibility. The study concluded that corporate social responsibility usually serves the CEO’s interests and may disadvantage shareholders.

2.7 Literature synthesis and Conceptual Framework

![Conceptual Framework]

Figure 3.1: Conceptual Framework

2.7.1 Corporate Social responsibility programs

Corporate social responsibility is practised by a business when it crafts its business model in such a way that incorporates some extent of self-regulation (Zamagni, 2012). In practising corporate social responsibility, the business puts its own checks and balances to ensure their compliance with ethical, or other international or local norms. Bhorgesi, Houston and Naranjo (2014) contributed by adding that in some models of corporate social responsibility, a firm can go as far as performing actions which contribute to the social benefit of stakeholders but not required of them by law or even of benefit to the firm itself. The idea behind corporate social responsibility usually is to reduce business and legal risk by upholding high ethical standards and creating positive public relations with an expectation of increased future profitability for the firm. Corporate social responsibility strategies urge the companies to contribute positively to environmental conservation and welfare of its stakeholders inclusive of employees, customers, investors, the local community and others.
Arguments for corporate social responsibility are usually base on the assumption that in the long run it results in an increase of organisational profitability (Bhorgesi, Houston and Naranjo, 2014). However, Kim, Li and Li, (2014) do not agree and instead claim that corporate social responsibility interferes unnecessarily with businesses’ economic role. The study by Kim, Li and Li (2014) established that corporate social responsibility did not influence financial outcomes in any way, claiming that previous studies had been flawed.

Shamir (2011) questioned the assumptions which have resulted in what they termed unrealistic expectations by proponents of corporate social responsibility. Corporate social responsibility was seen just as a way of promoting the company’s image or preventing government from imposing tough regulations for their involvement in rehabilitation of communities and environments which are affected by their activities. Shamir (2011) actually went as far as to conclude that corporate social responsibility was a strategy for capitalists to legitimise themselves, and this they did by hijacking a social movement against their wanton exploitation of natural resources and turning it into a business model. The results of this initiative however are still questionable.

However, there are still a lot of plausible reasons for companies to engage in corporate social responsibility. Corporate social responsibility is in part driven by the realisation that sustainability is also important for businesses success and is not just an issue for people and their environment (Dempsey et al., 2011). Communities all over the world are fighting issues from all angles and such issues have the potential to have negative impacts on their livelihoods. Businesses have realised that if they do not take action, their future profitability may be under threat. This line of argument clearly establishes a clear case for companies to practice corporate social responsibility.

Because consumers are receiving more information about environmental and other social issues they tend to look at corporate social responsibility when choosing where to buy, giving companies with visible social responsibility programs an advantage (Du, Battachaya and Sen, 2011). In the modern world corporate social responsibility policies are also being considered by employees in choosing where to work. Young professionals are concerned about their employer’s reputation and how it impacts on their own; therefore, a good corporate social responsibility may help the company’s recruitment drive (Deng, Kang and Low, 2013).
For a company’s corporate social responsibility program to earn the public’s trust, it should be conducted in an honest and transparent manner. When activities are carried outside the public eye, questions tend to arise as to whether there is a hidden strategy or if the beneficiaries have received anything at all. Companies which involve their employees and customers in their corporate social responsibility programs usually get the best results. Brammer, Jackson and Matten (2012) also pointed out that merely investing in tackling issues is not enough but that corporate social responsibility programs should extend to supplying the community as much information about the problem they are tackling so as to harness community efforts independently of the program.

### 2.7.2 Community Involvement

According to Cone Communications (2013), 82% of consumers in the USA take corporate social responsibility into consideration whenever they want to purchase services or products. Companies which encourage their communities to participate in their corporate social responsibility activities, therefore set themselves apart from competitors and have employees and customers who are more satisfied.

When carrying out community development, involvement of community members ensures that their voices are heard, preventing a situation whereby the problem or situation is defined by outsiders. According to Chu and Majumdar (2012) the definition of the problem is particularly important since it determines the assumptions made, strategies adopted and has overall effect on the acceptability and quality of the project plan. Pearce, Barbier and Markandya (2013) also observed that by defining or framing problems in certain ways the resulting meanings and claims and suggestions about feasibility and legitimacy can harm or benefit individuals. The way a problem is viewed usually determines the strategies that are adopted in order to tackle it, and when different views to the problem are involved this may result in antagonism. It is therefore important to engage the community and come up with a harmonised view of the problem. Sometimes development efforts can be scuppered by the fact that a technical view of the problem fails to take into account traditional or lay knowledge within the community (Jablonkai, 2013). When definitions are imposed, resistance follows, and not having an ability to have one’s voice heard diminishes a sense of ownership in a situation (Orlitzky, Siegel and Waldman, 2011).

To achieve community participation in the project it is essential for them to have some influence in the making of decisions. When citizens are only allowed to take part in
consultative capacity without any power, this will be viewed as tokenism and may backfire instead of earning their cooperation (Orlitzky, Siegel and Waldman, 2011). Renouard (2011) also agreed that it is pointless to involve the community without giving them power to make decisions, as then they cannot influence the outcome. When the community cannot influence the outcome they quickly become apathetic towards the development initiative.

While it may not be possible to involve the community in direct decisions, their involvement may be achieved through alternative public participation platforms and allowing the community to interact more with the technical team (Brammer, Jackson and Matten, 2012). Community involvement will only bear fruits if they perceive themselves to be in a position to affect the outcome and ensure that development which answers their real needs is delivered.

2.7.3 Community ownership of development projects

Sustainable development cannot be achieved if the communities do not own the development which is done for them. Most unsuccessful development projects can be explained not in terms of who was involved but in terms of the voices which were suppressed in the process (Aguinis and Glavas, 2012). The idea of having a sense of ownership of the outputs in community development depends on who has a voice to contribute in charting the way forward for the project. When individuals are given a legitimate chance to be heard, they can offer their own definitions of the problem and listen to or negotiate others’ definitions. Because they have had the opportunity to contribute to how the problem is defined and approach they will have a sense of ownership of the resulting development (Bhorgesi, Houston and Naranjo, 2014).

The sense of ownership can only be achieved if the community has an influence on the outcome of the development project by participating in decision making. The issue of decision making is however a complex one due to the complex structure of some development interventions which involve collaborations among various organisations with rigid structures. While citizens may have a desire or feel a sense of responsibility to influence or authorize decisions, they may not have opportunities to do so. The sense of ownership is therefore ultimately closely linked to empowerment of the community during the development (Jablonkai, 2013).
The way a sense of ownership is distributed across political, ecological and social scales involves analysing who is affected by the decisions and the acceptance of the decision among the community (Jablonkai, 2013). In this way, the sense ownership transcends beyond individuals in the projects area but extends to encompass regional, national or international interests. The sense of ownership concept also looks at the future generations and requires that potential impacts which future generations may need to deal with must be addressed.

2.7.4 Improved Livelihoods

A livelihood is defined by Zamagni (2012) as being made up of the activities, capabilities and social and material resources required for someone to live. When it can deal with any setbacks, developing its capabilities and assets whilst conserving the natural resource base, a livelihood is considered sustainable. The definition of livelihoods, has five key elements namely creation of working days, poverty reduction, wellbeing and capabilities, livelihood adaptation vulnerability and resistance and natural resource base stability.

Creation of working days – This refers to livelihood strategies’ capability to generate remunerated employment opportunities for part of the year. According to Zamagni (2012) income, production and recognition are some of the characteristics of employment for improved livelihoods. Whilst there is no consensus, 200 days of employment per year are considered the minimum to create a livelihood (Chu and Majumdar, 2012). The proportion of the population who are able to secure employment will determine the number of livelihoods which are created through community development.

Poverty reduction – Most humanitarian agencies depend on the level of poverty to assess livelihoods. Based on consumption or income levels, there have been various efforts to come up with a poverty line which is absolute (Aguinis and Glavas, 2012). The GINI coefficient for one can be useful in measuring relative poverty as well as inequality. In combination with more qualitative measures these quantitative measures provide a basis for assessing level of poverty. It would therefore be possible to measure if there has been an improvement in livelihood after a development project has been limited.

