

**MIDLANDS STATE UNIVERSITY**



**FACULTY OF SOCIAL SCIENCES**

**DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT**

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**DISSERTATION**

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**AN ASSESSMENT OF UNKI MINES' COMPLIANCE WITH GOVERNMENT  
POLICIES TOWARDS BENEFICIATION OF THE ZIMBABWEAN INDIGENOUS  
PEOPLE: THE CASE OF THE INDEGENISATION AND ZIMASSET POLICIES.**

**BY  
SHARLEEN SIMBISO MANGO**

**R136450Y**

**A DISSERTATION SUBMITTED TO THE FACULTY OF SOCIAL SCIENCES IN  
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE BSc HONOURS  
DEGREE IN POLITICS AND PUBLIC MANAGEMENT**

**ZVISHAVANE, ZIMBABWE**

**MAY, 2017**

**SUPERVISOR: MRS. MUTASA**

APPROVAL FORM

The undersigned certify that they have read and recommended to Midlands State University for acceptance of a dissertation entitled: **An Assessment of Unki Mines' compliance with Government Policies towards Beneficiation of the Zimbabwean Indigenous People: The case of the Indigenization and ZIMASSET policies.** Submitted by **Sharleen Simbiso Mango, Registration Number R136450Y** in partial fulfilment of the requirements of the Bachelor of Science Honours Degree in Politics and Public Management.

Student ..... DATE...../...../2017

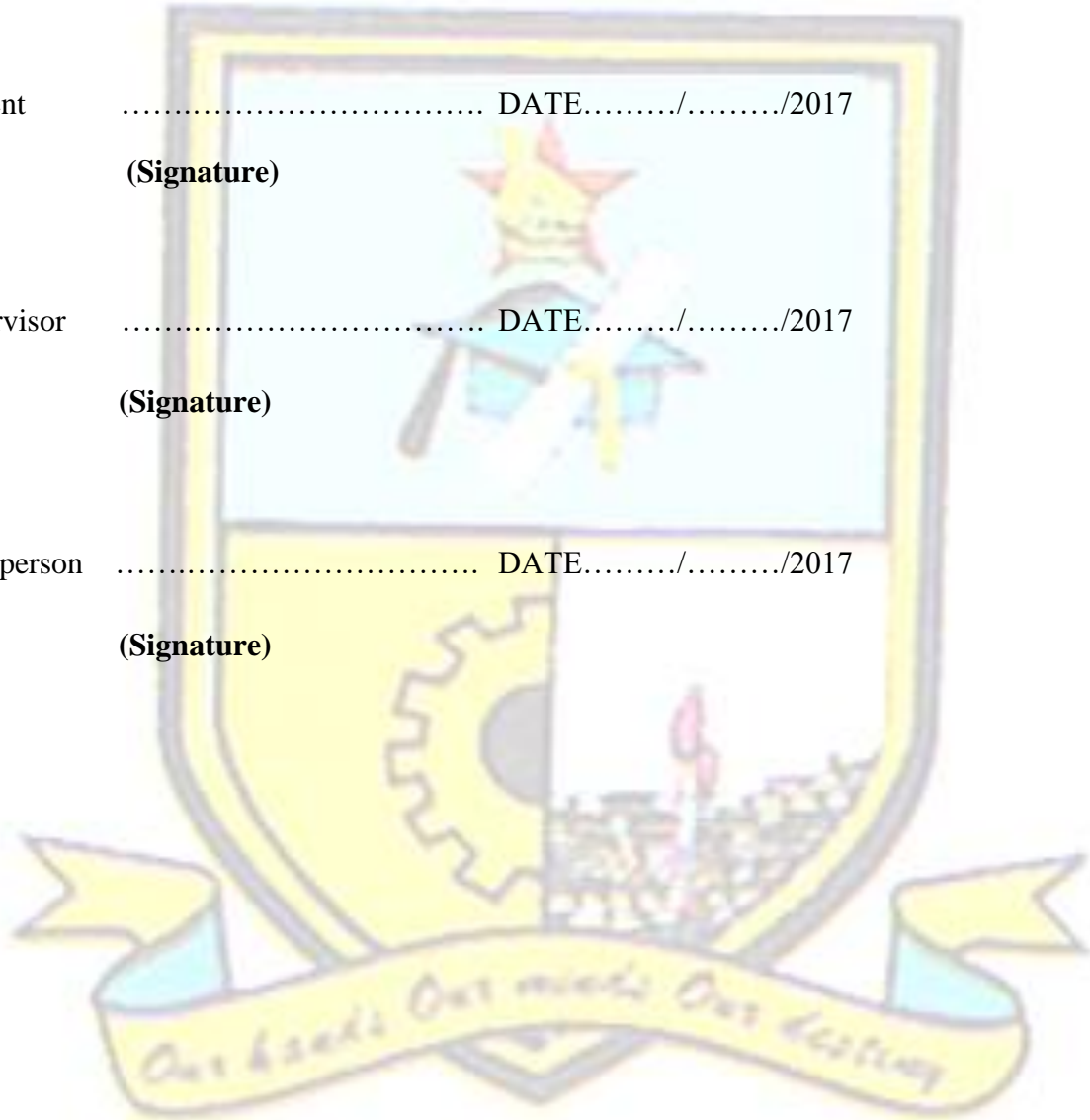
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(Signature)



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**MIDLANDS STATE UNIVERSITY  
FACULTY OF SOCIAL SCIENCES  
BACHELOR OF SCIENCE HONOURS IN POLITICS AND PUBLIC MANAGEMENT**

**NAME OF AUTHOR:** SHARLEEN SIMBISO MANGO

**TITLE OF DISSERTATION:**

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CASE OF THE INDEGENISATION AND ZIMASSET POLICIES**

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**Signed:** .....

**Address:** Flat No. 405/2  
Craneborne West  
Harare  
**Phone** +263 773 289 066/ +263 715 835 446

**Email Address:** [sharleen.mango94@gmail.com](mailto:sharleen.mango94@gmail.com)

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DEDICATION

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I dedicate this thesis to my niece, Elaine Atidaishe Mango and my nephew, Anthony Tinayeishe Mango who are my reason for joy. Not forgetting all the daughters born to the Mango clan, may my success be a springboard on which you find hope and courage to pursue your academic dreams having assurance that all things are possible.

With Love

Auntie Sha.



Our Minds

Our Hearts

Our Destiny

---

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---

First and above all, I attribute all my success to the Almighty God who has watched over my life by day and by night, ordering my steps till this very stage. I remain thankful that He not only sustains me but continues to guide and protect me.

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ACRONYMS

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AGRITEX – Agricultural Technical Extension Services  
ESAP – Economic Structural Adjustment Program  
BOD – Board of Directors  
CDP – Community Development Plan  
CED – Community Engagement and Development  
CSI – Community Social Investment  
CSR – Corporate Social Responsibility  
DA – District Administrator  
DDF – District Development Fund  
EDP – Economic Development Program  
EIA – Environmental Impact Assessment  
EMA – Environmental Management Agency  
FDI – Foreign Direct Investment  
HOD – Heads of Departments  
HR – Human Resources  
IEEA – Indigenization and Economic Empowerment Act  
IFC – International Financial Corporation  
ISCT – Integrative Social Contract Theory  
LP – Local Procurement  
MP – Member of Parliament  
PGM – Platinum Group of Metals  
SEAT – Socio Economic Assessment Toolkit  
SEDS – Socio-Economic Development Strategy  
SEP – Stakeholder Engagement Plan  
SME – Small and Medium Enterprises  
SPD – Social Performance Department  
SPS – Social Performance Strategy  
TRDCSOT – Tongogara Rural District Community Share Ownership Trust  
ZANU PF – Zimbabwe African National Union Patriotic Front  
ZIMASSET – Zimbabwe Agenda for a Sustainable Socio-Economic Transformation  
ZISCO – Zimbabwe Iron Steel Company  
ZOI – Zone of Influence

## ABSTRACT

Contrary to the expectation that the Indigenization Policies would bring economic empowerment, poverty reduction, rise of employment opportunities and beneficiation of the indigenous people among other things, the vice versa has been largely true in the Zimbabwean context. Thus, a need to determine the extent to which “government interference” has been responsible for the rampant economic dilapidation and perpetual rise in deindustrialization. A juxtaposed class of debate has attributed this deterioration to company failure to accept the role of government in determining community development programs, as such their resistance has attracted harsh penalties that have crippled their operational processes. Therefore, through the use of a triangulated research design, this thesis defines the relationship between Government policies and Corporate Social Responsibility. A simultaneous assessment of Unki Mines’ level of compliance to government policy towards beneficiation of the indigenous people is presented while contextualizing the key success actors that have enabled Unki Mines to thrive where other industries have shut down as a result the same policies. This analysis becomes a springboard upon which recommendations are proffered as to how similar entities can prevail in a similar environment. Purposive and Simple Random Sampling techniques were applied in order to govern the interview and questioner respondents respectively. Data collected was assessed through conventional content analysis in order to describe Unki’s levels of compliance towards the Indigenization and the ZIMASSET Policies. Suffice to say that, the way Unki Mines pays attention to community development and beneficiation, even to the point of drawing internal legislation and assessing progress through audits defies the notions that seek to limit its compliance to government regulation as the core of Unki’s CSI Initiatives. Such dedication can only be accounted for in a system where passion exists. Thus Unki Mines’ CSR is not just a means to retain its Social License to operate, instead it denotes the existence of an excellent compliance mechanism for government policies. Thus it can be concluded that Unki Mines is more than compliant with regards to implementing developmental projects towards beneficiation and empowerment of the indigenous people.

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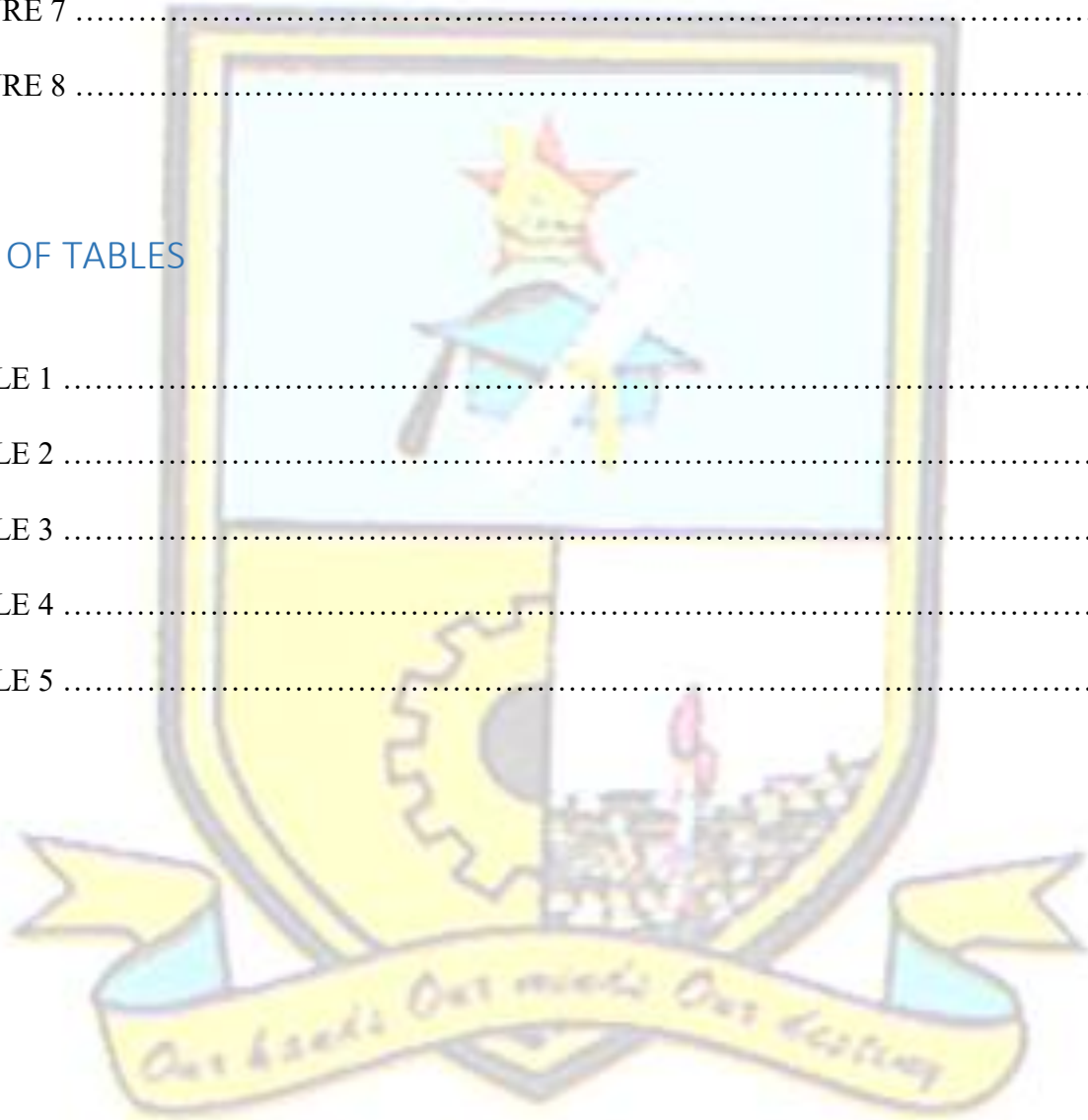
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## CHAPTER 1

### THE PROBLEM AND ITS SETTING

#### 1.0 Introduction

Corporate Social Responsibility has been defined as a “prosocial behavior” towards community beneficiation that can simultaneously be referred to as Corporate Accountability, Ethics, Citizenship, Stewardship or Responsible Entrepreneurship as well as Corporate Sustainability (Masuku and Ndlovu, 2014). Corporate citizenship at commercial level principally calls for a business entity to be a “good neighbor” within its “host community”. It is in this regard that one of the first major acts of Corporate Social Responsibility by Unki Mines in 2011 was the establishment of a Community Share Ownership Trust which was intimately guided by The Indigenization and Economic Empowerment Act. This saw the injection of 10 million towards community development and the beneficiation of the Indigenous Zimbabweans. Following this were the sudden plans to build a smelter in response to the government’s increased taxation on the non-beneficiated ore under the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET). As such, in the eyes of hostile analysts, these initiatives amount to the notion that compliance to government policy has been reduced in to a measly currency used to purchase a company’s social license to operate. This level of propaganda can only be fully comprehended in the context of a politicized economy in which non-conformity would automatically be equated to terrorism and/or acts of treason against the benefits of the liberation struggle.

However, one cannot be so trivial as to conclude that every Corporate Social Responsibility (CSR) maneuver by Unki Mines is solely based on an attempt to appease the government as Corporate Stewardship is a vital component that has been assimilated as a practice in modern day business. More so, a historical assessment would illustrate that Corporate Ethics for Unki Mines dates back to a period before the policies addressed in this study. Hence, this thesis seeks to illustrate that Corporate Accountability for Unki Mines cannot be concluded as a meagre currency for the

purchase of an operating license on the basis of the extensive internal policies and strategies that are implemented by the same. In the same stride, it would be foolhardy to ignore the role and influence of government policy in Corporate Sustainability as the government is the governing body in any social setting thus any entity's operational sustenance depends heavily on their acquiescence to all relevant legislation.

Hence this paper purports to measure Unki Mines' levels of conformity to the ZIMASSET and Indigenization policies by examining the above mentioned policies against the implementation plans and strategies that have been put in place by the organization. An attempt will also be made to quantify the results obtained thereof which can only be rated as a success by accompanying sustainability mechanisms that have been established. Lastly, the paper will use the case study as role model to inspire other ailing mines as well as to proffer an advisory role as to how government policy formulation processes can be improved. The present chapter introduces the abovementioned subject in its contextual setting, then outlines the research objectives as well as questions guiding the study. The relevance of this study is delved into in order to argue its rationale and methods used in regulating the research.