Well-being and capabilities – Aguinis and Glavas (2012) contended that taking a wellbeing approach for analysing livelihoods and povertymakes it possible for individuals to determine what is important in their own livelihoods. This enables the development of a wide range of livelihood criteria including some new factors in addition to the common ones. Du,
Battachaya and Sen (2011) sees capabilities as ‘what people can do or be with their entitlements’, a concept which encompasses far more than the material concerns of food intake or income. Such ideas represent more than the human capital which allows people to do things, but also the intrinsically valued elements of ‘capability’ or ‘well-being’.

**Livelihood adaptation, vulnerability and resilience** – The ability of a livelihood to be able to cope with and recover from stresses and shocks is central to the definition of sustainable livelihoods. Such resilience in the face of stresses and shocks is key to both livelihood adaptation and coping (Renouard, 2011). Those who are unable to cope or adapt are inevitably vulnerable and unlikely to achieve sustainable livelihoods. Assessing resilience and the ability to positively adapt or successfully cope requires an analysis of a range of factors, including an evaluation of historical experiences of responses to various shocks and stresses. Different types of shock or stress, in turn, may result in different responses, including avoidance, repartitioning, resistance or tolerance mechanisms (Renouard, 2011).

**Natural resource base sustainability** – Most rural livelihoods are reliant on the natural resource base at least to some extent. Natural resource base sustainability refers to the ability of a system to maintain productivity when subject to disturbing forces, whether a ‘stress’ (a small, regular, predictable disturbance with a cumulative effect) or a ‘shock’ (a large infrequent, unpredictable disturbance with immediate impact) (Renouard, 2011). This implies avoiding depleting stocks of natural resources to a level which results in an effectively permanent decline in the rate at which the natural resource base yields useful products or services for livelihoods. Measuring natural resource sustainability is notoriously difficult, as it is critical to link indicators of resource depletion or accumulation (e.g. soil fertility levels, vegetation cover etc.) to both the temporal dynamics of system resilience (i.e. the ability to recover from disturbance) and livelihood needs (i.e. an assessment of whether natural resource change results in ‘effectively permanent declines in useful products or services’) (Orlitzky, Siegel and Waldman, 2011).

**2.7.5 Research propositions**

To be considered successful, corporate social responsibility programs should bring about sustainable development and improved livelihoods in the communities.

Sustainable development can only be achieved if communities have a sense of ownership of the development initiative.
Community’s sense of ownership can be fostered by involving them in the planning and implementation of programs.

2.7.6 Indications for research methodology

To establish whether Zambezi Valley Development Fund’s corporate social responsibility programs bring about sustainable development, a quantitative survey will be used to measure the community’s perception of their level of involvement in and sense of ownership of the programs, and their views on sustainability of development.

2.8 Conclusion

This chapter reviewed literature on corporate social responsibility and sustainable development. Various views on the impact on the effectiveness of corporate social responsibility were also reviewed. Past studies were reviewed to get a better picture of how research on the subject currently stands and finally a conceptual framework for conducting the study was developed. The next chapter presents the methodology which was used to carry out the study.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes in detail how the research was conducted. The research design, procedures for sampling and procedures for data collection, processing and analysis are presented. The main source of data was a descriptive cross-sectional survey carried out in the study area.

3.2 Recap of research aim, objectives, questions, hypotheses

The aim of the study was to ascertain the influence which corporate responsibility exerts on sustainable development. The objectives were to find out the extent to which Zambezi Valley Development Fund runs corporate social responsibility, to establish the extent to which they involve the community in the programs, to assess the community’ perceptions of their corporate social responsibility and to investigate the ways in which such corporate social responsibility has on sustainable livelihoods. The main hypothesis was that corporate social responsibility brings sustainable development to beneficiary communities.

3.3 Research design

3.3.1 Research philosophy

Steen and Roberts (2011) argued that positivist and naturalist philosophies are the most appropriate for quantitative research. Naturalism assumes that there are no supernatural or spiritual forces being exerted on the world. Positivism takes the view that the external environments which people find themselves in controls and determines their behaviour. It also takes the view that the reality can be measured using properties which do not change with a change of personnel or research instruments. The positivist philosophy contends that it is possible to view and describe reality from an objective viewpoint since it is stable (Levin, 1988). The research took a positivist philosophy, as it seeks to establish the reality of corporate social responsibility by Zambezi Valley Development Fund in NyamiNyami district and how it contributes to sustainable development in the communities. The positivist approach enables the researcher to come up with a highly structured methodology which can
be replicated (Gill and Johnson, 2002). Furthermore, the emphasis was on quantifiable observations that lent themselves to statistical analysis.

### 3.3.2 Research Approach

A descriptive research design was used. This was suitable because the research was carried out on one specific organization, (Muganda, 2010). A descriptive survey also allows a researcher to describe a unit in details in context and holistically (Orodho, 2003). According to Yin (2003) a research design is the logic that links the data to be collected (and conclusion to be drawn) to the initial questions of the study. It is a plan by which the study is to be carried out. It specifies the methods for the collection, measurement and analysis of data.

Research design can be categorised into the three groups: exploratory, descriptive and explanatory. Exploratory studies are well suited for research where little is known about a situation (Saunders et al, 2009) as well as how past researches have dealt with similar studies (SekaranandBougie, 2010). The flexibility and adaptability to change are therefore of vital importance when using exploratory research design (Saunders et al, 2009). Descriptive studies are suitable where there is a good understanding and structure of the problem before data collection phase (Saunders et al, 2009) because of the need to bring out a precise profile of events or situations. The other purpose of descriptive studies is to provide more vital information to the given study. Lastly explanatory studies are targeted towards striving to explain cause-effect issues or to discover any casual relationships between variables (Saunders et al, 2009).

After a critical analysis of the literature and careful evaluation of the three categories of research design, the researcher came to the conclusion that the descriptive design was the most appropriate for this project. The research endeavoured to establish the influence of the Zambezi Valley Development Fund’s corporate social responsibility on sustainable development. As such there was already a good understanding of the structure of the problem from the onset.

### 3.3.3 Research strategy

The research was based on a survey to be carried out among leaders of the communities in NyamiNyami district. The questionnaire for the survey included questions which were designed to establish how much the community leaders knew about Zambezi Valley
Development Fund corporate social responsibility programs, whether they added value to their community’s lives and how they had improved livelihoods. The questionnaire also sought to find out to what extent the community had a sense of ownership of the programs and establish if the development is sustainable.

3.4 Research Methodology

The scientific models from which they are derived are the key to putting the differences between qualitative and quantitative methods in perspective. The two methods have got different approaches to the ways in which the study of phenomena should be carried out. The quantitative method has its roots in the natural sciences and seeks to be able to make objective and accurate predictions on the basis of the findings. The qualitative method is developed from the human sciences and seeks to describe in rich detail incidents and circumstances which may help to explain the way people behave. Quantitative method is centered on measurement of variables which in turn will be used to express concepts and their relationships in terms of quantities. On the other hand, the qualitative approach tries to understand the qualities of the study subjects through the process of collecting and interpreting information. The other difference is that while quantitative research is done without interfering with the subjects, qualitative research can actually involve the researcher assuming a role among the study subjects. However, while they have these numerous differences, the two methods can be applied hand in hand to achieve a more complete research design.

The research was carried out using a quantitative approach. Quantitative research is ‘Explaining phenomena by collecting numerical data that are analysed using mathematically based methods, in particular statistics’ (Aliaga and Gunderson 2000). The study used a survey as its source of data. The survey collected quantitative data concerning the communities’ knowledge and perceptions of the corporate social responsibility programs which are run by the Zambezi Valley Development Fund. The data was therefore summarised in terms of percentages and proportions making the quantitative approach appropriate.
3.5 Methods of data collection

3.5.1 Primary data

Primary data was collected using a questionnaire from the councilors, ward development committee chairpersons, headmen and village development committee chairpersons in NyamiNyami district.

3.6 Research instruments

3.6.1 Questionnaire development

The questionnaire was developed from the research objectives and the conceptual framework which was developed in the literature review. The questionnaires were intended to make sure that the same information was collected from each respondent for each category of the study. Closed questions were used to make it easier to group the responses for statistical analysis. Double barrelled questions were avoided since they may result in inaccuracies. The disadvantage of using questionnaire was that they did not give room for respondents to address issues which were not covered in the questionnaire despite being relevant to the study.

3.6.2 Pilot testing

To ensure the validity of responses, questionnaires were administered to 5 former councillors of the community in a pilot study which was meant to identify ambiguous questions, inappropriate response alternatives and other deficiencies in the questionnaire and rectify them. The pilot study found that there was a need to rephrase the question on awareness on Zambezi Development Fund’s corporate social responsibility to improve its clarity and this was done. Some of the items in the original questionnaire also turned out to be duplicating the same point and this was rationalised. The original questionnaire also required more than 45 minutes to complete which was considered too much time as the respondents had busy schedules. The final questionnaire was streamlined so as to be completed in approximately 15 minutes but still covering all the issues.
3.7 Population and sampling techniques

3.7.1 Population

The target population consisted of all the headmen, village development committee chairmen, councillors and ward development chairpersons in NyamiNyami district. The district consists of 12 wards each with one councillor and one ward development committee chairperson and 72 villages each with one headman and one village development committee chairperson. There were 72 village headmen, 72 village development committee chairpersons, 12 councillors and 12 Ward development chairpersons in the study area. The population for the study was therefore 168.

3.7.2 Sample size

The sample size was chosen in accordance with the sample size calculator by RAOSOFT (2004) which is recommended by WFP and Management Systems International (2015) for studies on developmental interventions. The minimum required sample size for the study was calculated at a significance level of 5% and a confidence level of 95% and found to be 118. The sample for the study was 118.

3.7.3 Sampling procedures

3.7.3.1 Stratified random sampling

Stratified random sampling was used for the study. The selection was because of its ability to ensure that different groups in the population are adequately represented in the sample. According to McKay, Beckman and Conover (2000), stratified sampling gives greater precision than using a simple random sample of the same size. Stratified sampling was convenient because it was easy to classify the respondents into different subgroups. Study participants were stratified according to their official roles in their communities thus four strata were used. Table 3.1 shows how the sample was distributed among the different strata.

3.7.3.2 Sampling plan

Table 3.1 presents the distribution of the sample among the different strata which were used in the sampling.

Table 3.1: Sampling plan

<table>
<thead>
<tr>
<th>Stratum</th>
<th>Number in</th>
<th>% in</th>
<th>Number in</th>
</tr>
</thead>
</table>

29
<table>
<thead>
<tr>
<th></th>
<th>Population</th>
<th>Population</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ward development committee</td>
<td>12</td>
<td>7.14%</td>
<td>8</td>
</tr>
<tr>
<td>chairpersons</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Councillors</td>
<td>12</td>
<td>7.14%</td>
<td>8</td>
</tr>
<tr>
<td>Village development committee</td>
<td>72</td>
<td>42.68%</td>
<td>51</td>
</tr>
<tr>
<td>chairpersons</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Headmen</td>
<td>72</td>
<td>42.68%</td>
<td>51</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>168</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>118</strong></td>
</tr>
</tbody>
</table>

For sampling from the ward development committee chairpersons the wards were numbered sequentially from 1 to 12 and random numbers between 1 and 12 generated using Microsoft Excel. The ward development committee chairperson for the ward corresponding to each number was then selected for the study and this was repeated until 8 chairpersons had been selected. The same procedure was used for selecting the councillors since each one could also be identified with a unique ward.

For sampling from the village development committee chairpersons the villages were numbered sequentially from 1 to 72 and random numbers between 1 and 72 generated using Microsoft Excel. The village development committee chairperson for the village corresponding to each number was then selected for the study and this was repeated until 51 chairpersons had been selected. The same procedure was used for selecting the headmen since each one could also be identified with a unique village.

### 3.8 Data collection procedures

#### 3.8.1 Questionnaire administration

The survey was cross-sectional in nature meaning that questionnaires were administered to all participants during the same time period. The researcher first contacted individuals who had been selected for the study and explained the nature and purpose of the study. Participants who consented to participate were then asked to answer the questions in a face to face encounter while the researcher recorded their responses on the questionnaire. The timing of the data collection visits made it easier to get the respondents to cooperate since they were conducted after making an appointment. The face to face approach made it possible to ensure a complete understanding of each question and to probe unclear responses.
3.9 Data Processing and Analysis

Data from the questionnaire was collated, coded and analysed using Statistical Package for the Social Sciences version 22 software. The data presentation and analysis was done using descriptive statistics, correlations, regression analysis, and cross-tabulations. Tests of hypotheses were also conducted in order to test the relationships among the variables.

3.10 Research limitations

Some participants were not very keen to share information as they feared that they could end up being quoted in the media. Participants were therefore assured that their contributions were of academic interest only and such information would not be disclosed to third parties. The study was also carried out in a limited time period and without financial sponsorship apart from the researcher’s personal resources. The scope of the study was therefore limited to the extent which resources permitted, and the researcher worked extra hours and on weekends.

3.11 Validity and reliability

To ensure validity, pretesting helped to ensure the thoroughness and completeness of the questionnaire. Content validity which entails making sure major dimensions of the subject matter are covered, was ensured through cross checking the content of the instrument used against the stated research questions. Respondents were also assured that anonymity would be strictly observed. This was done to ensure respondents provided honest answers.

In this study reliability was observed through pre-testing the questionnaire in a pilot study. The pilot study consisted of administering the questionnaire among former councilors and ward chairpersons. Factors affecting reliability like clarity, specificity of items on the questionnaires and the length of the questionnaire were considered. Items were made as simple as possible and to the point. During the actual study, the questionnaires were given to the individuals who belonged to the target population only. This was important because the study dealt with people who were directly affected and brought about reliable responses.
3.12 Ethical considerations

Respondents were first of all given full information about the study and informed that they were free to withdraw at any time. The researcher also endeavoured to ensure the confidentiality and anonymity of respondents in the study. Information collected as part of the study was not used for purposes other than the study. The researcher also avoided influencing the respondents’ contributions or acting in a way that harmed respondents or raised their expectations in an unwarranted way.

3.13 Conclusion

The chapter began by outlining the research design that was adopted for the study. The chapter outlined the study population, the sampling technique adopted and various sources of data that were utilised in the study. The next chapter will look at data analysis, presentation and interpretation.
CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study and analyses them according to the research objectives. Data for the study was collected by means of a survey which was carried out among community leaders in the areas where the Zambezi Valley Development operates. Findings are presented quantitatively in terms of proportions and percentages and presented graphically to come out with a description of the Zambezi Valley Development Fund’s corporate social responsibility and its effect on sustainable development. Reliability tests, normality tests, correlation tests, regression tests and analysis of variance are also conducted on the data. Literature which was reviewed for the study was used as a guide in discussing the findings.

4.2 Response rate

The study intended to administer questionnaires among 118 individuals who were councilors ward development committee(WADCO) chairpersons, village development committee (VIDCO) chairpersons or headmen in the district. Table 4.1 summarises the response rate for the study.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Number selected in sample</th>
<th>Number of valid responses</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Councillors</td>
<td>8</td>
<td>8</td>
<td>100.00%</td>
</tr>
<tr>
<td>WADCO chairpersons</td>
<td>8</td>
<td>7</td>
<td>87.50%</td>
</tr>
<tr>
<td>VIDCO chairpersons</td>
<td>51</td>
<td>46</td>
<td>90.20%</td>
</tr>
<tr>
<td>Headmen</td>
<td>51</td>
<td>45</td>
<td>88.20%</td>
</tr>
<tr>
<td>Total</td>
<td>118</td>
<td>106</td>
<td>89.80%</td>
</tr>
</tbody>
</table>
The survey obtained valid responses from 100.00% of the councilors and 87.50% of WADCO chairpersons. The response rate among VIDCO chairpersons was 90.20% and among headmen it was 88.20%. The overall response rate was 89.80%.

4.3 Descriptive analysis

4.3.1 Description of study respondents

Councillors, headmen, VIDCO chairpersons and WADCO chairpersons were selected for the study. The rationale for their selection was that they were involved whenever development work was being carried out in their wards.

4.3.1.1 Gender of respondents

Figure 4.1 shows the distribution of respondents by gender.

![Figure 4.1: Distribution of respondents by gender](image)

Fifty-seven percent of the WADCO chairpersons were male while for councilors males represented 71.40%, VIDCO chairpersons 65.10% and headmen 84.10% of the respondents. Seventy-four percent of all the respondents were male while 26.40% were female. Overall, males still dominate local leadership in the district.