### 1.1 Background of the Study

At best, since the eve of the 21<sup>st</sup> century, the Zimbabwean government has been castigated for birthing policies that have been demonized and rendered inapplicable in every sector or worse yet seem to inspire economic melt downs and social dilapidation. As such, policies of the era such as the Land Reform, ESAP and ZIMPREST, the Indigenization and Economic Empowerment enactments and the most recent ZIMASSET have been chastised as being mere political strategies propounded by government in a bid to mostly consolidate power. These have significantly been rendered as the cause of Zimbabwe's economic meltdown which has incapacitated all foreign direct investment. This in turn has led to the closure of numerous industries that failed to withstand the reparations of government demands: the case of Zimbabwe Iron and Steel Company (ZISCO), which had been producing the largest volumes of steel works in the region –shut down in 2008

after 74 years of operation (Daily News, 2015). Correspondingly, Shabani Mine located in Zvishavane and Gath's' Mine in Mashava, previously recognized as the world's sixth biggest asbestos-producing entities, with annual output exceeding 140 000 tonnes were also shut down owing to alleged government inference (the Financial Gazette, 2016).

In another perspective, Zimbabwean government is condemned for politicizing the economy to the point where failure to comply with these exorbitant social policies has seen many such as Anjin Mining Company having their operating licenses retracted. Suffice to say that, it has become as though compliance to policy is seemingly a currency purchasing the company's social license to operate. These conclusions have been reached with utter disregard of the fact that government regulation of CSR through policy making dates back to centuries in which the business concepts were first conceived. Thus there is need to clarify the role that government has in swaying any organization's CSR however compliance to procedure is not the pinnacle of any organization's public policy.

Thus, with reference to Unki Mines, an organization that has remained standing where many others have fallen the scholar seeks to bring clarity to the aforementioned notions. Unki Mines falls under the Anglo-American Platinum Group of Mines which are the world's chief primary platinum producer responsible for over 40% of the world's supply. It also exploits the richest Platinum Group Metals (PGMs) such as Rhodium, Ruthenium, Palladium, Iridium, Osmium, alongside base metals such as copper, sulphate, cobalt and nickel. The development of Unki Mines commenced in 2005 and the initial mining commenced in 2008. The mine was developed as a motorized, "trackless board-and-pillar mine" in which admittance underground is achieved via a "twin decline shaft system." The first passage has been employed for workforce conveyance parallel to vehicles and machinery, whilst the second being reserved for ore carriage. The Anglo family has championed many at giving community returns and benefiting the indigenous populous, particularly in the case of Unki Mines which has not only addressed matters of food security but has also developed infrastructure within its Zone of Influence (ZoI), upgraded public service delivery and has addressed most of the community benefaction requirements. Thus, the research



technician will endeavor to clarify the need for a cooperative function between government and any business entity while elucidating that successful CSR goes beyond mere compliance to legislation as it requires a self-drive to deliver community returns to the community in which the entity is operational.

## 1.2 Statement of the Problem

Although research on the Zimbabwean Indigenisation policies has proliferated over the past years, relatively little is known about the reasons why the policies have been successful in selective environments. Contrary to the expectation that the Indigenization Policies would bring economic empowerment, poverty reduction, rise of employment opportunities and beneficitation of the indigenous people among other things, the vice versa has been true in most instances in the Zimbabwean context. Thus the need to ascertain the extent to which that which has been termed “government interference” has been responsible for the economic dilapidation thereby turning the bread basket of Africa into a basket case. Or whether it is due to failure by companies to accept the role of government in determining CSR that has prompted this deterioration. The researcher hence focused on studying an organization that has prevailed where others have ailed in order to proffer survival strategies and recommendations for the sustenance of similar projects.

## 1.3 Research Objectives

- ❖ To define the relationship between government policies and CSR.
- ❖ To bring understanding on the role of government in CSR.
- ❖ To assess Unki Mines’ level of compliance to government policy towards beneficitation of the indigenous people.
- ❖ To contextualize the key success actors that have enabled Unki Mines to thrive where other industries have shut down as a result of the Mugabe Regime Policies.
- ❖ To proffer recommendations on how government policies can be adjusted to act as a catapult towards Corporate Sustainability.



#### 1.4 Research Questions

- ✓ What is the relationship between Government Policy and CSR?
- ✓ What part is played by government with regards to an organization's CSR?
- ✓ To what extent has Unki Mines complied with government Policy with regards to the mandate for empowerment and beneficiation of the indigenous people?
- ✓ What factors and elements of implementation have sustained Unki Mines' operations in the midst of economic meltdown and industrial closure?
- ✓ Using Unki Mines as a springboard, how can government policies be attuned or tailor made to suit the diversity of the industries in Zimbabwe while simultaneously sustaining Corporate Ethics?

#### 1.5 Justification of the Study

This study will dispute what has been condemned as government interference to private company dealings by enlightening fellow academics on the indispensable role that is played by government when it comes to CSR. In so doing, a literature gap will be filled as the current studies that have been carried out, delved separately in to issues pertaining to CSR and similarly matters of Compliance to Government policy and/or the relevance and implications of the same to the Zimbabwean economy were dealt with indistinctly. As such, the marriage between the two subjects has been perused through without attention to detail and/or has been completely ignored. Thus, this research will fill a literature gap in terms of explaining the symbiotic relationship between government policy and CSR.

In addition, this study is being conducted in the pretext of the introduction of indigenization policies in Zimbabwe which have seen a diversity of reparations. Of which, one of the major calamities being the suffocation of the Zimbabwean Industrial Sector and eventual shut down which is contrary to the expected beneficiation and empowerment. In the midst of all this chaos, industries such as Select Seeds of Zimbabwe, Deloitte & Touché Executor & Trust Company,

DeBeers Zimbabwe Holdings Private Limited, Talbot Trading, NutriFoods, National Blankets Ltd, and many others lost their business footing together with key mines such as Shabani and ZISCO. Yet despite the prevalence of these circumstances, Unki Mines seems to make headlines of success and growth while marking some historic landmarks in the community and reaching steady PGM production. Thus, this study seeks to elucidate the influences contributing towards Unki Mines' success while other similar entities are crumbling. In so doing, recommendations will be extended to the same organizations on how to remain afloat when confronted with infringing government policies.

Furthermore, it will also serve as feedback to the successes that have been realized through these government policies whilst concurrently exposing dodges that have encumbered on the successful imbedding of indigenization policies by similar entities. More so, the study would also add to the existing stock of knowledge as it will expound on the major Community Social Investment Initiatives that have been propagated by Unki Mines. These investments are key in that they illustrate a CSR Culture that appreciates the existence of stakeholders but none the less travels beyond the expectations tendered in the policies advocating for the beneficitation of the indigenous people.

## 1.6 Delimitations

Simon (2011) records that, delimitations refer to physiognomies that demarcate the scope and delineate the confines of one's research. This sets boundaries on the size of the sample, gives a justification of period under study and the range of the terrestrial area from whence statistics will be derived amongst others.

### 1.6.1 Parchment Area

The subject of this study is Unki Mines is an Anglo American Platinum Mine that is premised in the middle ridge claims, located South of the Zimbabwe's Great Dyke and about 60km South

West of the city of Gweru. There are various other Mines that survived and are still functional in the context of Zimbabwean Government Policies as a result of compliance and excellent CSR initiatives towards community beneficiation. Of these, those noteworthy are inclusive of MIMOSA and ZIMPLATS which specialize in extraction of the Platinum Group of Metals (PGMs) as the subject under study. However, the study has been narrowed down to Unki Mines whose CSR is impeccable and whose level of compliance surpasses all others in that it has not only made headlines but has also received awards after demonstrating levels of proficiency owing to internally generated policies that anchor government requirements.

### 1.6.2 Content

Studies carried out on Unki Mines prior to this one have tended to be focal on how Unki Mine's CSR has contributed towards their reputation and social acceptance in the community. This thesis seeks to introduce a new avenue that brings into perspective the relationship between government policy and CSR. It will analyze Unki Mines' success in the compartment of compliance to policy in order to create a recommendation platform that will assist struggling Mines before noting the challenges that have been faced by the same while trying to conform so as to inform future policies. The study will assess the level of beneficiation that has been received by the indigenous community as a result effectiveness of government policy as well as compliance by Unki Mines.

### 1.6.3 Periodization

The department responsible for Community Engagement and Development (CED) currently referred to as the Social Performance Department (SPD) at Unki Mines was unbundled from the Human Resources (HR) Department in 2010, two years after the IEEA was decreed. However, Community Social Investment (CSI) for Unki dates back to 2009, right after the mine became fully operational. Hence, this study will be a period sized from 2009 to 2016 in order to incorporate the birth of CSI, the weaning of CED/SP Department, the endorsement of the IEEA as well as the



ratification of the ZIMASSET of 2013. The extension of study period in to 2016 is an allowance intended to measure the impact of the policy on the Mine's activities.

### 1.7 Assumptions

The investigation was grounded on the ensuing conventions:

- ✚ Validity of the results is guaranteed because of the assumption that the respondents to be used will fully represent the total population of the ZoI which in this case becomes the indigenous populous.
- ✚ Another major assumption is that the respondents are not going give any biased information.

### 1.8 Limitations

Simon and Goes (2013) propound that limitations are constraints that are largely beyond one's control but could affect the study outcome. The researcher anticipated that there would be confines encountered during the research study. The following are the problems which the student tackled coupled with the solutions used to redress them.

- Financial constraints – though there was need to determine the level of beneficiation that had been relished by the community, the researcher was not be able to interview most members of Unki Mines' Zone of Influence due to financial constraints. However, the researcher resolved this by the expending external sources that had already collected the relevant information. This entailed review of answers given to consultations of similar intent done in an audits known as the Socio-Economic Assessment Toolkit (SEAT).
- Privacy policies and confidential issues – all organizations have confidential information that they are unlikely to disclose to externals. More so, owing to the political connotations of the research, the academic faced difficulties in acquiring some information from the entity about their opinion and/or criticism of the viability of government policy in their institution as this would



compromise their relations. Though to a lesser extent, this was fixed when the researcher explains the purpose of the research as being purely academic as well as signed confidentiality documents.

- Time restraints – the time spent on interviews was very limited considering the scope of study. Thus, the research technician limited the interviews to the Mine’s Heads of Departments (HODs) as they are responsible for policy formulation and implementation in the organization. The rest of the data was collected through questionnaires and desk reviews so as to cover more ground under a limited timeframe.
- Credibility challenges – by reason that the participants feared outcomes stemming from candid response to questions, which in turn failed to mirror the precise sentiments of the included population. Also, a unique and small sample was accessible to the scholar, thus results were set up to never be universalized past the specific populace from which the sample was drawn. Thus, it was essential to assure subjects under study that anonymity would be applied so as to encourage honesty.

## 1.9 Structure/Organization of the Study

### *Chapter 1: The Problem and its Setting*

This chapter consists of an overview of the subject matter and its contextual framework, a declaration of the research problem, its objectives, an inquiry outline and finally the justification of the study. In introducing the study question and giving a background of the study, the reader is able to understand how the researcher came up with the problem. The research objectives and questions help the writer by giving guidance of what the research requires and how it is going to be tackled. Finally, justification of the study is there to add value of the study and to show why the study is worth researching or pursuing. This will also include details on delimitations, limitations encountered as well as a brief summary of structure of the study.

### *Chapter 2: Literature Review and Theoretical Framework*

This is the chapter reviews literature, whereby the writer assesses what other scholars have written in the area of study. The researcher has come up the Corporate Constitutionalism theory and

Corporate Citizenship theory as approaches that will help in comprehending the framework under which the study is be carried out. This attempts to explain the influence different aspects in which government policy is influential towards private company CSR and also elucidates the law of returns under which the same entities together with their host communities benefit from the compliance to such regulations.

#### *Chapter 3: Methodology*

In this section the writer expands on the type of methodology used for the study which is the mixed research method. In this case the research, will be using purposive sampling and simple random sampling technique, out of certain characteristics that are found in the sampling type. The type of research method to acquire information will be through observations and interviews as well as desk reviews and questionnaires, whereby the researcher will ask purposive questions in regard with the nexus between CSR and Government. Hence, through qualitative and quantitative research designs, the researcher will acquire information that will help in the study.

#### *Chapter 4: Presentation and Analysis of Findings*

In this chapter consists of presentations of findings by which the researcher chooses thematic analysis for the research and gives a critic of the data. This will be based on the study design. It aims to designate a number of phenomenons, in this case that of the government's influence on Corporate Ethics while measuring Unki Mines' level of compliance to Government policies on the indigenization and beneficiation of local communities.

#### *Chapter 5: Conclusions and Recommendations*

This is the final chapter which consist of a summary of the findings, the conclusions and recommendations. In this study, one can state that misappropriated government policy has the capacity to cripple a business entity. However, one cannot shun the fact there is need for some level of government regulation to inspire higher levels of Corporate Responsibility. Hence, the researcher would give recommendations to the government on consultation with businesses before formulation of policies that influence CSR. Also, on the basis of the study, companies struggling with CSR as recommended by the IEEA and ZIMASSET will have a case study that has succeeded

in compliance and implementation to inspire them. In this regard the writer will give an assertion of the study, which is to look at the nexus between government and CSR.

### 1.10 Chapter Summary

An outline of the tenets of the subject under investigation was successfully broadcasted before proceeding to give clear justification of the essence of the research. This chapter concentrated on familiarizing the audience with the background of the study, its problem statement before clearly outlining the purposes and guiding line of questions that will inform the investigations. The following chapter will bring into context a detailed review of literature and works that have preceded this exploration in order to identify gaps that this thesis intends to seal.



## CHAPTER 2

### LITERATURE REVIEW AND THEORITICAL FRAMEWORK

#### 2.0 Introduction

Boote & Beile (2005), states that a literature review is a construal description of material that has been published and/or circulated on a subject by indorsed academics and scholars. The chapter aims to give an insight into the research topic by analysing documents that have been published before the research. It provides an investigation and assessment of others scholars and theories in relation to CSR, The Indigenization policy and the ZIMASSET policy. A theoretical framework will be included so as to help in the understanding of the thesis as well as identifying the gap between the current studies and those existent before it.

#### 2.1 Compliance

##### 2.1.1 What is Compliance?

According to the Oxford Study Dictionary (1991), a disposition to yield to others summarizes the concept of compliance, thus, by definition it becomes the deed or steps taken towards conformity to a desire, request, wish, demand, suggestion or schedule or with intimidation. In business, compliance includes conformity in fulfilling official requirements, that is, it is the state of being in accordance with relevant federal and regional authorities and their requirements. SearchDataManagement (2008) further elucidates compliance as “being in accordance with established guidelines, specifications or legislations or the process of becoming so.”



### 2.1.2 Etzioni's Compliance Theory

In an attempt to put forth conditions that encourage compliance, Etzioni (1975, 1997) advanced an inventive approach to organizational structures which he called the compliance theory. Under this philosophy, the aforementioned scholar classified administrations based upon the nature of “power they used to direct the behavior of their members against the type of involvement of the participants.” Etzioni categorized this organizational authority into three: “coercive, utilitarian, and normative”, and juxtaposed them against three types of involvement which are: “alienative, calculative, and moral” (see **Fig. 1**).

Types of Power

	Coercive	Utilitarian	Normative
Alienative	<b>X</b>		
Calculative		<b>X</b>	
Moral			<b>X</b>

Types of Involvement

*Fig. 1 Etzioni's compliance types.*

According to Etzioni, institutes that apply forcible rule, which is synonymous to the use of coercion, have subjects typically resent those in authority. Such hostility is known as alienative involvement, a circumstance in which rather than compliance, rebellion is the resultant. Utilitarian power, on the other hand, calls for practicality and thus mostly provokes calculative involvement; a condition in which affiliates crave to augment private gain. While normative power habitually

fashions moral involvement; where, members are devoted towards the “socially beneficial features of their organizations.” It is upon this theory of compliance that the rebellion against government policy can be contextualized. Case of the remarks made by the President during the 15<sup>th</sup> ZANU Pf National People’s Conference held on the 12<sup>th</sup> of December 2015 in which it was stated that:

*“But some people say, ah why do we do that? It is inhibiting. Well, let it be inhibiting. Ah well, this is 2015 and of course we are in December. It is end of the year. But certainly come January 2016, that stubbornness and resistance, we say, should end in 2015. 2016 we will not accept a company which refuses and rejects our policy of indigenization and empowerment in the manner in which we inscribed it.”*

Later on, on the 22<sup>nd</sup> of March, Patrick Zhuwao announced that the Cabinet had sanctioned the verdict to close all non-compliant firms such that “all foreign-owned firms that were reportedly defying the indigenization directive compelling them to cede at least 51% of their ownership” would have their licenses cancelled (Newsday, 2016).

First and foremost, descriptions as to why Zimbabwean policies have encountered so much internal resistance have not been satisfactorily proffered as hypothesis have mostly been limited to poor government policy formulation techniques, politicking of the economy and Western interference. Analysis has hardly been tendered in light with wrong dissemination approach thus without doubt the Compliance theory brings closure on a literature gap as it elucidates policy failure from a different angle. Suffice to say that recalibrating government approach in enforcing the indigenisation policies would automatically alter the reception as per the Compliance theory standards.

### 2.1.3 Compliance Requirements in the Indigenization Framework

According to the Minister of Youth Development, Indigenization and Economic Empowerment, The Indigenization framework (as presented to parliament in 2015/6) provides for two possible

pathways for ensuring compliance namely; “compliance through provision of a lesser share of indigenization for the economic empowerment of indigenous Zimbabweans; and/or implementation of the Indigenization Compliance and Empowerment Levy that takes account of the rebate scoring system.”

**Pathway 1: Measures for the Economic Empowerment of Indigenous Zimbabweans**

This empowerment value requires the achievement of a “51% indigenization threshold” which supports beneficiation of indigenous people by attaining socially and economically desirable intents.

By the standards of section 5 (4) of the IEE Regulations outlines at least four specific “socially and economically desirable objectives” that can be weighted and added towards fulfilment of the indigenization and empowerment minimum shareholding of 51%, and these include:

- a) *“The undertaking of specified development work in the community in which the business in question carries on its business;*
- b) *The beneficiation to a specified extent of raw materials that are extracted in Zimbabwe by the business in question before it exports them;*
- c) *The transfer to a specified extent of new technology to Zimbabwe by the business in question; and*
- d) *The employment to a specified extent of local skills or the imparting of new skills to Zimbabweans to a specified extent.”*

An entity’s level of compliance will be measured against the above tenets thus it becomes necessary to establish a consistent, clear and non-discretionary framework on the ‘lesser share’ principle and the weighting of ‘socially and economically desirable objectives’ as a percentage to be applied towards achieving the 51% minimum shareholding.

**Pathway 2: Implementation of the Indigenization Compliance and Empowerment Levy**

The 17<sup>th</sup> section of the same document “provides for the imposition of one or more levies on any private or public company and any other business in Zimbabwe.” Senate recommended that the

levy be put into effect as highlighted by the Thematic Committee on Youth, Indigenization and Economic Empowerment's 'First Report of February 2015.' These levies shall be collected by "the National Indigenization and Economic Empowerment Board or set up in Community Share Ownership Trusts and Employee Share Ownership Schemes."

An Indigenization Compliance and Empowerment Levy founded on a prearranged rate, and calculated against 'the annual gross turnover of the business entities' will determine the magnitude to which singular establishments are pursuant of communally and financially desirable objectives and ZIMASSET programs.

#### 2.1.4 Surveying the Existence of Compliance

There are various ways that can be used to review compliance. Some of which include the following:

##### ❖ **Site Visits**

Site visits can be helpful in assessing whether an organization has implemented projects in accordance with government policy. During the site visits, the scholar reviews and discusses implementation of program/project activities as well as interviews program staff and participants. There is first hand witnessing of what has actually been done.

##### ❖ **Document Reviews:**

Additional, reviews on supporting documentation regarding project functions and financial documents related to the implemented projects can be done. These records stand as secondary evidence to authenticating that which has been said to have been done.

##### ❖ **Social Audits**



A social audit is a tool through which an organization can plan, manage and measure non-financial activities and monitor both internal and external consequences of the entity's social and commercial operations. It is an instrument for social accountability and is used to determine social relevance. However, by reason that its processes are confined to experts, the student will be content to base her analysis on results attained rather than conducting her own audit.

## 2.2 Government Indigenization Policies

### 2.2.1 What is Indigenization?

The IEAA of 2008 delimits indigenization as a focused attempt to “involve the indigenous people in the economic arena” as they were formerly discriminated against and thus could not access the means of production. It comes with deliberate intent to guarantee equity with regards to resource ownership (Murombo, 2010). Indigenization is thus comprehended as “both a redress and reconstruction strategy for former colonies; enabling post-colonial government to correct past imbalances of racially biased social and economic policies (Wilson, 1990).” In this respect, indigenization is theorized as;

*‘...the increase of local participation in or ownership of their resources or established entities, [and] one of the most popular measures of economically empowering the previously disadvantaged (Wilson 1990, 20).*

For local people to own the means of production it becomes imperative that either the dividends of foreign owned companies be transferred indigenous people or that “certain social and economic activities be isolated for the local people” (Kobrin, 1985). The key agenda of most indigenization principles in Mawowa's (2007) perspective is birthed by the “need to eradicate poverty and promote economic development”

### 2.2.2 Terms of reference

### Beneficiation

The subject of beneficiation of the Zimbabwean Indigenous people is primarily regarded as a being a part of what was known as the Third Chimurenga (Anderson, 2011). According to Chowa (2013), the beneficiation policies are inclusive of the fast track land reform program in 2000 and the IEE Act of 2008. More recently the ZIMASSET has become an agenda furthering the tenets targeted at upgrading the livelihoods of the Zimbabwean communities. Thus beneficiation is a concept of upgrading, increasing value and promoting sustenance within a community or for an individual.

### Indigenous people

An indigenous Zimbabwean, as per the National Indigenization and Economic Empowerment Act (2008), is

*‘anyone who, before independence in April 1980 was subjected to unfair discrimination presumably in Zimbabwe on the grounds of their race, and includes a descendant of such a person’.*

The above description focuses and sets its parameters around the status of having been deprived and discriminated against by reason of racial or ethnic intolerance prior to independence.

### 2.2.3 Rationale of the Zimbabwe Indigenization Policies

The Indigenization Policies in the eyes of the Zimbabwean government represent a “just war” in which the injustices deriving from the colonial period are traced, calculated in order to give adequate compensation towards the destitute state that the black majority find themselves resultant from the conspicuous tendency to deny the indigenous people control over the mainstream economy (Chowa, 2013). The agenda of the policy thus revolves around the basics of ultimate ownership and maximum utilization of these resources particularly for the rural population. The justification for this target audience emanates from the need to improve “their socio-economic conditions through infrastructural development, small and medium enterprise (SME)

development, local ownership of natural resources, as well as improving academic standards” (Matunhu, 2012). Hence, the transfer of shares is equated to the payment of war reparations, a concept whose absence inhibits the settlement of war grudges.

More so, theorists of Pan-Africanism are of the opinion that true independence can only be realized when economic benefits ensue political liberation. This justifies governments claim that beneficiation and empowerment of the indigenous people sets the stage for a ‘truly independent Zimbabwe, whose resources and economy are controlled by the Zimbabweans’ (Ministry of Youth, Indigenization and Empowerment, 2013). As an end, indigenization programs are expected to decrease the “aid-dependency syndrome” that is rampant across the African globe as Africans inspired by the success story of Zimbabwe will be moved to build their economies (Ministry of Youth, Indigenization and Empowerment, 2013). Furthermore, by reason that employees are strategic business partners, holding a shareholder position will motivate their participation in strategic economic decisions which ultimately improves business outcome. It is upon this analysis that Murombo (2010) puts across that “Ultimately, Indigenization aims at reclaiming people’s patriotic commitment and national pride.” Which, according to the Ministry of Economic Empowerment, will result in extermination of paucity and other social-economic challenges due to the unremitting and extensive economic growth and development. (Magure, 2012).

#### 2.2.4 Content Summary of the Zimbabwean Indigenization Policies:

##### *a) Indigenization and Economic Empowerment Act*

Gazetted on 7<sup>th</sup> of March, the Indigenization Economic Empowerment Act (IEEA) 14 of 2007 was only signed into law on the 17<sup>th</sup> of April 17 in 2008. The law’s command demanded that all foreign companies operating in Zimbabwe, with a share capital of US 500 000 dollars and above be disarmed of 51% of their shares or interests which were to be owned by indigenous Zimbabweans. On January 29, 2010, the Government of Zimbabwe published regulations with respect to the Act, thereby rendering the Law effective. The regulations included a requirement for companies operating in Zimbabwe to provide specified information to the Minister of Youth Development,



Indigenization and Empowerment, including an Indigenization Implementation Plan, by April 15, 2010. The Indigenization and Economic Empowerment Act was propagated to recompense alleged disproportions in economic advancement among indigenous Zimbabweans when compared to their privileged compatriots prior to independence in 1980 thus the need for them to cede majority control to the disadvantaged groups.

*b) Zimbabwe Agenda for a Sustainable Socio-Economic Transformation*

Following a dramatic win of the 2013 elections, the ZANU Pf manifesto was translated into a new plan known as the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET). This publication aimed at pursuing a new trajectory of accelerated economic growth and wealth creation, a process time bound to October 2013 - December 2018. According to the ZIMASSET, the agenda was crafted to achieve sustainable development and social equity which explains why it is anchored on indigenization, empowerment and employment creation and will be largely propelled by the judicious exploitation of the country's abundant human and natural resources. This Results Based Agenda was built around four strategic clusters that targeted the empowerment of Zimbabwe's economy as well as the return of Zimbabwe's economy as the strongest in the region and Africa. The four strategic clusters identified are: Food Security and Nutrition; Social Services and Poverty Eradication; Infrastructure and Utilities; and Value Addition and Beneficiation. The cluster approach enables Government to prioritize its programs and projects for implementation with a view to realizing broad results that seek to address the country's socio-economic challenges. (ZIMASSET 2013-18)

The two policies feed into each other as the IEEA formulates the background of the indigenization itinerary while the ZIMASSET follows up and furthers previously prepositioned agendas. Both are thus concerned with beneficiation of the indigenous people hence their referral as indigenization policies.



### 2.2.5 Objectives

The three aims of Indigenization in Zimbabwe are to create wealth and employment, poverty eradication and expanding the domestic market which can be achieved through:

- ❖ Empowering the indigenous people such that through their participation and access to the means of production, poverty is alleviated.
- ❖ Creating opportunities in which the disadvantaged indigenous Zimbabweans partake in the economic development of their country.
- ❖ Developing a vibrant domestic private sector that promotes community development and economic stability.
- ❖ Democratizing ownership of productive assets (The Indigenization and Economic Empowerment Act, 2008)

These very same objectives reflect in the ZIMASSET abridged under the Four Clusters, which translates the interdependence of the two policies.

### 2.2.6 Challenges

- Indigenization programs are likely to scare away potential investors. Bell (2010) argues that most foreign investors are unwilling to invest in indigenization contracts, in which they automatically become the minority shareholders and effectually are denied the power to secure property rights on their investments.
- In the worst of circumstances, most governments condense their nations into infertile investment grounds. This negative impact on foreign direct investment (FDI) may affect employment creation and economic growth negatively (Magure, 2010).
- Currently, external political interference has been accused as being a limiting factor towards the attainment of the indigenization objectives. Case of the illegal economic sanctions that the West have imposed in retaliation to the extremities of the Land Reform and Indigenization Programs
- Another limit becomes the resistance of indigenization by critics that intellectualize it as reverse discrimination due to the divisive implications in the concept. These detractors

allude to the detail that indigenization programs favor formerly disadvantaged groups at the expense of those previously viewed as the privileged society (Thouvenot, 2014).

### 2.2.7 Critique

In most cases, indigenization programs, including that of Zimbabwe, are both political and economic in that they aim to reimburse colonial injustices, while simultaneously yoking local potential for economic growth (Matunhu, 2012). However, debate amongst scholars has been on whether indigenization has capacity to provide Zimbabwe “with sufficient mechanisms by which they can deliver sustainable socio-economic emancipation that is sustainable for current and future generations” (Magure, 2010). Which suggests that the indigenization policies lack sustainability and is in fact narrow minded to the point of wanting to satisfy immediate needs. This analysis can be further augmented in the fact that the transfer of land to the indigenous people, under the Land Reform Program saw Zimbabwe sink from being the bread basket of Zimbabwe into a basket case owing to new owners having little or no knowledge and experience with regards to running commercial farms. The miscarriage at attempted economic emancipation was followed by a similar policy which was concluded as a campaign strategy aimed at retaining political power. Thus indigenization as a concept has been condemned as an ideology that lacks a substantiated implementation plan and is thus vulnerable to manipulation by politicians who while distributing economic resources wield and safeguard political power.

More so, implementation of the policies on the Zimbabwean stage has been politicized to a point where gains have been realized by the political elite. Rather than beneficiation being for all previously repressed groups, patronage has determined who gets what, when and how as seen in the fact that the war veterans, affiliates of the ruling party, ZANU Pf, where the major beneficiaries of the Land Reform while senior government officials and their relatives and associates took over ownership of Industries and Mines. While the indigenization policies have attempted to benefit the majority through redistribution of resources such as land, and the establishment of community share ownership schemes and employee schemes such as those for Gwanda, Tongogara Rural and Zvishavane amongst others, Sibanda, (2013) propounds that “little has been done towards realizing

extensive economic empowerment and sustainable growth.” This analysis finds ground in the resultant factors witnessed after the implementation of the programs whereby industries have crushed, the Zimbabwean dollar has lost its value and there has been withdrawal by foreign direct investors, increased imports versus the decline in exports plus the rampant corruption and inflation that has plagued the economy at one juncture or another. Sufficed to say that, the manner in which foreign owned companies particularly those funded by the West are being coerced into complying with the indigenization policy illustrates how the initiatives have political connotations outweighing the economic implications intended towards the beneficiation of the indigenous people (Murombo, 2010).

## 2.3 Corporate Social Responsibility

### 2.3.1 Definition of CSR?

Corporate Social Responsibility (CSR) is “an obligation to pursue those policies, to make those decisions, or to follow those lines of action that are desirable in terms of objectives and values of our society” (Bowen, 1953). For corporations, Carroll (1979) defines that, social responsibility includes economic, legal, ethical and discretionary expectations that society has of them at a given point in time. Thus it become an initiative to asses and responsibility for the organization’s effects on the environment as well as their impacts on social welfare. While the dates and circumstances around matters of roots and emergence of CSR remained debatable, the existence of government interference has remained over time.

### 2.3.2 Origins of CSR and the Role of Government

The history and growth of Corporate Social Responsibility is as old as capitalism, an economic factor that is controlled by Government or a similar Administrative Body. This can be traced the early 20<sup>th</sup> Century in which, the employer anxious to alleviate the exploitation and social misery, stepped up the “good works”, in France, Belgium and Great Britain. At this juncture practices



related to Public Relations became prominent in the earliest forms of civilizations at both individual and communal level right up to relatively large ancient political establishments (Cutlip, Center and Brown, 2000). At this juncture, Corporate Ethics was solely a mandate left at the organization's discretion, suffice to say that government is independent of it.

1) Rousseau's Perspective

This notion may be true in the 20<sup>th</sup> Century, but Rousseau drags the entwined relationship between the Concept of Corporate Social Responsibility and government as having been birthed as early as the 18<sup>th</sup> Century. By his standards, when corporations were born, societies with administrative boards to accommodate them already existed. Suffice to say that, the soul of Corporate Ethics is what the French philosopher Rousseau understood to be the 'social contract' between business and Society. He conceptualized the relationship as being a 'symbiosis,' a Greek word which means the co-living and co-existence of two parties in a mutually advantageous relationship. The social contract signifies the relationship between society and business. Business hosts their operations within society and in return society expects business to show responsibility for aspects of its operations. According to the contract, society recognizes organizations as agents, particularly in the eyes of the law, and authorizes them to use land, natural resources and offer employment. From the business point of view, they improve the quality of life of a society. One can take the argument of the social contract further by adding to it that business is socially, morally and politically 'bound' to improve the quality of life of society: they are expected to enhance the life of consumers and workers, to promote justice by avoiding deception or fraud, respect their workers and avoid harming any other social groups. (Bichta, 2000). Thus with government being the administrative board, the issues of CSR become a part of their regulations.

2) Milton Friedman's View

More so, in the early twentieth century, the social responsibility of business was tied up with market performance. In which management had to take the initiative in raising both ethical standards and justice in society through the ethic of economizing. By doing so, business provides wealth in society and increases its standard of living whilst retaining a satisfactory level of profit.



In doing so, the continual existence of an entity becomes favorable this safeguards the organization's license to operate as supported by Milton Friedman's advocates who began to understand the social responsibility of business as the promotion of the exclusive interests of a firm's shareholders and stakeholders. However, even in this context, government constituted the category of critical stakeholders as absence of compliance to their regulations presented a possibility of being shut down thereby proving the relationship of businesses and government dates back over years. Thus in this perspective, organizational short and long term benefits influence CSR.