Figure 4.1: Distribution of respondents by gender

Fifty-seven percent of the WADCO chairpersons were male while for councilors males represented 71.40%, VIDCO chairpersons 65.10% and headmen 84.10% of the respondents. Seventy-four percent of all the respondents were male while 26.40% were female. Overall, males still dominate local leadership in the district.
4.3.1.2 Age group of respondents

Fifty-two percent of the respondents were aged between 41 and 50, 28.60% between 31 and 40 and 4.70% between 21 and 30. The remaining 14.20% were aged above 50. The age distribution suggests that the community leadership in the district consisted of mature individuals.

Figure 4.2: Distribution of respondents by age group
4.3.1.3 Educational qualifications

Figure 4.3: Distribution of respondents by educational qualifications

Thirty-three percent of the respondents were holders of first degrees while 4.70% held higher degrees. Twenty percent of the rest were Advanced level graduates while 14.20% had completed Ordinary level and 28.30% had post high school certificates and diplomas. The respondents were sufficiently educated to understand issues about corporate social responsibility and make meaningful contributions to the study.
4.3.1.4 Length of period in leadership position

Figure 4.4: Distribution of respondents by length of period in leadership position

Fifty-one percent of the respondents had been in their leadership position for 2 to 5 years while 33.00% had served for 6 to 10 years and 13.20% more than 10 years. Only 2.80% of the respondents had been in service for less than 2 years. The respondents had been in their positions long enough to have a clear picture of corporate social responsibility activities in their wards.
4.3.2 Zambezi Valley Development Fund’s corporate social responsibility

4.3.2.1 Awareness of CSR initiatives in the district

Figure 4.5: Awareness of CSR initiatives in the district

Forty-three percent of the respondents were aware of the ZVDF’s corporate social responsibility initiatives in the district while 23.60% were unaware and 33.00% were not sure. The level of awareness about ZVDF’s corporate social responsibility initiatives was high. The findings suggest that ZVDF had carried out corporate social responsibility activities in the district in the preceding 12 months.
4.3.2.2 Awareness of activities in the ward

Figure 4.6: Awareness of CSR initiatives in ward

Thirty-three percent of the respondents were not sure of the existence of corporate social responsibility initiatives by ZVDF in their wards in the preceding twelve months while 42.90% were aware of such activities and 23.80% were not aware. Less than half of the respondents were definitely aware of corporate social responsibility activities in their wards in the preceding twelve months. It appears that corporate social responsibility activities had been carried out only in some of the wards in the district and others had been left out.
4.3.2.3 Familiarity with CSR policy

Figure 4.7: Respondents' familiarity with CSR policy

Forty-seven percent of the respondents were familiar with the corporate social responsibility policy of ZVDF while 14.20% were very familiar and 33.00% were slightly familiar with it. Only 5.70% of the respondents were not aware of the policy. Most of the respondents were familiar with ZVDF’s CSR policy. The findings suggest that ZVDF had effectively communicated their CSR policy to stakeholders.
4.3.3 Community involvement in Zambezi Valley Development Fund’s CSR projects

4.3.3.1 Involvement of community in CSR projects

Figure 4.8: Involvement of community in CSR projects

Forty-two percent of the respondents agreed that ZVDF involved the community in their CSR projects, while 23.80% strongly agreed and 14.30% were not sure. Fourteen percent of the respondents disagreed that the community was involved while 4.80% strongly disagreed. Many of the respondents agreed that ZVDF involved the community in their CSR projects. It appears that the ZVDF engaged the community when carrying out CSR projects.
4.3.3.2 Consultation of community leaders during projects

![Bar Chart](chart.png)

**Figure 4.9: Consultation of leaders during projects**

Sixty-two percent of the respondents agreed that they were always consulted whenever ZVDF carried out projects in their wards, while 23.60% were sometimes consulted, 14.20% were rarely consulted and none indicated that they were never consulted. Most of the leaders indicated that they were consulted during projects. The findings suggest that ZVDF consults community leaders during CRS projects in their wards.
4.3.4 Community’s perception of Zambezi Valley Development Fund’s CSR initiatives

4.3.4.1 Transparency of CSR policy

Figure 4.10: Transparency of CSR policy

Forty-two percent of the respondents agreed that ZVDF’s corporate social responsibility is done in a transparent manner while 19.10% strongly agreed and 23.80% were not sure. Of the others 9.50% disagreed that it was done in a transparent manner and 4.80% strongly disagreed. Most of the respondents considered ZVDF’s corporate social responsibility to have been done in a transparent manner. The findings suggest that ZVDF’s corporate social responsibility was conducted transparently.
4.3.4.2 Issue or community priorities which have been left out of CSR

Figure 4.11: Omission of issues

Seventy-one percent of the respondents agreed that some of their communities’ particular issues or priorities had been left out of ZVDF’s corporate social responsibility policy while 23.80% did not agree and 4.80% were not sure. Most of the respondents perceived that some important issues had been left out of ZVDF’s CSR policy. The findings suggest that ZVDF had omitted some issues which were important to the community in their CSR.
Table 4.2: Perspectives on ZVDF’s CSR initiatives

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>They are relevant to community needs</td>
<td>24.50%</td>
<td>42.50%</td>
<td>18.90%</td>
<td>9.40%</td>
<td>4.70%</td>
</tr>
<tr>
<td>They improve livelihoods in the community</td>
<td>18.90%</td>
<td>48.10%</td>
<td>28.30%</td>
<td>4.70%</td>
<td>0.00%</td>
</tr>
<tr>
<td>They result in sustainable development</td>
<td>9.40%</td>
<td>34.00%</td>
<td>23.60%</td>
<td>23.60%</td>
<td>9.40%</td>
</tr>
<tr>
<td>They have brought employment opportunities to the community</td>
<td>37.70%</td>
<td>43.40%</td>
<td>14.20%</td>
<td>4.70%</td>
<td>0.00%</td>
</tr>
<tr>
<td>ZVDF has genuinely handed over development projects to the community</td>
<td>28.30%</td>
<td>52.80%</td>
<td>18.90%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>ZVDF always considers community input before embarking on a project</td>
<td>15.10%</td>
<td>42.50%</td>
<td>9.40%</td>
<td>18.90%</td>
<td>14.20%</td>
</tr>
<tr>
<td>ZVDFs corporate social responsibility projects bring real positive change to communities</td>
<td>34.00%</td>
<td>66.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>ZVDFs corporate social responsibility is gender responsive</td>
<td>29.20%</td>
<td>33.00%</td>
<td>23.60%</td>
<td>9.40%</td>
<td>4.70%</td>
</tr>
</tbody>
</table>

4.3.4.3 Relevance of initiatives to community needs

Nineteen percent of the respondents were not sure about the relevance of ZVDF’s CSR initiatives to community needs while 42.50% agreed that they were relevant and 24.50% strongly agreed that they were relevant. Only 9.40% disagreed that they were relevant and 4.70% strongly disagreed. Most of the respondents agreed that the CSR initiatives were relevant to community needs. The findings suggest that ZVDF carried out CSR initiatives which were relevant to the communities’ needs.
4.3.4.4 Improvement of livelihoods

Nineteen percent of the respondents strongly agreed that ZVDF’s CSR initiatives improved the livelihoods of people while 48.10% agreed and 28.30% were neutral. Only 4.70% disagreed that they improved livelihoods and no one strongly disagreed. Most of the respondents agreed that livelihoods in their communities improved as a result of ZVDF’s CSR initiatives. The findings suggest that ZVDF’s CSR initiatives improved livelihood of the communities where they were implemented.

4.3.4.5 Sustainable development

Thirty-four percent of the respondents agreed that CSR initiatives by ZVDF had brought sustainable development to their communities while 9.40% strongly agreed and 23.60% were neutral. Twenty-four percent of the respondents disagreed that they had brought sustainable development while 9.40% strongly disagreed. There were fewer respondents who disagreed that CSR initiatives by ZVDF had brought sustainable development to their community. The findings suggest that CSR initiatives by ZVDF brought sustainable development.