### 3) The Public Policy Approaches

During the 1970s, most social issues became public policy matters and legislation was passed to address health and safety at work, environmental protection and consumer protection rights. According to Buchholz (1993) "The public policy approach provided a legitimacy for socially responsible actions on behalf of management, as government, acting on behalf of its citizens, had a legitimate right to provide guidelines for managers and shape corporate behavior to correspond with societal expectations." The public policy approach contended that the social responsibility of business is not only to perform well in the marketplace and meet its economic objectives but also to follow the directives of society at large, as expressed in and through the public policy process (Buchholz, 1993). It was therefore argued that the public policy process and marketplace are both sources and guidelines for managerial behavior in CSR. Thus the hand of government was legitimized by the introduction of legislative frameworks

### 4) Social Responsiveness Notion

In contrast with public policy arguments, other scholars tried to distinguish between CSR and corporate social responsiveness by arguing that the latter refers to the capacity of an organization to respond to social pressures. Social responsiveness therefore describes the act of responding to social expectations and consequently, corporate social responsiveness supporters will look for mechanisms, procedures, arrangements and patterns of behavior that demonstrate the capabilities of an organization to responding to social pressures (Buchholz, 1993). It is important to

acknowledge that even in responsiveness, a corporate would be required to comply with government legislation. Both approaches (public policy and social responsiveness) have been criticized on the basis of ignoring the deeper values involved in CSR that go beyond mere compliance to government policy.

#### 5) Sustainable Development Model

This brings the background to the context of the more recent years where CSR has been linked with sustainable development. The sustainable development disposition holds “that business has a moral responsibility to ensure that its activities be ecologically sustainable as well as economically and socially empowering to the host communities.” Business remains free to pursue profits within the rules of the game but the rules must be altered so they encompass the onus to leave natural ecosystems no worse off in the process. The sustainable development model seeks to combine the natural constraints established by ecological laws with minimal moral constraints placed upon business activity. Accordingly, the World Commission on Environment and Development defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. Contemporary CSR accept this definition, and this places an obligation on business not to harm the ecosphere. Des Jardins (1998) explains that “business activity would be considered as harming the ecosphere when it uses resources at unsustainable rates or creates wastes that cannot be absorbed by the system.” Thus an organization’s obligations are translated from just being centered on the immediate community to international level where regional, continental and international rules and status quo should be adhered to.

It is from this juncture that government has put in place legislation that is not only meant to protect the ecosphere but that is also meant to benefit the people within the communities in which resources are being exploited. It is in this context that the Indigenization and Economic Empowerment Act (IEEA) of 2008, which mandates all foreign owned companies operating in Zimbabwe to cede 51% of their shares to indigenous Zimbabweans, through partnerships with

business people, community share trusts and worker share trusts was introduced (The Indigenization and Economic Empowerment Act, 2008).

Despite the above, tendency has been to explain CSR as being independent of government influences. Such competing arguments that make it very difficult for industry, academics and government practitioners to reach a commonly accepted view as to whether CSR is determined strictly by government or is exclusively a product of company will. In the case where it is determined by government policy, does CSR remain a business sustainability measure or is it reduced into a mere currency intended to appease government. This research report thus focuses on the prevailing competing arguments surrounding the notion of corporate social responsibility. Given also the wider implications that the CSR notion brings for government, this research report will discuss the influence of government policy on CSR while taking particular interest in Unki Mines' compliance to the IEEA and the ZIMASSET policies structured for the beneficiation of the indigenous populous.

## 2.4 Theoretical Framework

### 2.4.1 Introduction to the Theories of CSR

The subject matter can be understood in the context of Political theories of CSR. These group of CSR theories and approaches focus on interactions and connections between business and society and on the power and position of business and its inherent responsibility. They include both political considerations and political analysis in the CSR debate. Although there are a variety of approaches, three major theories can be distinguished: Corporate Constitutionalism theory, Integrative Social Contract theory and Corporate Citizenship theory.

### 2.4.2 Corporate Constitutionalism Theory



Corporate constitutionalism according to Davis (1960) was one of the first to explore the role of the power that business has in a society and the social impact of this power. He held that a 'business is a social institution that must use power responsibly.' Additionally, Davis (1960) noted that the causes that generate the social power of the firm are not solely internal of the firm but also external. Thus, Corporate Social Responsibility is influenced by both the management of the entity and government. Their locus is unstable and constantly shifting, from the economic to the social forum and from there to the political forum and vice versa. Davis (1960) attacked the assumption of the classical economic theory of perfect competition that precludes the involvement of the firm in society besides the creation of wealth and then formulated two principles that express how social power has to be managed: "the social power equation" and "the iron law of responsibility". The social power equation principle states that "social responsibilities of businessmen arise from the amount of social power that they have" (Davis, 1967, p. 48). The iron law of responsibility refers to the negative consequences of the absence of use of power. In his own words:

*"Whoever does not use his social power responsibly will lose it. In the long run those who do not use power in a manner which society considers responsible will tend to lose it because other groups eventually will step in to assume those responsibilities"* (1960, p. 63).

In the event of a government similar to that of Zimbabwe, failure to comply would solicit withdrawal of operation contracts as was the case of Anjin Investments.

#### 2.4.3 Integrative Social Contract Theory

Integrative social contract theory as proposed by Donaldson (1982) considered the business and the society relationship from the social contract tradition, mainly from the philosophical thought of Locke. He assumed that a sort of implicit social contract between business and society exists. This social contract implies some indirect obligations of business towards society. Donaldson and Dunfee (1994, 1999) extended this approach and proposed an "Integrative Social Contract Theory" (ISCT) in order to take into account the socio-cultural context and also to integrate



empirical and normative aspects of management. Social responsibilities come from consent and these scholars assumed two levels of consent. Firstly, a theoretical macro social contract appealing to all rational contractors, and secondly, a real micro social contract by members of numerous localized communities. According to these authors, this theory offers a process in which the contracts among industries, departments and economic systems can be legitimate. In this process the participants will agree upon the ground rules defining the foundation of economics that will be acceptable to them. This then enlightens on government requirements under the IEEA and ZIMASSET which make community empowerment and beneficiation a pre-requisite to business operation sustainability. Thus, the need for Mines to deposit 10 million in community share ownership trusts and increase of tax on raw minerals as measure to encourage beneficiation of minerals for value.

#### 2.4.4 Corporate Citizenship Theory

Although the idea of Corporate Citizenship in which the firm as citizen is not new (Davis, 1973) a renewed interest in this concept among practitioners has appeared recently due to certain factors that have had an impact on the business and society relationship. The decreasing costs with technological improvements, have meant that some large multinational companies have greater economic and social power than some governments. This has birthed the concept of “corporate citizenship”, similar to ‘the business citizen’, a notion connoted with a sense of belonging to a community under which business needs to take into account the community where it is operating. The term “citizenship”, taken from political science, is at the core of the “corporate citizenship” notion. For Wood and Logsdon (2002, p. 86), “business citizenship cannot be deemed equivalent to individual citizenship-instead it derives from and is secondary to individual citizenship.” Whether or not this view is accepted, theories and approaches on “corporate citizenship” are focused on rights, responsibilities and possible partnerships of business in society. Some theories on corporate citizenship are based on a social contract theory (Dion, 2001). Thus, as a citizen the business has obligations towards the government that governs its environment which are inclusive of compliance to given policy.

## 2.5 Chapter Summary

This chapter successfully gives an appreciation of preceding literature publications and papers on the research problem thereby showing the relevance of the study being undertaken on this subject area. By reviewing material on the origins of the place of government, this study finds a basis to dispute what has been condemned as government interference to private company dealings by open avenues that enlighten fellow academics on the indispensable role that is played by government when it comes to CSR. In so doing, a literature gap in terms of explaining the symbiotic relationship between government policy and CSR will be filled. Also. A review of the indigenization programs lays foundations for understanding as well as framework boundaries that determine the exact levels of compliance expected of the organization under study.



## CHAPTER 3

### METHODOLOGY

#### 3.0 Introduction

If methodology is the systematic, theoretical analysis of the methods applied to a field of study, it is only right that, Irny and Rose (2005) allude that it comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge and typically encompasses concepts such as paradigm, theoretical model, phases and quantitative or qualitative techniques. Thus, this section seeks to review the broad principles used to interpret the problem under study.

#### 3.1 Research Design

Polit et al (2001:167) defines a research design as “the researcher’s overall for answering the research question or testing the research hypothesis.” Therefore, in order to have maximum control over the validity of the findings, this study used a triangulated research design which integrates qualitative and quantitative research methods. Qualitative and Quantitative data would be used to authenticate the deductions made with regards to how government policy has become the center of CSR thereby addressing matters of validity versus reality.

##### 3.1.1 Qualitative Research Design

Under Qualitative Research, Burns and Grove (2003:19) surmise the approach as “a systematic subjective approach used to describe life experiences and situations to give them meaning”. Which is further developed by Holloway and Wheeler (2002:30) who describe qualitative research as “a form of social enquiry that focuses on the way people interpret and make sense of their experience and the world in which they live”. This approach will be incorporated in order determine internal

policy justification, resource allocation and project implementation processes with regards to the study. It will provide a platform on which organizational behavior, perspectives, experiences and feelings will be explored. The researcher, through interviews, will assume a person-centered holistic and humanistic perspective that understands employee opinion as a direct representation of organizational standing (Field & Morse 1996:8). However, these interviews will be exclusive to the HODs to enable the study to extract simple factual information on the community social responsibility strategies used by Unki Mines in response to their government stakeholders. Complete objectivity, however, is impossible as results will be determined by the representatives' natural desire to protect organizational interests rather than logical precepts.

### 3.1.2 Quantitative Research Design

This will however be compensated for by the Quantitative Research Perspective whose research paradigm emphasizes the importance of generalizability and reliability (Henn et al., 2006, p. 16). The researcher used the quantitative approach because the variables are measured numerically and statistical methods were used to analyse the data. Questionnaires will make it easy to collect large quantities of data from a considerable number of respondents. The targeted population will incorporate the organization's external publics such as the beneficiary villagers, community engagement forum whose representatives which include Village Heads, Chiefs, local MP, to various Government Departmental Representations (Health, AGRITEX, DDF, Public Service, Ministry of Lands, Tongogara Rural District Council Administrator). The results collected through questionnaires will be quantified in order to promulgate an objective opinion. Finally, the study will be completed by an analysis of documentation and publications that will cement arguments propounded in this thesis.

### 3.2 Sample Selection

Burns and Grove (2003:31) refer to sampling as the course of identifying and selecting a target population, events or behaviors upon which a study will be based. Thus, a smaller set of study



units (sample) from the population is picked. Sampling is closely related to generalizability of the findings. In this study, purposive sampling and simple random sampling will be used. Parahoo (1997:232) describes purposive sampling as “a method of sampling where the researcher deliberately chooses who to include in the study based on their ability to provide necessary data.” In this case the purposive sampling technique will focus on those directly involved in the management of Unki Mines, internal policy formulation and compliance to government regulations. This technique was accommodating as it made use of readily available respondents thereby making data collection stress-free. Also, due to the time factor this type of sampling will be best as it will operate under the decisive assumption that the selected group will provide accurate data to produce conclusive results. Simple random sampling requires that each member of the population have an equal chance of being selected (as is the main goal of probability sampling). A simple random sample allowed participants to be randomly selected with equal opportunities thereby avoiding conscious and unconscious bias. The rationale for choosing these approaches was so that the researcher gathers information and knowledge about the implications of government policy on CSR and day to day functions which can only be based upon.

### 3.3 Methods of Data Collection

According to Parahoo (1997:52, 325), a research instrument is “a tool used to collect data. An instrument is a tool designed to measure knowledge attitude and skills.” Data will be collected through observations and document reviews as well as through interviews and questioners as obtaining data from numerous sources prevents information bias and thereby increasing the credibility of the information collected.

#### 3.2.1 Interviews

In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents so as to explore their perspectives on a particular idea, program, or situation. Bless, Higson-Smith and Sithole (2014) relay a Face-to-face

interview as being a two-way process where one asks questions and the other gives responses. Interviews were selected as a method of data collection due to the fact that it helped the researcher to understand the interviewee's point of view through probing. It also enabled the researcher to read non-verbal responses which were useful in making evaluations on the subject matter. The interviews also provided context for other data such as why certain projects were undertaken thereby, offering a more complete picture of what happened in the institution and why (Boyce and Neale 2006). The primary advantage of in-depth interviews is their ability to yield extensively detailed information as compared to what can be attained through other data collection techniques. However, due to the fact that interviews are time consuming and limit speculations to a smaller group thus questionnaires will complement the study in order to ensure a wider coverage.

### 3.3.2 Questionnaires

Goddard and Malville (2014) define a questionnaire as a set of questions structured with intention to collect data. It is under this guidance that the researcher prepared a questionnaire for the indigenous community surrounding Unki. The questionnaire was designed to cover the aspects on whether the community comprehends the tenets of the indigenisation policies, extent of beneficiation that has been realised from Unki Mines under the Indigenisation policies as well the sustainability capacity under which the projects were implemented. The advantages of questionnaires according to Bless, Higson-Smith and Sithole (2014) are that;

- A large population can be realized within a little space of time and cost;
- Filling in of questionnaires without names removes allows anonymity which encourages honest responses;
- Bias due to the personal interactions with the interviewers is also avoided;
- More so, the responses were objective and standardized; and
- The method of self-administering the questionnaire proved to be very cost effective and was easy to administer.

It was essential that the questions included were sequential, straight-forward and unambiguous. Also, the researcher also allowed the respondents to complete the questionnaire with little or no interference in order to reduce the possibility of any bias.

### 3.3.3 Observations

The researcher was privileged as to work in the organisation under study during her work related learning experience. This provided an opportunity for the same to formulate research questions based on her observations. Observations are defined by the Oxford Study Dictionary (1991) as the art of paying close particular attention to something or someone. The Word Web (2012) further elucidates that it is with the aim of making a recording or measurement. Hence, the researcher utilised the platform to notice what people actually did rather than what they said they did. It improved result legitimacy as it allowed the observer to capture the finer internal details of the phenomena such as corporate culture and its belief system as well as the relevant internal policies and systems applied.

### 3.3.4 Desk Reviews

In addition, a desk review which is also known as document research was also used to brainstorm the foundation for this research. Document research alludes to the use of already existing literature to help understand how the company has complied with government regulation as well as systems that have been put in place by management and the Board of Directors (BOD) to ensure sustainability. It provides insight on how community beneficiation has been conducted that is the structural processes, foresight on how future projects will be determined (planning and implementation procedures) and an oversight of the monitoring and evaluation processes.

## 3.4 Data Analysis

Judd and Mcleland (1989) delineate data analysis as a “process of inspecting, cleaning, transforming, and modelling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making.” Data will be collected will be assessed using Conventional content analysis a tool usually used with a study design that purports to give a thorough description of a phenomenon, in this event compliance to governmental legislation towards and development of Local Communities. Conventional Content Data Analysis starts with an appreciation of the data obtained, followed by note-taking on initial observations and analysis. As the process carries on, labels for codes that are reflective of more than one key thought emerge and these emergent categories are used to organize and group codes into meaningful clusters (Coffey & Atkinson, 1996; Patton, 2002). From here, theories were formed, enhanced, confirmed, and/or even discounted- all resulting from new data that would have emerged from the study.

### 3.5 Ethical Considerations

Starling (1993) defines ethics as the systematic study of values. As it relays the moral standards that the academic must consider, the researcher had a moral obligation to strictly consider the rights of the participants who were expected to provide knowledge in this study (Streubert Speziale & Carpenter 2003:314). The student’s ethical considerations were founded upon the three principles of the Belmont Report, namely beneficence, respect for human dignity as well as justice (Polit et al 2001:75).

#### 1) Principle of beneficence

The principle can be summarized as “above all do no harm” has three broad classifications namely; freedom from harm and exploitation as well as the researcher’s duty to evaluate the risk/benefit ratio.

##### a) Freedom from harm

In this research, physical harm was inapplicable hence the investigator had to cater for operational consequences. Thus the scholar was sensitive towards the political implications that would possibly impact or compromise Unki Mines’ business processes. Participants were free to



withdraw from the study and/or choose not to answer the questions were sensitive and could possibly compromise their relations with stakeholders.

b) Risk/benefit ratio

In every review, it was mandatory for the academic to consider the risk-benefit ratio so as to keep the potential damages at minimal. While, the participants would benefit by sharing their ideas with regards to how public policies have impacted them as a mining community there was a need to conduct the survey in a manner that would not create hostile expectations for Unki Mines by community. Hence, the student clarified that the research was independent from the Mine and strictly done for academic purposes thereby potentially stifling the risk of community demonstrations arising from frivolous expectations. Also, with regards to of the political risks associated, the student elaborated on how the information provided by the case study would help improve policy formulation as data collected would inform the policy makers on the challenges encountered during implementation of the studied policies.

2) Principle of human dignity

This principle includes the right to self-determination and full disclosure (Polit et al 2001:77).

a) Right to self-determination

This principle means that prospective participants should not be coerced into taking part in the study (Polit et al 2001:78). Hence, the researcher assured participants that their participation in the research was absolutely voluntary and that they were free to discontinue participation at any time. This applied mostly to Unki Mines' Indigenous Communities with whom voluntary participation was encouraged in order to ensure information obtained is not compromised.

b) The right to full disclosure

Full disclosure means the researcher was required to fully explain the nature of the study, and their right to decline involvement as self-determination is dependent on full disclosure (Polit et al 2001:78). Thus the goals and purposes of study were shared with the respondents prior to its commencement. The researcher also sort consent from Unki Mines and local participants after an understanding on how the information would be used was established.

3) The principle of justice

This principle includes participants' right to fair treatment and privacy.

a) The right to privacy

This meant that the information provided by participants would not be shared without their will (Burns & Grove 2003:172). As the study was conducted in the participants' natural setting; there was no intrusion of privacy with regard to information provided. In order to safeguard one's privacy, the principle of anonymity was applied. Anonymity was guaranteed by ensuring that data obtained would be used in such a way that no one other than the researcher knows the source and destroyed thereafter (LoBiondo-Wood & Harber 2002). Also, names and other manners of identification were excluded from the questionnaires.

### 3.6 Chapter Summary

This chapter sketched how both qualitative and quantitative research designs were used to solicit information from the target population with a clear outline of the appropriate instruments that were used to collect data. Purposive and Simple Random sampling methods were used to select suitable participants and a data analysis was carried out to sieve and categorize useful information. Finally, ethical issues were attended to in order to illustrate the principles guiding the research. The upcoming segment is thus bordered around the presentation, description and analysis of the data collected through the above mentioned processes.



## CHAPTER 4

### DATA PRESENTATION AND ANALYSIS

#### 4.0 Introduction

With the use of tables, bar graphs, line graphs and pie charts, the findings of this project research are presented. The data collected is presented in categories so it systematically addresses the research questions which also makes the understanding of the study swifter. This chapter's underlying function is to analyse the findings while simultaneously describing formulated hypothesis that will be used to articulate comprehensive conclusions on the results compiled from the research.

#### 4.1 Response Rate

The academic piloted exclusive interviews alongside a random distribution of questionnaires to numerous study participants. A breakdown of response rate on the data collection processes is articulated in the table presented below:

<i>Respondents</i>	<i>Target</i>	<i>Questionnaires distributed</i>	<i>Questionnaires collected</i>	<i>Respondents rate (%)</i>
<i>Zone of Influence</i>	50	30	25	83
<i>Employees</i>	10	8	4	50
<i>Total population</i>	<b>60</b>	<b>38</b>	<b>29</b>	<b>76</b>

Table 1: Questionnaire and Interview Response Rate

Initially, the researcher had targeted to cover 60 people in one week. However, it was later realized that the need for the target population to answer questioners without any guidance was impeded by literacy levels. The case especially for the rural communities was that of illiteracy in two aspects, that is, they both could not read or write and needed interpretation of the contents as well as secretarial skills or that they were not well versed in English as a language and thus needed a translator. Another limitation was accessibility as the rural communities are sparsely distributed clusters with rare transport routes connecting them.

#### 4.2 Band1 – Conceptualizing Unki’s Indigenous Community.

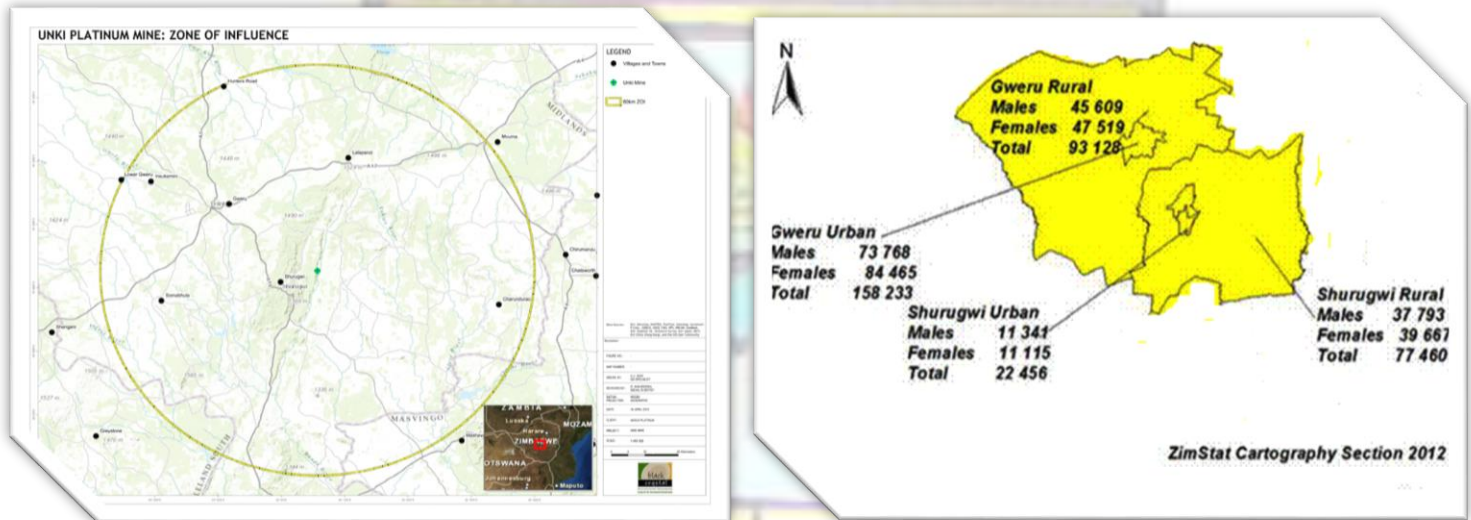


Fig. 2 60 km Radius Zone of Influence Maps

By reason that Unki Mines subscribes to the IFC Performance Standard 7 and Socio-Economic Assessment Toolkit (SEAT), they have adopted the definition of indigenous people as referring to a group of people or individuals who originally inhabited the land such as the San and Khoikhoi. This classification would mean the context of an indigenous populous is inapplicable to the Unki Mines setting. Also, the constitution of the mine management and employees is largely indigenous thus the definition as per the act becomes unsuitable. Hence, in order to suit context, the term has been adjusted so it denotes the organisation’s Zone of Influence (ZoI) which in **Fig. 2** shows a 60



km radius that encompasses part of the Midlands, Masvingo and Matebeleland South Provinces. However, the most impacted areas, according to Unki Mines’ Stakeholder Engagement Plan (SEP), are the three Local Authorities of Shurugwi Rural, Shurugwi Urban and Gweru Urban. Thus, the term indigenous people in the milieu of Unki shall be synonymous to the ZoI and may also be referred to as the Mine’s Stakeholders.

4.3 Band 2 – Conceptualizing the role of government in the context of CSR and the relationship between the two concepts.

By definition, a stakeholder is any person or group or institution that has an interest in or may be positively or negatively affected by the operations of Unki Mines. Stakeholders can be categorised as affected parties, interested parties or authorities whereas government can manifest itself as an authority, as a beneficiary, as a partner and as an advisor as illustrated in **Table 2**. The role that government is playing becomes the determinant actor defining the relationship likely to be existent between the two notions.

GOVERNMENT BRANCH/ PUBLIC SERVICE AUTHORITY	ISSUES OF CONCERN AND RESPONSIBILITY	ROLE
Government / Regulatory Authorities	<ul style="list-style-type: none"> <li>• Legal and Policy requirements / compliance to policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Authority</li> </ul>
Min. of Local Government (D. A’s Office)	<ul style="list-style-type: none"> <li>• Civil protection especially in matters of community conflicts.</li> </ul>	<ul style="list-style-type: none"> <li>• Authority</li> <li>• Adjudicator</li> </ul>

Min. of Education (District Education Officer's Office)	<ul style="list-style-type: none"> <li>• School staffing</li> </ul>	<ul style="list-style-type: none"> <li>• Authority and Partner</li> </ul>
	<ul style="list-style-type: none"> <li>• Education related CSI</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiary</li> </ul>
Min. of Health of Child Care (District / provincial health service centres)	<ul style="list-style-type: none"> <li>• Medical emergency preparedness</li> </ul>	<ul style="list-style-type: none"> <li>• Partner</li> </ul>
	<ul style="list-style-type: none"> <li>• Health related CSI</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiary</li> </ul>
District Development Fund (DDF)	<ul style="list-style-type: none"> <li>• Potable Water and Roads infrastructure related CSI</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiary, Advisor and Partner</li> </ul>
Agricultural Technical Extension Services (AGRITEX), Dept. of Irrigation	<ul style="list-style-type: none"> <li>• Agriculture and irrigation related CSI</li> </ul>	<ul style="list-style-type: none"> <li>• Advisor and Partner</li> </ul>
Local Authorities (Traditional Chiefs)	<ul style="list-style-type: none"> <li>• Respect for local traditions</li> <li>• Local recruitment</li> <li>• Benefits from CSI initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiary</li> </ul>

*Table 2. Government Roles Informed by Unki Mines' Stakeholder Engagement Plan*

#### 4.3.1 Government as a Regulatory Authority

As shown in **Table. 2** above, Unki Mines' like any other company is subject to government regulation thus the call for compliance in order to be sustained in a business environment. However, the Zimbabwean fora has shown how government policy extends to community beneficiation issues. As such in part fulfillment of the indigenization requirements, Unki ceded 10% of shares to Tongogara Rural District Community Share Ownership Trust (TRDCSOT) in 2011. Concurrently, a seed capital amounting to ten million dollars was deposited in the Trust's

account so the Board of Trustees could begin to implement objectives and projects on behalf of the community.

More so, in the 2015 national budget statement made on December 2014, by the Minister of Finance and Economic Development, Patrick Chinamasa, stated how government had deferred the 15 percent export tax on unbeneficiated platinum until January 2017. This meant the disregard of the 2013, government proposal to introduce an export tax on unrefined platinum as a sweetener to encourage platinum mining companies to invest in a smelter and refinery of the minerals mined. As was noted in the address,

*“... in an endeavor to promote value addition and beneficiation of mineral commodities, Government gave a two year window beginning 2013, for existing platinum producers to set up a platinum refinery plant in the country” (budget statement 2014).*

However, the finance bill gazette on 9 January 2015 indicated that the government would not maintain the previously announced suspension of the 15 percent tax on raw platinum exports until platinum mining companies' submitted credible smelter or refinery building plans. Thus under the ZIMASSET, Unki Mines was cajoled into submitting to government demands and to date, it is the only platinum mine that has started the actual construction of the Smelter having completed the Environmental Impact Assessment in 2016. Thereby, laying a foundation on which one can conclude that government's first role in CSR is that of an authority that regulates operations as has been the case with the Indigenization Policy and the ZIMASSET Policy. The relationship becomes a ruler-subject association in which the word of the authoritarian is law that cannot be contested for fear punishment.

#### 4.3.2 Government as a Beneficiary

Most projects that have been undertaken by Unki Mines have not just profited the community surrounding Unki Mines but have played a role towards alleviating the Zimbabwean government's

image. Due to failure to deliver basic public health services, dilapidation of educational facilities, inability to maintain and construct adequate infrastructure amongst other things, government has been condemned and insulted at various levels. Thus as a stakeholder in Unki's environment or ZoI, government's face has been saved by the projects that Unki Mines has undertaken to revamp the health and educational sectors. After project completion, Unki Mines hands over the projects to the respective ministry and/or invites government representatives to officiate the handover ceremonies. Thus their public image with regards to public service delivery is revitalised. However the relationship under this role becomes some-what a zero-sum game in which government is a leach, whose survival comes at the expense of that of Unki as the privileges are one way. More so, the dependency syndrome takes root as the private sector is continually expected to make unending contributions, even at the expense of their business processes, failure of which will warrant hostilities against their existence.

#### 4.3.3 Government as a Partner and Advisor

When it comes to community benefit delivery, the Anglo American Organization encourages partnership with experts in order to ensure effectiveness coupled with efficiency during project delivery. An illustration would be a partnership with the Ministry of Transport during the Boterekwa refurbishment initiative whereby the Mine provided the resources and equipment while the Ministry engaged the talented workforce. Another example would be the continued collaboration with the department of irrigation which had the expertise on how to set up irrigation schemes during the Shungudzevhu Irrigation Project. Thus, this branch of government was in a right place to advice on the proceedings. The same relationship existed in the implementation of the Gutsaruzhinji Irrigation scheme which was a government program under the ZIMASSET. In this instance, roles changed with government providing the resources and Unki technicians and machinery with complimentary operators coming in to aid the set up the scheme under the principle of Volunteerism. This becomes a symbiotic relationship in which both government and Unki compliment and edify each other towards the attainment of set development objectives. The advantage of this relationship being shared responsibilities and expenses which reduces project strains and increases Excellency. Without doubt, a symbiotic relationship that can only be



witnessed by partners as what Unki Mines and the Zimbabwean government enjoyed during these alliances. When compared to others, this would be the best relationship as both parties benefit from the existing cooperation and the feeling of being taken advantage of is removed from the table. More so, it builds a relationship between the regulator and the regulated that allows for communication and collaborations rather than a dictatorship approach that would possibly create tension and resistance.

#### 4.4 Band 3 – Conceptualizing Unki Mines’ compliance with Government Policy on beneficiation of the indigenous people

##### 4.4.1 Beneficiation from a Community Perspective

The first task under this cluster was to ascertain community understanding on the indigenisation policies before determining Unki Mines stakeholder satisfaction based on the people perspective. Most of the community had an appreciation of the Indigenisation policies at a general or layman’s point of understanding. The details of the policies were not fully understood by the greater part of the population but had full comprehension of the projects that had been implemented by Unki Mines in their community. **Table 3** below is a voter chart indicating community opinion on Unki Mines’ capacity to meet the standards upheld in the above mentioned policies. The grades indicate the levels of compliance in ascending order with the lowest being Non Compliance, followed by Partial Compliance then Compliance and finally Over-Compliance.

Definitions of Compliance Levels are indicated in the key below:

#### KEY

NON-COMPLIANT (N/C)

✓ Nothing has been done to fulfil demands of the policies

PARTIALLY COMPLIANT (P/C)

✓ Some but not all demands of the policies have been fulfilled.

COMPLIANT (C)

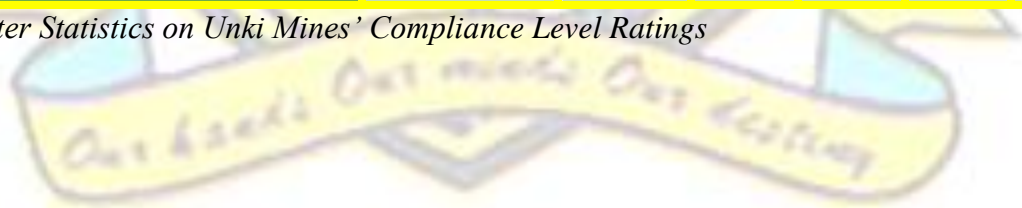
✓ Most demands of the policies have been fulfilled, those remaining are actively been worked on.

OVER COMPLIANT (O/C)

✓ All demands of the policies have been fulfilled, with extra effort being put to achieve more than what is required.