4.3.4.6 Employment opportunities

Thirty-eight percent of the respondents strongly agreed that CSR initiatives by ZVDF had brought employment opportunities to the community while 43.40% agreed and 14.20% were neutral. Only 4.70% disagreed that they had brought employment opportunities. Most of the respondents agreed that ZVDF’s CSR had brought employment opportunities. The findings suggest that ZVDF’s CSR created jobs for the communities where they operated.

4.3.4.7 Community Input

Forty-three percent of the respondents agreed that ZVDF always considered community input before embarking on projects while 15.10% strongly agreed and 9.40% were neutral. Nineteen percent of the respondents disagreed that community input was considered for projects while 14.20% strongly disagreed. Most of the respondents agreed that ZVDF considered community input before embarking on projects. The findings suggest that ZVDF sought the input of local communities when embarking on CSR projects.
4.3.5 Influence of Zambezi Valley Development Fund’s CSR initiatives on livelihoods

Table 4:3 : Influence of ZVDF's CSR on livelihoods

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The developments which are delivered can be replicated without further input from ZVDF</td>
<td>33.00%</td>
<td>43.40%</td>
<td>9.40%</td>
<td>9.40%</td>
<td>4.70%</td>
</tr>
<tr>
<td>The developments which are delivered can be sustained without further input from ZVDF</td>
<td>23.60%</td>
<td>38.70%</td>
<td>37.70%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>The projects generate meaningful employment</td>
<td>23.60%</td>
<td>52.80%</td>
<td>18.90%</td>
<td>4.70%</td>
<td>0.00%</td>
</tr>
<tr>
<td>The projects have helped to increase family incomes</td>
<td>34.00%</td>
<td>42.50%</td>
<td>18.90%</td>
<td>4.70%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Overall, ZVDF’s corporate social responsibility has improved livelihoods in our community.</td>
<td>23.60%</td>
<td>58.50%</td>
<td>14.20%</td>
<td>3.80%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

4.3.5.1 Replication Effects

Thirty-three percent of the respondents strongly agreed that developments done by ZVDF can be replicated without their further input while 43.40% agreed, 9.40% were neutral, 9.40% disagreed and 4.70% strongly disagreed. Most of the respondents agreed that developments could be replicated without further input from ZVDF. The findings suggest that it was possible to replicate development in other communities without further input by ZVDF.

4.3.5.2 Sustainability

Thirty-nine percent of the respondents agreed that the developments brought about by ZVDF’s CSR initiatives could be sustained without their further input while 23.60% strongly agreed and 37.70% were not sure. None of the respondents disagreed that the developments could be sustained without ZVDF’s further input. The findings suggest that developments which were brought about by ZVDF’s CSR could be sustained without their further input.
4.3.5.3 Employment generation

Fifty-three percent of the respondents agreed that CSR projects which were initiated by ZVDF generated meaningful employment while 23.60% strongly agreed and 18.90% were not sure. Only 4.70% of the respondents disagreed that the projects which were initiated by ZVDF generated meaningful employment. Most of the respondents agreed that CSR projects which ZVDF initiated generated meaningful employment. The findings suggest that ZVDF initiated CSR initiative which generated meaningful employment.

4.3.5.4 Increase in family incomes

Thirty-four percent of the respondents strongly agreed that CSR projects initiated by ZVDF have helped to increase family incomes while 42.50% agreed and 18.90% were neutral. Only 4.70% of the respondents disagreed that the projects helped to increase family incomes. Most of the respondents agreed that ZVDF fund’s CSR projects helped to increase family incomes in the community. The findings suggest that ZVDF’s CSR initiatives brought about increments in family incomes.

4.3.5.5 Improvement in livelihoods

Fifty-nine percent of the respondents agreed that ZVDF’s CSR initiatives had improved livelihood in their communities while 23.60% strongly disagreed and 14.20% were neutral. Only 3.80% of the respondents disagreed that the CSR initiatives improved livelihoods in their communities. Most of the respondents agreed that CRS initiatives improved communities’ livelihoods. It appears that the CSR initiatives which were initiated by ZVDF improved livelihoods in the community.

4.4 Normality Tests

Normality test are conducted in order to determine whether the sample data is from a normally distributed population (Ghasemi and Zahediasl, 2012). This is necessary because most parametric tests assume that the data is normally distributed. If the data is not normally distributed it is then necessary to use nonparametric tests instead. The Shapiro-Wilk test was used ahead of the Kolmogorov-Smirnov test for normality since number of observations was less than 2,000. Table 4.4 presents the results of the Shapiro-Wilk test for normality.
Table 4.4: Normality test

<table>
<thead>
<tr>
<th></th>
<th>Statistic</th>
<th>df</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved livelihood</td>
<td>.924</td>
<td>106</td>
<td>.000</td>
</tr>
<tr>
<td>Community Ownership</td>
<td>.856</td>
<td>106</td>
<td>.000</td>
</tr>
<tr>
<td>Corporate social responsibility</td>
<td>.984</td>
<td>106</td>
<td>.245</td>
</tr>
<tr>
<td>Community involvement</td>
<td>.685</td>
<td>106</td>
<td>.000</td>
</tr>
<tr>
<td>Sustainability</td>
<td>.934</td>
<td>106</td>
<td>.000</td>
</tr>
</tbody>
</table>

The only variable which shows that it comes from a normal distribution since it has a p-value of 0.245 and is therefore not significant at a level of 0.05. The other variables have a p-value of 0.000 which is significance at a significance level of 0.05, therefore we cannot accept the hypothesis that they come from normally distributed population. Since the variables are not normally distributed nonparametric tests will be conducted. These tests are more robust and can handle data which is not normally distributed.

4.5 Correlation Tests

Table 4.5 presents the spearman’s correlation coefficients for the study variables. Spearman’s Rho correlation coefficient is a nonparametric statistic which measures the correlation between the ranks of two variables (Hauke and Kossowski, 2011). It therefore measures the extent to which increasing the value of one variable results in an increase in the other variable. Spearman’s correlation coefficient was selected based on the fact that the data is not normally distributed.
Table 4.5: Spearman's correlation coefficients

<table>
<thead>
<tr>
<th>Spearman's rho</th>
<th>Improved livelihood</th>
<th>Community Ownership</th>
<th>Corporate social responsibility</th>
<th>Community involvement</th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved livelihood</td>
<td>Correlation Coefficient</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Ownership</td>
<td>Correlation Coefficient</td>
<td>.200*</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.039</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate social responsibility</td>
<td>Correlation Coefficient</td>
<td>.004</td>
<td>-.077</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.969</td>
<td>.431</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community involvement</td>
<td>Correlation Coefficient</td>
<td>-.009</td>
<td>.752**</td>
<td>.036</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.928</td>
<td>.000</td>
<td>.711</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainability</td>
<td>Correlation Coefficient</td>
<td>.059</td>
<td>.268**</td>
<td>.017</td>
<td>.057</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.546</td>
<td>.006</td>
<td>.867</td>
<td>.559</td>
<td></td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

Of importance is to ascertain how the factors vary amongst themselves to ensure that there is no collinearity as they are supposed to be independent variables. Secondly, it’s important to establish the association between the CSR variables and sustainability. The p-values for all the other variables save Community ownership are all higher than 0.05 which means that the results are not statistically significant. The correlation between sustainability and community ownership has a p-value of 0.006 making it significant at a significance level of 0.05. The correlation coefficient for sustainability and community ownership is 0.268 indicating that the relationship between the variables is low. We accept the hypothesis H₃: Community ownership of development projects promotes sustainable development. The hypothesis H₀: Corporate social responsibility brings sustainable development to beneficiary communities is rejected. The hypothesis H₁: Improvement of livelihoods makes development sustainable.
4.6 Regression Tests

Regression analysis is carried out in order to test for a causal relationship between the dependent variable and the independent variables (Draper and Smith, 2014). In this case, linear regression was used to investigate a linear causal effect of the independent variables on the dependent variable.

\[ Y_i = \alpha + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \epsilon_i \]

Where:

\( Y = \) Sustainable development
\( X_1 = \) Community involvement
\( X_2 = \) Improved livelihoods
\( X_3 = \) Corporate social responsibility
\( X_4 = \) Community ownership
\( \epsilon_i = \) Error term
\( \alpha = \) constant term

Table 4.6 presents the summary of the regression model.