VOTER COMMUNITY	Distribution	Spoiled Papers	N/C	P/C	C	O/C
Chironde	5				5	
Gutsaruzhinji	2			1	1	
Shungudzevhu	3				1	2
Shurugwi Town Council	1				1	
Shurugwi District Hospital	1				1	
Shurugwi Maternity Ward	1				1	
Shurugwi Random Population	5	3	1	1		
Gweru Town Council	1				1	
Gweru Random Inhabitants	5		2	1	2	
Tongogara Rural District Council	1					1
Random TRDC Population	5	2			1	2
<b>TOTAL</b>	<b>30</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>14</b>	<b>5</b>
<b>VOTER %</b>			<b>12</b>	<b>12</b>	<b>56</b>	<b>20</b>

Table. 3 Voter Statistics on Unki Mines' Compliance Level Ratings



The finding illustrated that Unki Mines has practically “wowed” its audience as most of the targeted community had clearly received direct benefits from Community Social Investment (CSI) Projects Implemented as indicated by the 20% that seemed to be contented by the projects implemented in their communities as indicated in the pie chart in **Fig. 3** below. The 56% were satisfied by the achievements to date. Of these were a few had been directly impacted and the rest that had mostly indirect benefits thus had hopes for better beneficiation opportunities. The 12% voting partial compliance had seen the improvements that had been done but were grieved by the fact that most if not all of their doles were indirect. Of interest was the group that had 12% non-compliant votes who constituted four groups of people:

- a. Those that seemed oblivious and clueless pertaining to all the projects that had been implemented by Unki Mines.
- b. Those that viewed the projects as their preconceived rights and hence concluded there was no need for recognition, appreciation, let alone applause.
- c. Those that could not categorize Unki’s Projects under the indigenization clusters and thus could not accurately conclude on their levels of compliance.
- d. Those that were embittered because their obscenely exorbitant expectations of Unki Mines that had remained unfulfilled over time.

However, if over-compliance and compliance versus partial compliance and non-compliance is the demarcation to measure Unki Mines’ acquiescence to government policy then the ratio is 19:6 in favour of Unki Mines. On a larger scale this would roughly translate to, for every three satisfied stakeholders, one is disgruntled. Suffice to say that more that 75% of Unki Mines’ target population is of the opinion that the aforementioned is compliant to government regulation on community beneficiation.

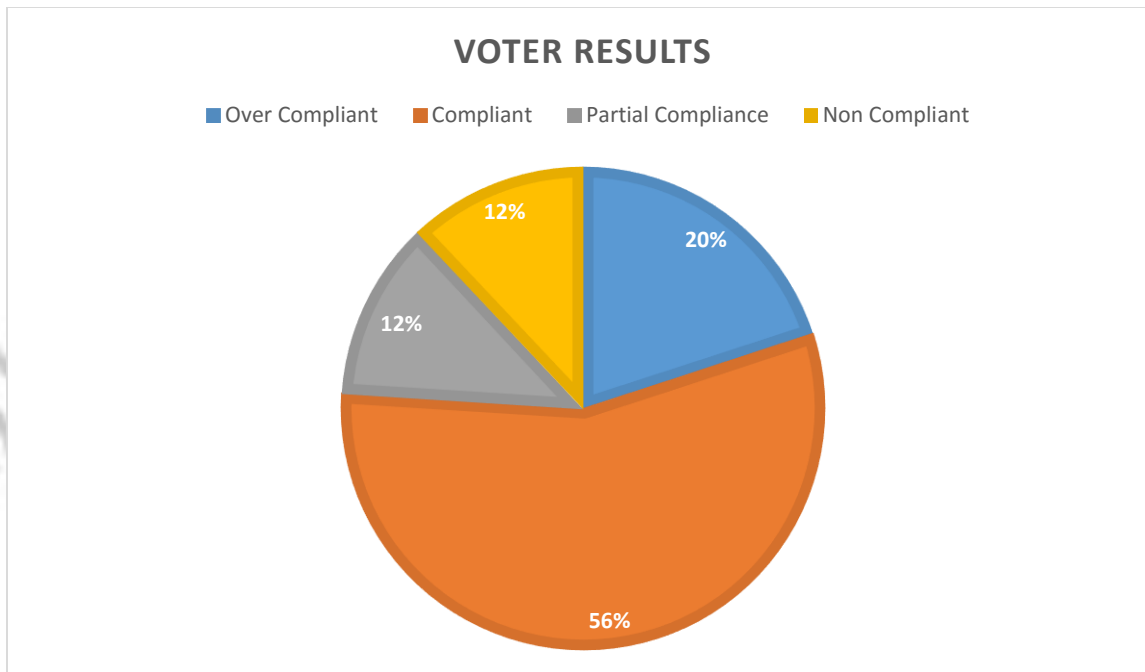


Fig. 3 Compliance Rating Ratio

#### 4.4.2 Beneficiation Analysis in the Indigenisation and ZIMASSET Context

Based upon the IEEA Policy which stipulates that,

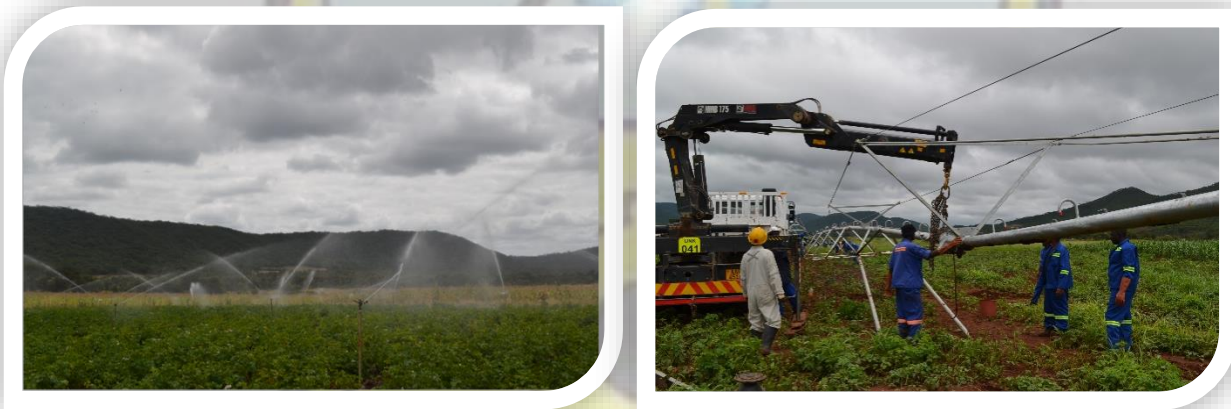
*“the undertaking of specified development work in the community in which the business in question carries on its business; The beneficiation to a specified extent of raw materials that are extracted in Zimbabwe by the business in question before it exports them; The transfer to a specified extent of new technology to Zimbabwe by the business in question; and The employment to a specified extent of local skills or the imparting of new skills to Zimbabweans to a specified extent” shall amount to compliance.*

This segment endeavors to analyze the applicability of the above using the ZIMASSET Cluster format.



### Food Security and Nutrition Cluster

The thrust of the Food Security and Nutrition Cluster is to offer a springboard upon which Zimbabwe will re-emerge as the “Bread Basket of Southern Africa” by creating a self-sufficient economy with surplus food (ZIMASSET, 2013). Thus, with the implementation of irrigation projects such as Shungudzevhu (2013) and Gutsaruzhinji (2016) schemes illustrated in **Table 4**, Unki Mines has actively participated in the ZIMASSET agenda “to build a prosperous, diverse and competitive food security and nutrition sector that contributes significantly to national development.” Not only has Unki Mines helped set up the Shungudzevhu scheme but has also provided an ‘enabling environment for sustainable economic empowerment and social transformation’ by allocating starter packs consisting of seeds, fertilizers, pesticides and herbicides as well as a ready market in SERVCOR, a contractor on site for purchase of the horticulture produce. The Guest of Honour, at the officiating ceremony in 2013, Member of Parliament for Shurugwi North Constituency and Minister of Indigenisation and Economic Empowerment F. Nhema applauded Unki mine for developing the Shungudzevhu irrigation projects that he said, supported the objectives of the ZIMASSET and beneficiation drive by government. This becomes an admission by the regulators themselves in testimony to Unki’s compliance to their policies.



*Fig. 4 Shungudzevhu irrigation after completion and Gutsaruzhinji project during installation*

In addition, Gutsaruzhinji irrigation is a government initiative under ZIMASSET launched under the mechanization program with loans from Brazil and are expected to benefit both small and large

scale farmers constituting 64 projects in all eight rural provinces. Partnership by Unki Mines towards its setting up goes a long way in securing food security in the semi-arid region.

### **Social Services and Poverty Eradication Cluster**

The thrust of the Social Services and Poverty Eradication Cluster is “to enable the Government of Zimbabwe to improve the living standards of the citizenry for an empowered society and a growing economy” (ZIMASSET, 2013) Through the responsibility of revitalizing public service delivery, constructing and maintaining public infrastructure in order to reduce increasing poverty and massive skills flight from most public institutions Unki Mines has taken up the challenge to play that role. As such they have enhanced public service delivery institutions such as hospitals, clinics, public schools as indicated in **Table 4** under sub-headings “Community Health” and “Community Education”. The recognition of Unki’s contribution to the health sector cascades down even to the lowest level employees such as assistant scrub nurse, Khumbulani Khanye, who in an interview conducted by the student expressed that:

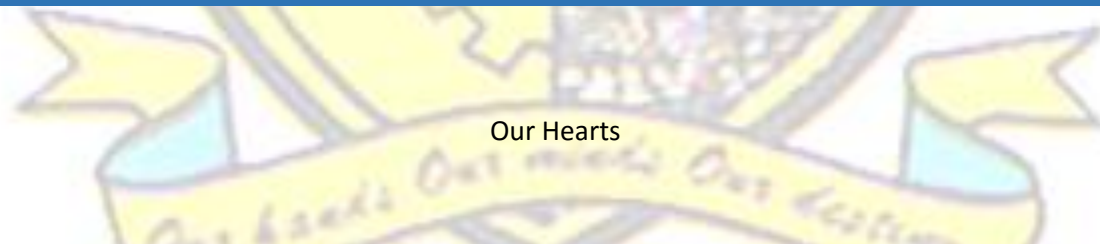
*“Unki Mines had been excellent in supporting the community and the bigger Autoclave Machine given to us means that surgical packs will not only be adequately sterilised but would also meet the hospital demand. My job is easier!”* he concluded in excitement.



CATEGORY	CSI INITIATIVE	PERIOD	IMPACTED STAKEHOLDERS		BENEFIT DESCRIPTION
			DIRECT	INDIRECT	
COMMUNITY HOUSING	<b>Reitfontein Resettlement Housing</b>	2000-2001	20 households		Better modern houses and improved ventilated pit latrines. Drilled and equipped boreholes to ensure access to safe potable water
	<b>Makwikwi Village Housing</b>	2006	6 families		
	<b>Village 17 Housing</b>	2012	22 households		The above benefits plus land, 3 bedroomed modern houses and a Lump sum payment for immovable property
COMMUNITY INFRASTRUCTURE	<b>Lucilia Poort Dam</b>	2004	Mine and Communities downstream		Access to irrigation water. Reduced food shortages and droughts.
	<b>Shungudzevhu Silt Trap Wall</b>	2012	Village 17, Shungudzevhu Irrigation Project Participants	Village 6, Makwikwi Village	Reduced soil erosion and siltation risk Increased water-holding capacity of the dam downstream
	<b>17 km Main Access Road</b>	2011	The Mine and its Employees, Peak and Adare farm resettlement Area	Makwikwi, Gutsaruzhinj, Chironde and its surrounding Villages	Addressed the challenge of dust pollution, and also improved availability of public transport in the area
	<b>The Boterekwa Pass</b>	2009	Ministry of Transport and Roads and Unki Employees	Shurugwi Residents and General Travelers	Reduced Accidents



COMMUNITY EDUCATION	<b>Ruchanyu Secondary School</b>	2011		Ruchanyu Primary School students And Teachers	Constructed and equipped classrooms and school. Improved learning and working environment, reduced the rate of school drop outs and improved the retention of qualified teachers and increased the pass rate. Upgraded main access road and constructed a bridge across the Umtebekwe River.
	<b>Refurbishment of Local Schools</b>	2009	Chironde, Pakame and Lundi primary schools and Chironde and Dambudzo Secondary Schools.		Refurbished classrooms, donated furniture and computers to several local schools
	<b>Equipping Local Schools</b>	2010	Shurugwi District Resource Centre (SDRC) and the Zimbabwe Schools Examination Council.	98 member schools in both Shurugwi rural and urban districts. Grade 7s, Ordinary and Advanced level candidates	Donated a heavy duty duplicator isograph, computer, printer and textbooks. Improved Service Delivery
		2010-2012	The two Chironde schools, Ruchanyu secondary, Selukwe primary and Bizzy-Bee pre-school	Local communities accessing better resourced schools	Received textbooks; furniture and computers
	<b>Scholarships</b>	2012	13 MSU Students (10 of which are ladies)		25 scholarships per year inclusive of tuition/fees, a monthly allowance for





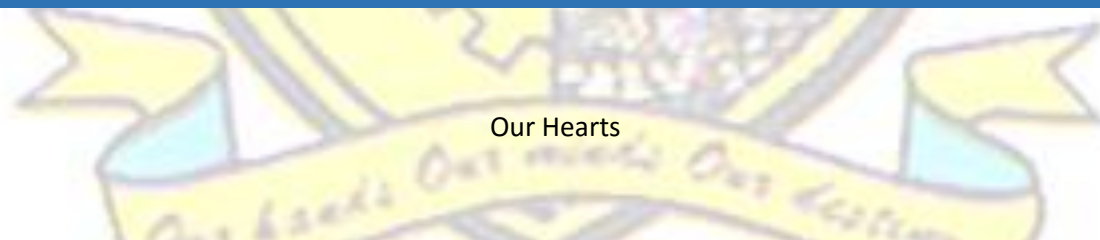
			and 12 in other institutions		accommodation, food and stationery spend as well as a complimentary laptop
			C.G. Msipa Scholarship Fund	81 students at Tertiary Institutions in the country and 52 learners at various primary and secondary school levels.	US\$10,000.00
COMMUNITY CAPACITY BUILDING	The up-skilling of locals	2010-2011	10 apprentices and 40 trainee operators	Local unskilled employees	Funded training at Anglo Engineering Skills Training Centre (ESTC) in South Africa and the Zimbabwe School of Mines respectively. The majority of these trainees were absorbed by Unki Concentrator following completion of their training program end of September 2010.
		2009	Interested Local Members		Sponsored the basic skills training and equipping of pump-minders, builders and farmers. Contracts given to them during the Community Water and Sanitation program in 2011. Skills also open opportunities for gainful self-employment.
	Equipping Local Non-Government Organisations	2013	Macro Net International Association of	80% of the Zimbabwean's population that	Donated personal protective equipment and full toolbox kits to augment the meagre resources for enhanced delivery



			Zimbabwe (MIAZ), Mkoba, and Gweru	does not pass O' and A Level Exams. 480 Graduates	of basic skills training in Clothing technology, Metal fabrication, Mining, Motor Mechanics, Electrical systems, Hotel and Catering, Cosmetology and Mining.
COMMUNITY WATER AND SANITATION	<b>Construction of Sanitary Facilities and Drilling of Boreholes.</b>		75% of households in the 8 villages around the mine		Provided cement, reinforcement materials and paid builders and the beneficiaries dug pits and gathered local materials that include pit and river sand for construction of household ventilated and improved pit latrines. In addition to borehole rehabilitation, Unki drilled and equipped boreholes in surrounding villages.
	<b>Gweru Provincial Hospital</b>				
COMMUNITY HEALTH	<b>Casualty Ward</b>	2013	13 districts of the Midlands Province	Ministry of Health	Constructed a one stop Casualty Ward with state-of the art emergency treatment facilities
	<b>Laundry Room</b>				Refurbished a condemned building into a modern laundry room. Infection control challenged addressed. Unki donated 100 blankets to the hospital.
	<b>District Hospitals</b>				



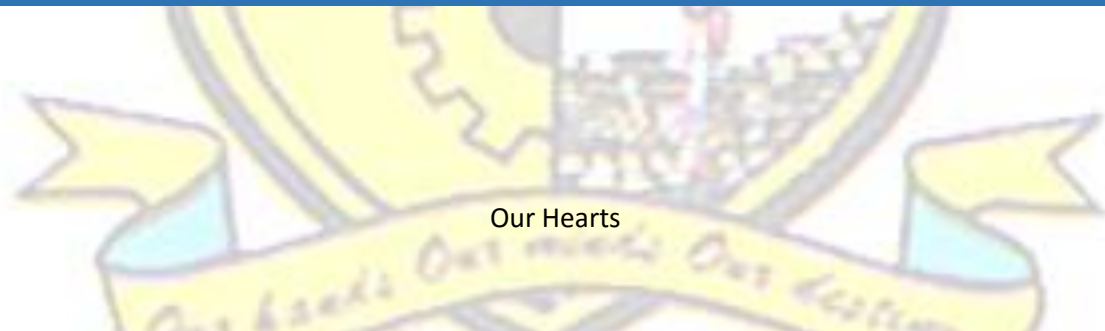
	<b>Service Delivery</b>	2010	Shurugwi District Hospital, Zvamabande Rural Hospital and Chironde clinic	District Communities	Supplied critical medical drugs for six month period. Unki donated an ambulance
	<b>Shurugwi District Hospital Incinerator</b>	2011	Maternity Ward.		Alleviated condemnation report by the Department of Environmental Health and prevented the closure of the maternity ward. Unki implemented a modern cast iron incinerator and improved management of medical waste
	<b>Chironde Clinic</b>	2010	Chironde clinic its catchment of about 15km radius	Ministry of Health	The construction of a Mother's Waiting Shelter by Unki reduced by over 95% incidents of home deliveries and associated fatalities. Refurbished the clinic
	<b>Isolation Hospital</b>	2012	Gweru Residents	Midlands Province, Gweru Council and the Ministry of Health.	Refurbished the hospital and eliminated the risk of re-infections
	<b>Mkoba Clinic</b>		37 000 residents of Mkoba villages (1-11) and attends to an average of 4 859 patients per month.		Refurbishments transformed the clinics from decay to state-of-the art healthcare centers. Gave the institution a new lease of life and significantly improved general conditions at the clinics.
	<b>Mkoba Polyclinic</b>		Mkoba Village 13		



COMMUNITY FOOD SECURITY AND LIVELIHOODS	<b>Shungudzevhu Irrigation</b>	2013	107 project members (37 households and 2 groups comprised of 35 youths and women respectively)	Village 6, village 17 and surrounding communities.	Unki undertook the development of a 21 hectare Shungudzevhu irrigation project. Participants received inputs starter packs that included maize and potato seed, fertilizers, pest control chemicals and herbicides. Enhanced food security, improved livelihoods and income as well as reduced dependency on mine
	<b>Gutsaruzhinji Irrigation</b>	2016	107 members from ninety two (92) households.	Government, both small and large scale farmers constituting 64 projects in all eight rural provinces.	Partnered with government by providing the machinery and operators that set up the scheme. Improved food security
	<b>Bee keeping</b>	2012	Chief Banga and community members		Income as it is an alternative means of gaining a livelihood. Reduces poverty due to crop failure and honey is useful as a traditional medicine and food in most societies.
COMMUNITY EMPLOYMENT	<b>Recruitment of Local Unskilled Labour</b>	2011	1240 unskilled, labour recruited	Tongogara Rural District, Chachacha and Shurugwi Towns, Chief Banga,	Alternative means of gaining a livelihood



				Nhema, and Ndanga rural areas	
DISADVANTAGED COMMUNITIES	<b>Jairos Jiri Naran Centre</b>	2013	195 day and boarding learners, most of whom are deaf and mute.		Fencing Project, Improved Security around Premises. Reduces abuse cases.
	<b>Rutendo Heart for Children's Home</b>		24 children accommodated and day care for 273 vulnerable children	Mkoba 11 Village	
	<b>Mutemwa Leprosy Centre</b>	2011	ex-leprosy patients incapable of reintegrating into the community		Domestic electrical appliances and assorted groceries
	<b>All Souls Children's Home</b>		Abandoned children	Department Of Social Welfare	Domestic electrical appliances and assorted groceries. Also donated building materials, furniture and dolls for the children. Drilled and equipped a borehole to supply safe potable water to the institution



MUNICIPALITIES	<b>Local Authorities Service Delivery Support</b>		22 456 and 158 233 residents of Shurugwi and Gweru respectively		Prevented public health calamity resulting in backlogs and delayed attendance to sewer blockages. Donated sets of industrial plumbing roads and personal protective equipment to the Councils. Improved service delivery by both Municipalities
COMMUNITY TRUST	<b>Tongogara Community Share Ownership Trust</b>	2011	Tongogara Rural District	Indigenous People	Launched and donated US\$10 million. Since inception, the Trust has procured service delivery equipment and implemented various projects that have also created employment opportunities for local communities. Schools and health facilities have been built or improved upon

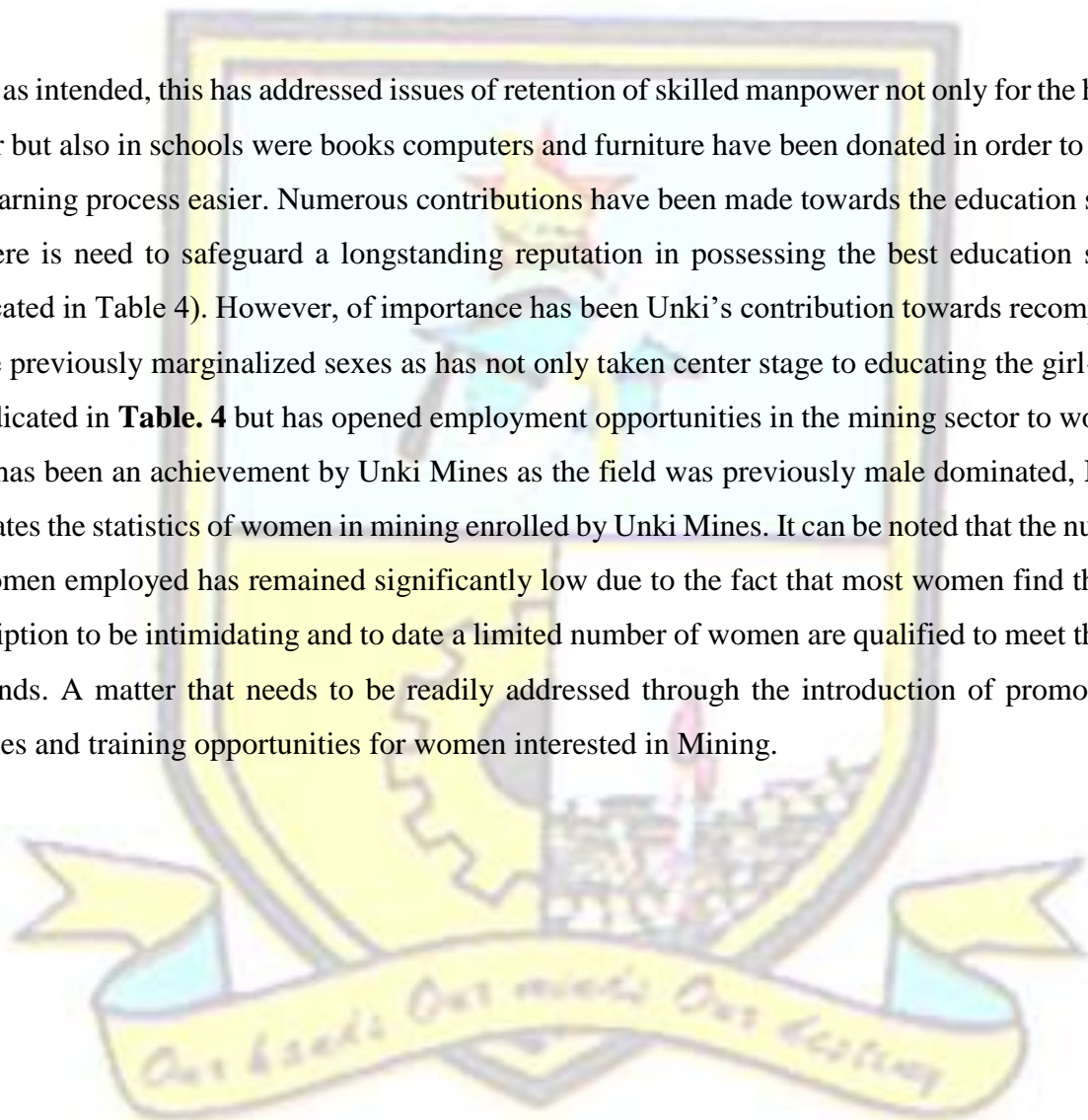
Table 4. Summary of Community Beneficiation Projects Powered by the Unki in Community Booklet and Newsletters.



In a similar initiative, in which Unki built a Casualty Ward in Gweru Dr. D. Parirenyatwa, the Minister of Health and Child Care, announced the celebration of the outcome of a joint venture between the private and public sector in a big way. Speaking on behalf of J. Machaya the Honorable Minister of State and Provincial Affairs for the Midlands, Dr. Msipa reiterated that the Casualty Department is a much needed facility to responding to medical emergencies thus his words,

*“The provision of social services is in support of the government vision enunciated in our blue print ZIMAASET. Well-done to Unki mine and the Anglo American Zimbabwe Companies Chairman’s Fund for being a pacesetter, and hope that other industry players will emulate this vision,” he said.*

Also, as intended, this has addressed issues of retention of skilled manpower not only for the health sector but also in schools where books computers and furniture have been donated in order to make the learning process easier. Numerous contributions have been made towards the education sector as there is need to safeguard a longstanding reputation in possessing the best education sector (indicated in Table 4). However, of importance has been Unki’s contribution towards recompense of the previously marginalized sexes as has not only taken center stage to educating the girl-child as indicated in **Table. 4** but has opened employment opportunities in the mining sector to women. This has been an achievement by Unki Mines as the field was previously male dominated, **Fig. 5** indicates the statistics of women in mining enrolled by Unki Mines. It can be noted that the number of women employed has remained significantly low due to the fact that most women find the job description to be intimidating and to date a limited number of women are qualified to meet the job demands. A matter that needs to be readily addressed through the introduction of promotional policies and training opportunities for women interested in Mining.



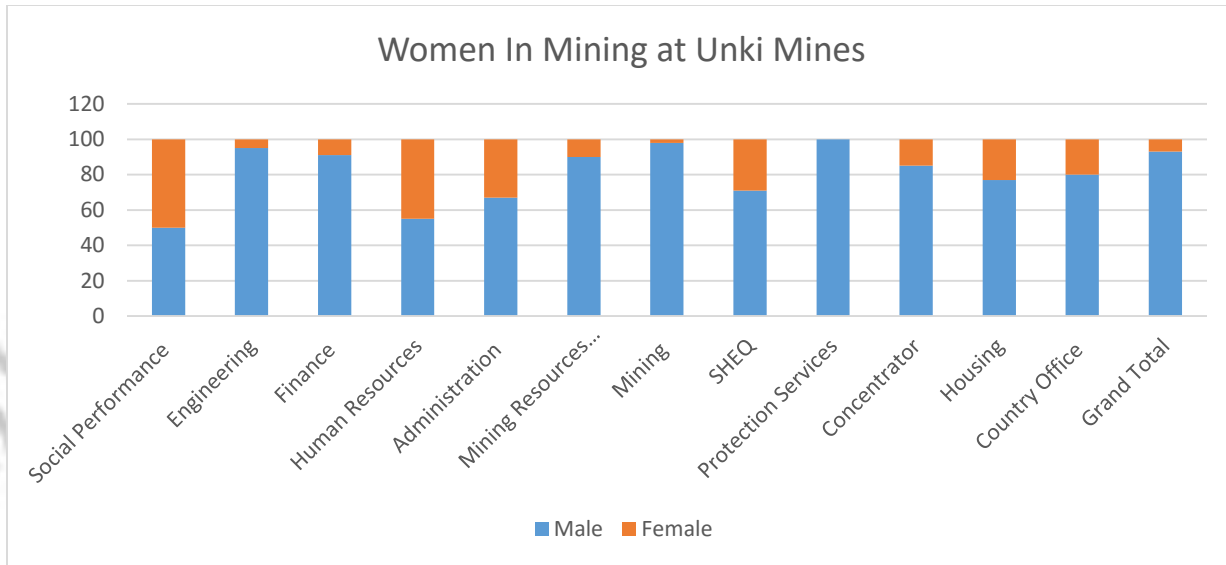


Fig. 5 Women in Mining Statistics

Unki has either directly or indirectly addressed most programs in this cluster area that will be integrated inclusive of Human Capital Development through capacity building initiatives in **Table 4**; Indigenization and economic empowerment; improving Access to water and sanitation by drilling boreholes and building Latrines; Infrastructure; enabling Access to land and agricultural inputs; as well as Employment creation done directly or indirectly. Indirectly, Unki has promoted local procurement in order to encourage industrialization. The Unki Contractors are also required to commit towards enrolling all their unskilled labor from the local community as a business requirement prior to contract award. **Table 5** is complimented by **Fig. 6** to show accumulated data presented by the HR Department indicating employees recruited from the catchment area (which is synonymous to the ZoI). The ZIMASSET requirement to create employment opportunities for the indigenous people is thus met.

ORIGIN	NO.	%
Unki Catchment Area	239	62
Other Districts	200	38
<b>TOTAL</b>	<b>529</b>	<b>100</b>



Table 5. Local Employment Statistics as at 31/12/13

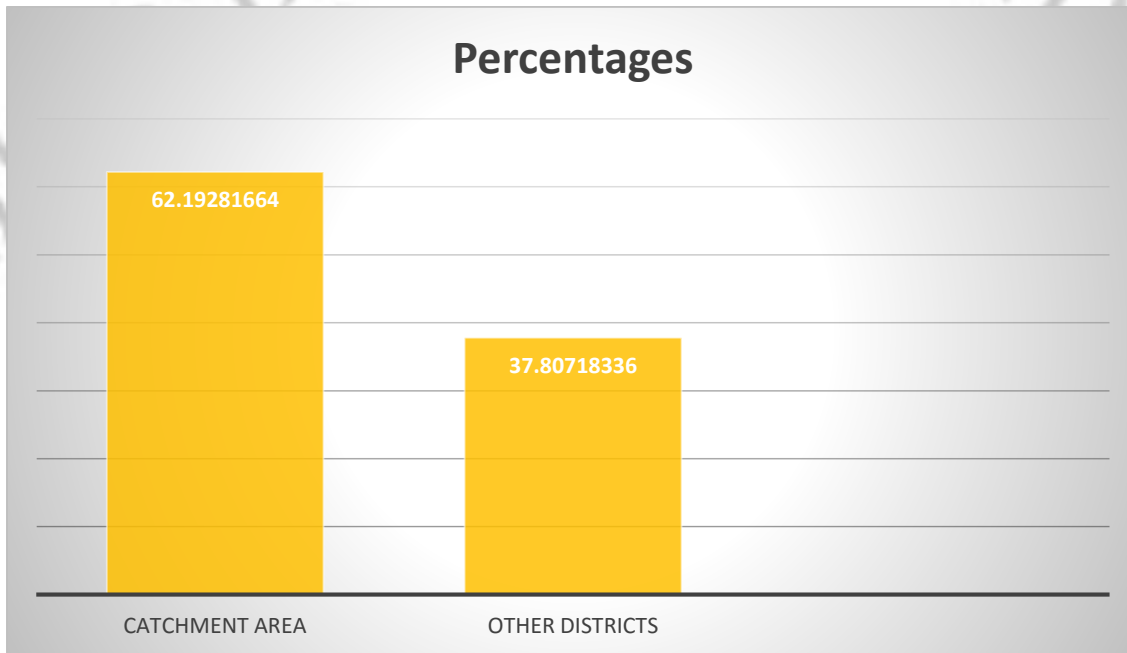


Fig. 6 Catchment Area Employment Statistics Adopted from Unki HR Department Statistics as at 31/12/13

The sustainability of this recruitment initiative lies in a Recruitment Unskilled Labor procedure which favors the local community. More recent statistics recorded by Unki in 2014 show a complement rise of 480 and 760 unskilled, own and contractor labour respectively, recruited in Shurugwi. Thus Unki has successfully met ZIMASSET and IEEA's call towards the creation of employment opportunities for the indigenous population.