**Table 4.6 : Regression model summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.330(^a)</td>
<td>.109</td>
<td>.074</td>
<td>1.35828</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), Community involvement, Improved livelihood, Corporate social responsibility, Community Ownership

The value of \( R^2 \) is 0.109 which indicates that the regression model explains 10.9 % of the variability in the value of the dependent variable. The model predicts a small variation in sustainability, which means that there are other variables considered in this study which impacts sustainability. This is subject to future studies.
Table 4.7 presents the results of the analysis of variance (ANOVA).

### Table 4:7 : ANOVA Table

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>22.767</td>
<td>4</td>
<td>5.692</td>
<td>3.085</td>
<td>.019</td>
</tr>
<tr>
<td>1 Residual</td>
<td>186.337</td>
<td>101</td>
<td>1.845</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>209.104</td>
<td>105</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Sustainability  
b. Predictors: (Constant), Community involvement, Improved livelihood, Corporate social responsibility, Community Ownership

The model is still significant since the ANOVA shows that the p-value of F(3.085) is 0.019 which is significant at a significance level of 0.05. We therefore reject the null hypothesis that the coefficients of the regression model are all equal to zero. The model can be used to predict the values of the dependent variable.

### Table 4:8 : Regression coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.506</td>
<td>1.027</td>
<td></td>
<td>2.439</td>
<td>.016</td>
</tr>
<tr>
<td>Improved livelihood</td>
<td>-.072</td>
<td>.098</td>
<td>-.073</td>
<td>-.735</td>
<td>.464</td>
</tr>
<tr>
<td>Community Ownership</td>
<td>.946</td>
<td>.283</td>
<td>.525</td>
<td>3.341</td>
<td>.001</td>
</tr>
<tr>
<td>Corporate social responsibility</td>
<td>.029</td>
<td>.042</td>
<td>.066</td>
<td>.694</td>
<td>.489</td>
</tr>
<tr>
<td>Community involvement</td>
<td>-.605</td>
<td>.296</td>
<td>-.314</td>
<td>-2.045</td>
<td>.043</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Sustainability

The constant has a p-value of 0.016 which means it is significant at a significance level of 0.05. The coefficient for improved livelihoods with a p-value of 0.464 and corporate social responsibility has a p-value of 0.489 which means the coefficients are not significant at a significance level of 0.05. The coefficient for community ownership (p-value =0.001) and the coefficient for community involvement (p-value=0.043) are both significant at a significance level of 0.05. This means community ownership and community involvement are predictors.
for sustainability. The coefficient for community ownership is 0.946 and the coefficient of community involvement is -0.606. The constant term has a value of 2.506.

The regression model is therefore:

\[ Y = 2.506 -0.606 X_1 + 0.946X_4 \]

Sustainability = 2.506 – 0.606 x community involvement + 0.946 x community ownership. The implication here is that there is no community involvement, implying amongst the recommendations to be made to the Zambezi River Authority, there is a need to involve the community if their initiatives are to be made sustainable.

**Table 4.9: Conceptual model**

Figure 4.9 depicts the model that results from the conceptual after framework after including the coefficients for the independent variables.

Only two of the variables are predictors of the dependent variable, namely community involvement and community ownership of development projects. We can accept the hypothesis H2: Community involvement in development projects results in sustainable development.
4.7 Mann-Whitney U Test

The Mann-Whitney U test is used to test for the difference between the rank totals for two groups (De Winter and Dodou, 2010). If the characteristics of the two groups are similar, then the difference between the two totals is small. The Mann-Whitney U test is used to test the hypothesis that perceptions on sustainability are independent of gender. Table 4.10 presents the results of the Mann-Whitney U test.

**Table 4:10 : Mann-Whitney U test for gender**

<table>
<thead>
<tr>
<th></th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mann-Whitney U</td>
<td>976.000</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.396</td>
</tr>
</tbody>
</table>

a. Grouping Variable: Gender

The statistic for the Mann-Whitney U test has p-value of 0.396 which is not significant at a significance level of 0.05. We reject the null hypothesis and conclude that gender is not an explanatory variable for sustainability.

4.8 Kruskal-Wallis test

The Kruskal-Wallis test is used to test for differences among subgroups of an independent variable (Trochim and Donnelly, 2001). It is a nonparametric test and uses the ranks of observations as a basis for calculating the test statistic. Table 4.11 presents the results of Kruskal-Wallis test for age-group and sustainability.

**Table 4:11: Kruskal-Wallis test for age and sustainability**

<table>
<thead>
<tr>
<th></th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>3.080</td>
</tr>
<tr>
<td>df</td>
<td>4</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.544</td>
</tr>
</tbody>
</table>

a. Kruskal Wallis Test
b. Grouping Variable: Age -Group

The test statistic for the Kruskal-Wallis test for age group and sustainability has a p-value of 0.544. The p-value is greater than 0.05 which indicates that the test is not significant at a significance level of 0.05. There is no significant difference in perceptions about sustainability among the different age groups. Age group is not an explanatory variable for sustainability.
Figure 4.12 presents the results of the Kruskal-Wallis test for level of education and sustainability.

**Table 4:12 :Kruskal-Wallis test for level of education and sustainability**

<table>
<thead>
<tr>
<th></th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>10.189</td>
</tr>
<tr>
<td>df</td>
<td>4</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.037</td>
</tr>
</tbody>
</table>

a. Kruskal Wallis Test
b. Grouping Variable: Highest educational qualification

The test statistic for the Kruskal-Wallis test for level of education and sustainability has a p-value of 0.037 which means that it is significant at a significance level of 0.05. Level of education is an explanatory variable for sustainability. However, the mean ranks for the level of education do not have a discernible trend as to whether sustainability increases with education or the other way around.

Table 4.13 presents the results of the Kruskal-Wallis test for level of education and sustainability.

**Table 4:13 :Kruskal Wallis test for position and sustainability**

<table>
<thead>
<tr>
<th></th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>3.099</td>
</tr>
<tr>
<td>df</td>
<td>3</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.377</td>
</tr>
</tbody>
</table>

a. Kruskal Wallis Test
b. Grouping Variable: Leadership position

The test statistic for the Kruskal-Wallis test for position of leadership and sustainability has a p-value of 0.377 which means that it is significant at a significance level of 0.05. Position of leadership is not an explanatory variable for sustainability.

Table 4.14 presents the results for the Kruskal-Wallis test for length of period in leadership position and sustainability.

55
Table 4:14: Kruskal-Wallis test for period in leadership position and sustainability

<table>
<thead>
<tr>
<th></th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>1.474</td>
</tr>
<tr>
<td>df</td>
<td>3</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.688</td>
</tr>
</tbody>
</table>

a. Kruskal Wallis Test  
b. Grouping Variable: Length of period in leadership position

The value of the test statistic for the Kruskal-Wallis test for length of period in leadership position and sustainability has a p-value of 0.688 which indicates that it is not significant at a significance level of 0.05. Length of period in leadership is not an explanatory variable for sustainability.

4.9 Discussion of findings

The level of awareness about ZVDF’s corporate social responsibility initiatives was high. In line with Deng, Kang and Low (2013) the organisations had embarked on activities to improve the community’s welfare which they still considered to be compatible with their core business. Awareness of CSR initiatives did not differ among with the leadership role of the respondent. The findings were consistent with Jablonkai’s(2013) assertion that an organisation’s corporate social responsibility can only succeed if it has been effectively communicated to beneficiaries. Familiarity with ZVDF’s CSR policy did not differ with the individual’s specific leadership roles. The findings are in line with Peloza and Shang(2011) who advocated that CSR should be communicated to all stakeholders without discrimination.

Many of the respondents agreed that ZVDF involved the community in their CSR projects. The practise at ZVDF is in line with Orlitzky, Siegel and Waldman (2011) who argued that when communities are involved in CSR projects this builds their sense of ownership of the resultant developments. Most of the leaders indicated that they were consulted during projects. Their responses were independent of the leadership role of the individual. The findings are in line with Renouard (2011) who emphasised that it would be futile to involve communities in CSR without bestowing power to make decisions on them. Most of the respondents considered ZVDF’s corporate social responsibility to have been done in a transparent manner. The findings concur to Yamagishi (2011) who found that transparency and trust are important for successful CSR.
Most of the respondents perceived that some important issues had been left out of ZVDF’s CSR policy. The findings are in line with Jablonkai (2013) who argued that when a technical analysis is used to come up with development interventions the priorities may differ with those from a traditional or layman’s point of view. Most of the respondents agreed that the CSR initiatives were relevant to community needs. The findings agree with Chu and Majumdar’s (2012) view that community involvements a more accurate definition of the problem. Most of the respondents agreed that livelihoods in their communities improved as a result of ZVDF’s CSR initiatives. There were fewer respondents who disagreed that CSR initiatives by ZVDF had brought sustainable development to their community. The findings are in line with Zamagni (2012) who singled out sustainable development as the most important output of corporate social responsibility. Most of the respondents agreed that ZVDF’s CSR had brought employment opportunities. In line with Chu and Majumdar (2012) the creation of working days occurred in this case indicating sustainable development.

Most of the respondents agreed that ZVDF considered community input before embarking on projects. The findings concur with Aguinis and Glavas (2012) who argued that when the communities’ voices are suppressed it is not possible for development projects to achieve success. Most of the respondents agreed that developments could be replicated without further input from ZVDF. This is in line with Du, Battachaya and Sen (2011) who argued that for livelihoods to improve it should be possible to replicate developments in other communities without further external input. None of the respondents disagreed that the developments could be sustained without ZVDF’s further input. The findings are consistent with Du, Battachaya and Sen (2011) who argued that developments should be sustainable without further external input for improved livelihoods to be achieved. Most of the respondents agreed that CSR projects which ZVDF initiated generated meaningful employment. Most of the respondents agreed that ZVDF fund’s CSR projects helped to increase family incomes in the community. Most of the respondents agreed that CRS initiatives improved communities’ livelihoods. The findings lend support to Du, Battachaya and Sen (2011) who expressed the view that sustainable development cannot be achieved without improved livelihoods.

Significant correlation was found between community ownership and sustainable development indicating that the hypothesis that community ownership of development projects was accepted. The findings are in line with Aguinis and Glavas (2012) who suggested that sustainable development could not be achieved if the beneficiaries do not have a sense of ownership over the development. The regression model established that
community ownership and community involvement are predictors of sustainability. The hypothesis that community involvement in development projects results in sustainable development was accepted. The findings concur to Chu and Majumdar’s (2012) findings which suggested that when the community is involved in planning the project this enhances its acceptability and contributes towards sustainability.

4.10 Conclusion

This chapter presented the findings of the study. The findings were presented quantitatively in terms of percentages and proportions and graphically as pie charts, graphs and tables. The findings were discussed in line with the literature on the subject to interpret the results. The next chapter will present the summary, conclusion and recommendations of the study.
CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter is a presentation of the summary, conclusions and recommendations of the study. The study used a cross-sectional survey among councilors, headmen, VIDCO chairpersons and WADCO chairpersons in NyamiNyami district to carry out an assessment of Zambezi Valley Development Fund’s corporate social responsibility and its impact on sustainable development. The study also sought to find out if the corporate social responsibility had delivered improved livelihoods and what could be done to enhance the benefits of the corporate social responsibility.

5.2 Achievement of research aims and objectives

The aim of the study was to establish the influence of corporate social responsibility on sustainable development with a focus on the Zambezi development fund’s operations in NyamiNyami district in Mashonaland West of Zimbabwe. The study managed to make this assessment through a survey among developmental leadership in the district and came out with the following findings on the research objectives.

To establish the extent to which Zambezi Valley Development Fund is involved in corporate social responsibility

The objective was successfully achieved and the following findings were obtained in the survey.

Forty-three percent of the respondents were aware of the ZVDF’s corporate social responsibility initiatives in the district while 23.60% were unaware and 33.00 % were not sure. Thirty-three percent of the respondents were not sure of the existence of corporate social responsibility initiatives by ZVDF in their wards in the preceding twelve months while 42.90% were aware of such activities and 23.80% were not aware. Forty-seven percent of the respondents were familiar with the corporate social responsibility policy of ZVDF while 14.20% were very familiar and 33.00% were slightly familiar with it. Only 5.70% of the respondents were not aware of the policy.
To investigate the extent to which Zambezi Valley Development Fund involves the community in its corporate social responsibility initiatives

The objective was successfully achieved and the following findings were obtained in the survey.

Forty-two percent of the respondents agreed that ZVDF involved the community in their CSR projects, while 23.80% strongly agreed and 14.30% were not sure. Sixty-two percent of the respondents agreed that they were always consulted whenever ZVDF carried out projects in their wards, while 23.60% were sometimes consulted, 14.20% were rarely consulted and none indicated that they were never consulted.

To assess the community’s perception of Zambezi Valley Development Fund’s corporate social responsibility initiatives

The objective was successfully achieved and the following findings were obtained in the survey and interviews.

Forty-two percent of the respondents agreed that ZVDF’s corporate social responsibility was done in a transparent manner while 19.10% strongly agreed and 23.80% were not sure. Seventy-one percent of the respondents agreed that some of their communities’ particular issues or priorities had been left out of ZVDF’s corporate social responsibility policy while 23.80% did not agree and 4.80% were not sure. Nineteen percent of the respondents were not sure about the relevance of ZVDF’s CSR initiatives to community needs while 42.50% agreed that they were relevant and 24.50% strongly agreed that they were relevant. Nineteen percent of the respondents strongly agreed that ZVDF’s CSR initiatives improved the livelihoods of people while 48.10% agreed and 28.30% were neutral. Thirty-eight percent of the respondents strongly agreed that CSR initiatives by ZVDF had brought employment opportunities to the community while 43.40% agreed and 14.20% were neutral. Forty-three percent of the respondents agreed that ZVDF always considered community input before embarking on projects while 15.10% strongly agreed and 9.40% were neutral.

To investigate the influence of Zambezi Valley Development Fund’s corporate social responsibility initiatives on livelihoods

The objective was successfully achieved and the following findings were obtained in the survey.
Thirty-three percent of the respondents strongly agreed that developments done by ZVDF can be replicated without their further input while 43.40% agreed, 9.40% were neutral, 9.40% disagreed and 4.70% strongly disagreed. Thirty-nine percent of the respondents agreed that the developments brought about by ZVDF’s CSR initiatives could be sustained without their further input while 23.60% strongly agreed and 37.70% were not sure. Fifty-three percent of the respondents agreed that CSR projects which were initiated by ZVDF generated meaningful employment while 23.60% strongly agreed and 19% were not sure. Thirty-four percent of the respondents strongly agreed that CSR projects initiated by ZVDF have helped to increase family incomes while 42.50% agreed and 18.90% were neutral. Fifty-nine percent of the respondents agreed that ZVDF’s CSR initiatives had improved livelihood in their communities while 23.60% strongly disagreed and 14.20% were neutral.

To determine the major CSR determinants of sustainability

Community involvement and community ownership were found to be determinants of CSR. Their coefficients in the regression analysis were found to be significant at a significance level of 0.05.

Tests of hypotheses

H₀: Corporate social responsibility brings sustainable development to beneficiary communities
There was no significant correlation between corporate social responsibility and sustainability. Therefore, we reject the hypothesis that corporate social responsibility brings sustainable development to beneficiary communities.

H₁: Improvement of livelihoods makes development sustainable
There was no significant correlation between improved livelihoods and sustainability. The regression coefficient for improved livelihoods was not significant at a significance level of 0.05. Therefore, we reject the hypothesis that improvement of livelihoods makes development sustainable.

H₂: Community involvement in development projects results in sustainable development
There was no significant correlation between community involvement and sustainability. The regression coefficient for community involvement was significant at a significance level of 0.05. We accept the hypothesis that community involvement in development projects results in sustainable development.
H₃: Community ownership of development projects promotes sustainable development
There was significant correlation between community ownership and sustainability. The regression coefficient for community ownership was significant at a significance level of 0.05. We accept the hypothesis that community ownership of development projects promotes sustainable development.

5.3 Conclusions

The study arrived at the following conclusions:

5.3.1 Zambezi Valley Development Fund’s corporate social responsibility

Zambezi Valley Development Fund has a corporate social responsibility program in the NyamiNyami district. The findings suggest that ZVDF had carried out corporate social responsibility activities in the district in the preceding 12 months. It appears that corporate social responsibility activities had been carried out only in some of the wards in the district and others had been left out.

5.3.2 Community involvement in Zambezi Valley Development Fund’s CSR projects

It appears that the ZVDF engaged the community when carrying out CSR projects. The findings suggest that ZVDF consults community leaders during CRS projects in their wards.

5.3.3 Community’s perception of Zambezi Valley Development Fund’s CSR initiatives

The findings that ZVDF’s corporate social responsibility was conducted transparently. The findings suggest that ZVDF had omitted some issues which were important to the community in their CSR. The findings suggest that ZVDF carried out CSR initiatives which were relevant to the communities’ needs.

5.3.4 Influence of Zambezi Valley Development Fund’s CSR initiatives on livelihoods

The findings suggest that developments which brought about by ZVDF’s CSR could be sustained and replicated without their further input. The findings suggest that ZVDF’s CSR initiatives improved livelihood of the communities where they were implemented and introduced sustainable development.
Major CSR determinants of sustainability. The findings suggest that community ownership and community involvement are the major CSR determinants of sustainability.

5.3.5 Hypotheses

Community ownership of development projects results in sustainable development.

Community involvement in development projects results in sustainable development.

Corporate social responsibility does not bring sustainable development to beneficiary communities.

Improvement of livelihoods does not make development sustainable.

5.4 Answers to research questions

*What does the Zambezi Valley Development Fund’s corporate social responsibility involve?*

The Zambezi Development Fund’s corporate social responsibility involves various developmental projects which are delivered at ward level among the communities.

*Does the Zambezi Valley Development Fund involve the community in its corporate social responsibility projects?*

The Zambezi Valley Development Fund involves the community in its corporate social responsibility projects.

*Does the community identify with Zambezi Valley Development Fund’s corporate social responsibility program?*

The community in NyamiNyami district identifies with the Zambezi Valley Development Fund’s corporate social responsibility program.

*Has the Zambezi Valley Development Fund’s corporate social responsibility improved livelihoods in the community?*

The Zambezi Valley Development Fund’s corporate social responsibility has improved livelihoods in the area.

*What are the major CSR determinants of sustainability?*
Community ownership and community involvement are the major CSR determinants of sustainability.

5.5 Contribution

5.5.1 Theoretical contribution

The study established that corporate social responsibility contributes to sustained development. A regression model was established for relationship between corporate social responsibility and sustainability and the variables which had a linear relationship with sustainability were community ownership and community involvement.

5.5.2 Methodological contribution

The study demonstrated that the survey was a practical methodology for a study of this nature and this would be recommended for further studies, since respondents are reached conveniently during their regular meetings.

5.5.3 Empirical contribution

Data which was collected for the study on Zambezi Valley Development Fund can be used as a basis for establishing their corporate social responsibility policy and can used in future studies.

5.6 Policy Recommendations

5.6.1 Community engagement

Considering that community involvement in development projects was found to result in sustainable development, the organisation is recommended to establish a committee which involves technical staff and members of the community in order to identify projects which answer the community’s needs more accurately and broadly.

5.6.2 Ownership

To ensure continuity and replication effects the organization must give ownership of the projects which they implement since this has been found to ensure sustainability of development projects.
5.7 Managerial recommendations

5.7.1 Baseline studies

To avoid development which does not answer the people’s needs, baseline studies are recommended to be carried out in the area so that the need for such an intervention is established clearly before the initiative is implemented.

5.7.2 Planning

To ensure that development is fairly distributed among the different wards in the districts it is recommended that a strategic master plan be developed so that development is taken to all the wards over a predetermined period before a new cycle begins.

5.8 Generalisation of findings

Findings from the study area can be generalized to all the areas in which the Zambezi Valley Development fund operates. Due to the uniqueness of the area in which Zambezi Valley Development Fund whereby the community faces some historical disadvantages the generalization of the findings to other areas may be limited.

5.9 Research Limitations

5.9.1 Choice of data collection methods

Data was collected from the leaders in the community. The findings could have been more precise if the views of the general populace on the corporate social responsibility had been collected since some leaders tend to be out of touch with their followers. Focus group discussions could also have been useful in determining consensus ratings of the corporate social responsibility of Zambezi Valley Development Fund in the community.

5.9.2 Implementation of data collection methods

The researcher was forced to hurry some of the questionnaire administration processes since they were done within a limited time frame and respondents were sometimes busy.
5.9.3 Scope of the discussions

Due to the fact that this was the researcher’s first independent project, the scope of the discussions may not be up to the level that a more experienced researcher would have produced.

5.10 Suggestions for further study

Considering the need to spread development to more and more rural communities, further studies could focus on developing a framework for cooperation among development agencies to enable sharing of resources and thereby facilitating more rapid and sustainable development.

Further studies might also focus on developing a framework for harnessing more local resources during development projects to bring down the cost of projects and create more working days for local communities.
REFERENCES


APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear Respondent

RE: REQUEST FOR CONTRIBUTION TO RESEARCH

My name is EDSON DHARABANI. I am a student studying MASTER OF BUSINESS ADMINISTRATION at UNIVERSITY OF ZIMBABWE. I am carrying out a research project entitled:

“The influence of corporate social responsibility on sustainable development: Case of Zambezi Valley Development Fund”

I request your assistance in this study by completing the attached questionnaire. Please note that you are not required to provide your name. To save on your precious time, I have included only short questions that do not require long written responses and the questionnaire will take at most 15 minutes to complete. Data collected from the survey will be used for academic purposes only and is not for commercial use.

Thank you!
Background Information

1. Gender
   Male [ ]
   Female [ ]

2. Age-group
   Below 20 [ ]
   21-30 [ ]
   31-40 [ ]
   41-50 [ ]
   51-60 [ ]
   Over 60 [ ]

3. What is your highest educational qualification?
   O Level [ ]
   A Level [ ]
   Post high school certificate/ diploma [ ]
   First degree [ ]
   Higher [ ]

4. Position
   Councillor [ ]
   WADCO Chairperson [ ]
   VIDCO Chairperson [ ]
   Headman [ ]

5. How many years have you held your position?
   Less than 2 [ ]
   2-5 [ ]
   6-10 [ ]
   More than 10 [ ]
Questionnaire

6. Are you aware of any corporate social responsibility initiatives by the Zambezi valley development Fund (ZVDF) in the district in the last 12 months?

Yes [ ] No [ ] Not sure [ ]

7. Did the ZVDF initiate corporate social responsibility initiatives in your ward in the last 12 months?

Yes [ ] No [ ] Not sure [ ]

8. Do you agree that the ZVDF involves the community in its corporate social responsibility projects?

Strongly Agree [ ] Agree [ ] Not sure [ ] Disagree [ ] Strongly disagree

9. Are you as a leader consulted whenever ZVDF carries out projects in your ward?

Always [ ] Sometimes [ ] Rarely [ ] Never [ ]

10. How familiar are you with the ZVDF’s corporate social responsibility policy in your district?

Not at all [ ] Slightly familiar [ ] Familiar [ ] Very familiar [ ]

11. Would you agree that ZVDF’s corporate social responsibility is done in a transparent manner?

Strongly Agree [ ] Agree [ ] Not sure [ ] Disagree [ ] Strongly disagree

12. Are there any particular issues which are priorities for the community which have been left out in ZVDF’s corporate social responsibility?

Yes [ ] No [ ] Not sure [ ]
13. For the statements listed in the table below indicate your level of agreement that statement describes your perception of ZVDF’s corporate social responsibility initiatives.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>They are relevant to community needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>They improve livelihoods in the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>They result in sustainable development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>They have brought employment opportunities to the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ZVDF has genuinely handed over development projects to the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ZVDF always considers community input before embarking on a project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ZVDFs corporate social responsibility projects bring real positive change to communities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ZVDFs corporate social responsibility is gender responsive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14. For the statements listed in the table below indicate your level of agreement that each statement applies to ZVDF’s corporate social responsibility.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Not sure</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The developments which are delivered can be replicated without further input from ZVDF</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The developments which are delivered can be sustained without further input from ZVDF</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The projects generate meaningful employment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The projects have helped to increase family incomes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall, ZVDF’s corporate social responsibility has improved livelihoods in our community.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Thank You