### Infrastructure and Utilities Cluster

This calls forth for the need to develop a robust, elaborate and resilient infrastructure. The wording in the ZIMASSET (2013) is

*“The Infrastructure cluster is focused on the rehabilitation of infrastructural assets and the recovery of utility services in Zimbabwe. These services relate to: Water and Sanitation infrastructure; ...Information Communication Technology (ICT); and Transport (road, rail, marine and air.”*

It is in this regard that Unki as per **Table 4** partnered with Shurugwi Town Council to revitalize the Boterekwa road as well as constructed a 17km access road and Dam for the utilities of the mine and surrounding communities alike. In order to reduce disease outbreaks as a result of delayed attendance to burst sewer pipes, Unki also donated sets of industrial plumbing rods and personal protective equipment to Shurugwi Town and Gweru City Councils in order to improve service delivery in both municipalities. Thus, Project evaluation in reference to Unki becomes a fulfilment of the ZIMASSET and Indigenisation Initiative. Indirectly, Unki has contributed towards recovery of utility services as part of the seed capital injected into TRDCSOT has been used to purchase a Truck Mounted Drilling Rig which can drill no less than four 50 meters boreholes in one day towards securing clean drinking water in Shurugwi; a Motor Grader CAT 140K to upgrade roads across the district amongst others equipment. As such these will revolutionise the dilapidated infrastructure across the district as per the mandate of the policies. (Shurugwi Community Trust Brief, Volume 1, January 2013)

### **Value Addition and Beneficiation Cluster**

As per the ZIMASSET Policy,

*“The value addition and beneficiation strategy is anchored on the private sector taking a key role in the funding and execution of the activities contained therein with Government providing the necessary support in terms of alignment, consistency and cohesion of policies that include among others, the Industrial Development Policy, National Trade Policy, National Tourism Policy, Science, Technology and Innovation Policy, Minerals Development Policy, National Procurement Policy, Indigenization and Economic Empowerment Policy and Local Authority Licensing and Regulation Policy.”*

As such Unki launched and donated ten million dollars to TRDCSOT in 2011, in part fulfilment of the indigenisation requirements. It also ceded 10% of its shares in this respect and the Board is comprised of 10 Trustees inclusive of the Local Chiefs. The minister of Indigenisation and Economic empowerment thus acknowledged that the Trust launched by Unki Mines in 2011 was the “best performing in the country followed by the Zimplats and Mimosa Trust, respectively.” This was owing to the fact that not only was the capital was available but also because clear management patterns have been established. As a result the TRDCSOT has moved from building and equipping its own schools to revamping health institutions, infrastructural development, and purchase of equipment to improve public service delivery amongst numerous other development initiatives. Also, in line with the Minerals Development Policy, Unki Conducted an Environmental Impact Assessment (EIA) and has begun the initial groundwork towards building a smelter in response to Government’s call for the need to process mineral in order to realise their maximum value returns. This is in line with the ZIMASSET Requirements.

#### 4.5 Band 4 – Factors and elements of implementation that have sustained Unki Mines’ operations

A constantly changing environment can only be survived by an equally innovative organization with the capacity to put in place mechanisms that allow adaptability to that alteration. As such, Unki Mines has been sustained by various elements which include:

##### 4.5.1 Independent Policies and Supporting Procedures

It is one thing to operate under government, and an entirely different concept when an organization breaks down these standards so as to integrate them into their organization. As such Unki Subscribes to various independent policies and has thus taken their level of compliance to a point where they have drafted internal supporting strategies and procedures that translate community beneficiation requirements into manageable goals. Some of these supporting policies include:

- a) **The Anglo Social Way (ASW)** is the major Legislative document on which the departmental activities are hinged. It has 10 Requirements that govern community relations and the organizations' Corporate Social Responsibility. Unki thus subscribes to the Anglo Social Way whose Vision is "to make a lasting positive contribution to the communities associated with our operations, and to be a partner of choice for host governments and communities as well as to be an employer of choice" (Anglo American, 2008) This is substantiated by the Anglo American Business Principles and SEAT Toolbox Kit and site specific procedures.
- b) **Social Performance Strategy (SPS)** which is a long term document entailing Stakeholder Engagement, Management of Social Risks and Impacts, Human Rights due Diligence and Delivery of Socio-economic Development Opportunities. The SEP draws from here and other complimentary procedures include the Social Incident Procedure: for the management of social grievances, Community Engagement Procedure which determines proceedings during stakeholder meetings, the Community Emergency Response Procedure, The Donations Procedure, and Recruitment of Unskilled Labor Procedure amongst others.
- c) **Stakeholder Engagement Plan (SEP)** provides a framework for proactively engaging and communication with both internal and external stakeholders, as appropriate. The SEP identifies the key stakeholders, their key issues / concerns and the appropriate type of engagement and activities. Therefore, the need of the indigenous groups are already accounted for and then taken into cognoscente during the planning stages in order to ensure beneficiation and empowerment outside government procedures. This is in line with the stakeholder theory, by Donaldson and Preston (1995) who are in support of the view that "managers should acknowledge the validity of diverse stakeholder interests and should attempt to respond to them within a mutually supportive framework, because that is a moral requirement for the legitimacy of the management function" (p87). This managerial function is associated with the firm's survival which could be in jeopardy if stakeholder interests are not in balance.



- d) **Socio- Economic Development (SED) Strategy** that aims at developing self-sustained communities and is hinged upon the following levers:
- **Local Procurement** aims to increase local economic activity and supports higher skill jobs with larger indirect (procurement) and induced (salary expenditure) job multiplier effects
  - **Local Employment** should build capacity in local community members to access job opportunities and make employment opportunities at Unki Mines, but most importantly, elsewhere more visible, including jobs at SMEs participating in Local Procurement (LP) and Economic Development (ED) programmes
  - **Employee Volunteering:** creates a channel to more effective engagement with the community and creates a platform for Unki Mines employees to gain experience in social work and the specific theme of the programme they are supporting (e.g. private equity/finance in enterprise development)
  - **External Capacity Building** should be focused on maximising the use of municipal budgets in social programmes and empowering local populations. Government capacity building programmes should reduce the role and funding of CSI over time as well as the other SED programmes.
  - **Enterprise Development** supports job creation more broadly and for less skilled labour, reduces the pressure in our supply chains and supports diversification of the local economy.
  - **Synergies with Infrastructure** increases the development benefits of mine related infrastructure (e.g. roads, power generation) but also improves access to social infrastructure (e.g. housing, hospitals)
  - **Corporate Social Investment** is used as seed capital supporting the other SED programmes and focused on the more vulnerable and those with no access to opportunities from emanating from the Mine's core activities

The list of procedures and principles governing Unki Mines' Social Responsibility initiatives could become tediously long as some are drawn beyond the life span of the Mine and Policies under study. Yet, the fact of that their existence brings is; in the absence of Government policies, the

institution's responsibilities towards stakeholders would remain as Unki answers to higher power determined by self-will. Which suggests that, Unki's survival lies in the context of having independent internal policies and procedures such that government regulation is reduced to a complimentary role. That way actions like setting up Trust funds do not take a punch that destroys the organization's usual proceedings. Complimentary to this The SP Manager testified to having submitted a Community Development Plan in line with the requirements of the IEEA and this CDP was still awaiting government approval.

While Unki seems to be faring well with regards to remaining afloat where other entities have crumbled, this does not nullify the possibly reparations that come with sudden implementation of government policies. **Fig. 7** below illustrates estimates of Unki Mines' CSI expenditure from 2009-2015.



*Fig. 7 Estimated CSI Spent for 2009-2015*

To begin with, Unki shows steady CSI Spent in the year 2009 and 2010 with an immense rise indicating in 2011 when a \$10 million contribution is made towards the Share Ownership Trust.

Expectations would be for it to cripple the organization's finances, the opposite is true as the est. CSI Spent in 2012 is higher than the first two years (2009/10) and a sturdy rise begins thereafter till 2014. 2015, which has the lowest CSI Spent est. at around +/- US\$99 000. 00 coincides with the period in which government policy to increase tax on raw platinum ore is enacted only to be revoked when plans to build a smelter are submitted to government. This becomes the first real threat on Unki stability as it coincides with the rapid fall of Platinum Prices as painted in **Fig. 8**.

#### 4.5.2 Remedial/Adjustment Plans

##### ✚ The 100 Day Plan

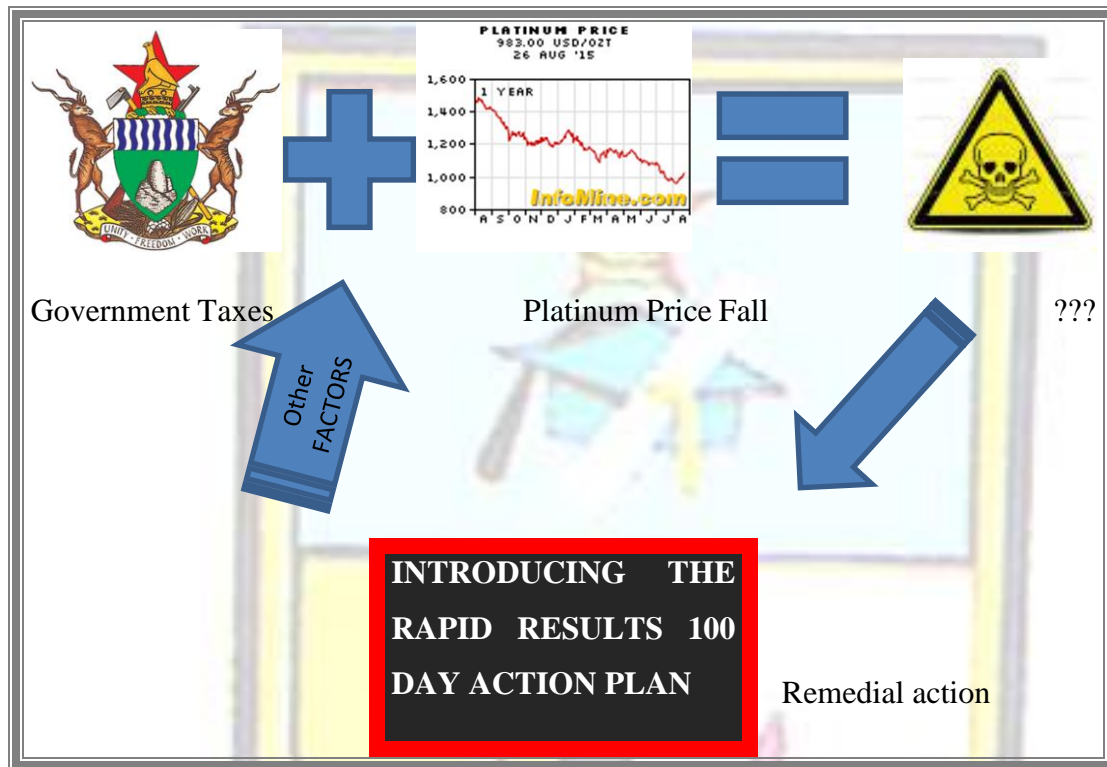


Fig. 8 100 Day Plan Analysis

The introduction of increased tax on unprocessed platinum ore (under the ZIMASSET follow-up initiatives) coupled with the fall of platinum prices on the market proved a threat to Unki Mines' existence as displayed in **Fig. 8**. A condition that was worsened by Anglo American's call for structural adjustments which meant the closure and/or cutting of all entities that were proving to

be liabilities. Like other entities, this would have meant an untimely death for the organization if not for the implementation of survival mechanisms. Instead of succumbing to volatile conditions, a 100 day remedial action was launched. It is under this plan that 8 projects were set up with some of the following value addition goals:

- Increase of revenue generation while simultaneously reducing operation costs
- To improve on safety and work environment
- Prevent retrenchment and to contribute to the economy
- To uplift Unki Mines as top producer in Anglo platinum
- Improve mining efficiency and cycle time
- Increase utilization and availability
- Improved quality of work and hence reduction in re-work
- Improved asset history management and reduction in equipment downtime
- Reduction in overtime and callouts

When the 100 Day Plan was eventually closed out, the operational costs had significantly been lowered despite increase in production thus preserving employment against an aggressive economy. From a financial perspective, the operation had managed to break even that is to say it was neither realizing profits nor losses. Furthermore, when restructuring and disposal of assets Anglo American was executed, the company survived which is a true testimonial of the effectiveness of the plan. Needless to say that in the absence of this remedial strategy Unki would have been extinguished.

#### 4.5.3 Emergency and Risk Preparedness: A Change Management Process

Immediately after reaching the break-even point, EIA Consultations for the Smelter Projects were in compliance to the free, prior and informed consent principles. Community Members were advised of the company decision to implement a PGM Smelter Project at the Unki Mines site.



Construction was scheduled to commence in 2016, as per the remarks of Mr. Chibafa, the Amplats chief financial officer (Herald dated October 27, 2015). The facility would entail smelting of the concentrates produced by the mine plant into matte. The fact that Construction has already commenced testifies compliance by the Mine to government regulations which have called for mines to stop transporting raw mineral ores which reduces the value that can be obtained from the export. Also, this meets the EMA Regulations that require projects impacts to be measured and for mitigation measures to be implemented prior to commencement. This speediness is the same that existed when government demanded the setting up of Community Share Ownership Trust. As such swift response to change by Unki Mines is what has kept them afloat in tides that have drowned many.

#### 4.5.4 Social Performance Audits

Audits in any case exist to certify accountability on the part of the entity being audited. With a level of intensity that remains unique to Unki, social audits are done to ensure all community obligations are met.

##### *a) PricewaterhouseCoopers (PwC) Audit*

The Social Performance Department (SPD), which is responsible for Community Engagement and Development (CED) undergoes auditing in order to check compliance to the donations procedure, taking note of whether the donations approved were in context as well as whether all supporting documents were attached. The financial statements of the department are also examined to ensure that they were correct and prepared according to the proper accounting rules and regulations. That is to say the amounts recorded in the accounting ledgers should tally with those on the invoice, proof of payments, purchase orders and requisitions as well as those noted in the monthly reports. Hence, a detailed analyses of the in-flow and out-flow of cash was carried out so as to ensure all funds articulated towards community beneficiation were effectively used.

**b) Anglo Social Way Audit**

According to the, Business Unit Social Investment and Donations Policy (*Generic version 1.0*) Anglo American has a long history of making proactive contributions towards the welfare and development of host communities. The Anglo American Business Principles and the Anglo American Social Way both require operations to make a lasting, positive contribution to the socio-economic development of host communities, to be a partner of choice for host governments and communities as well as to be an employer of choice. Thus, the Key Underlying Obligations are to:

- i) *“Proactively identify and assess potential negative social impacts and risks arising from our activities and manage them to minimize any negative social impacts*
- ii) *Proactively seek to deliver a lasting net socio-economic benefit to host communities over the project lifecycle and beyond*
- iii) *Ensure that legal, regulatory, Anglo American and other requirements applicable to social issues are identified, documented, communicated and understood, and that the requirements are complied with*
- iv) *Proactively communicate with employees with honesty openness and respect, and motivate outstanding performance.”*

Thus, under these principles the Social Performance Department is audited on compliance to the ASW Legal Framework so as to always ensure community returns are adequately distributed and that social issues and requirements such as those arising from the indigenization policies are adequately addressed. Also, it prevents community rights infringements.

**c) A SEAT Review**

The Socio-Economic Assessment Toolbox (SEAT) report is essentially “a planning tool that will assist Unki Mine with managing identified social and economic impacts, implementing a Community Development Plan (CDP) and developing sustainable stakeholder relations as the basis for local accountability.” The review improves Unki Mine’s understanding of the social context, identifies local stakeholders, assesses social and economic impacts, and analyses existing community initiatives. It is therefore measures the contributions that Unki Mines has made towards sustainable development in their Project area and reviews stakeholder satisfaction. Thus its objective is to safeguard the rights and interests of a community constituting Unki’s ZoI. In actual

fact, this audit focuses the story that the community has to say, rather than what the Mine claims to have done. Thus the impact of the Mine is measured against stakeholder satisfaction.

The above allows for one to conclude that, the obligation to undergo social audits that Unki has taken upon themselves demonstrates an unequalled commitment towards community beneficiation, which is an aspect not common amongst most corporations. As is the advantage of internal audits, Unki would have already rectified their mistakes before government can cry AWOL. Which means possibilities of losing their operational licenses are reduced. To date, it can be noted that Unki has not only attained Goodwill but an unparalleled reputation and the “Good Neighbor and Citizen” status through their relentless efforts to comply with government policy to the letter.

#### 4.6 Band 5 – Government policies adjusted to suit the diversity of the industries in Zimbabwe while simultaneously sustaining Corporate Ethics

While it can be applauded that Unki Mines has conformed to government policy, the negative impacts become eminent when the organization is forced to suspend its expansion plans so as to oblige the government. This automatically alters, the life plan of the Mine, while the suspension of expansion Plans means the possibility of more employment opportunities is short-lived. On a financial platform, investors become cagey towards an environment that is volatile and inconsistent to organizational strategy and life plans.

More so, in contest with the tenets of productivity is Section 3(a) of the IEE Regulations which requires that:

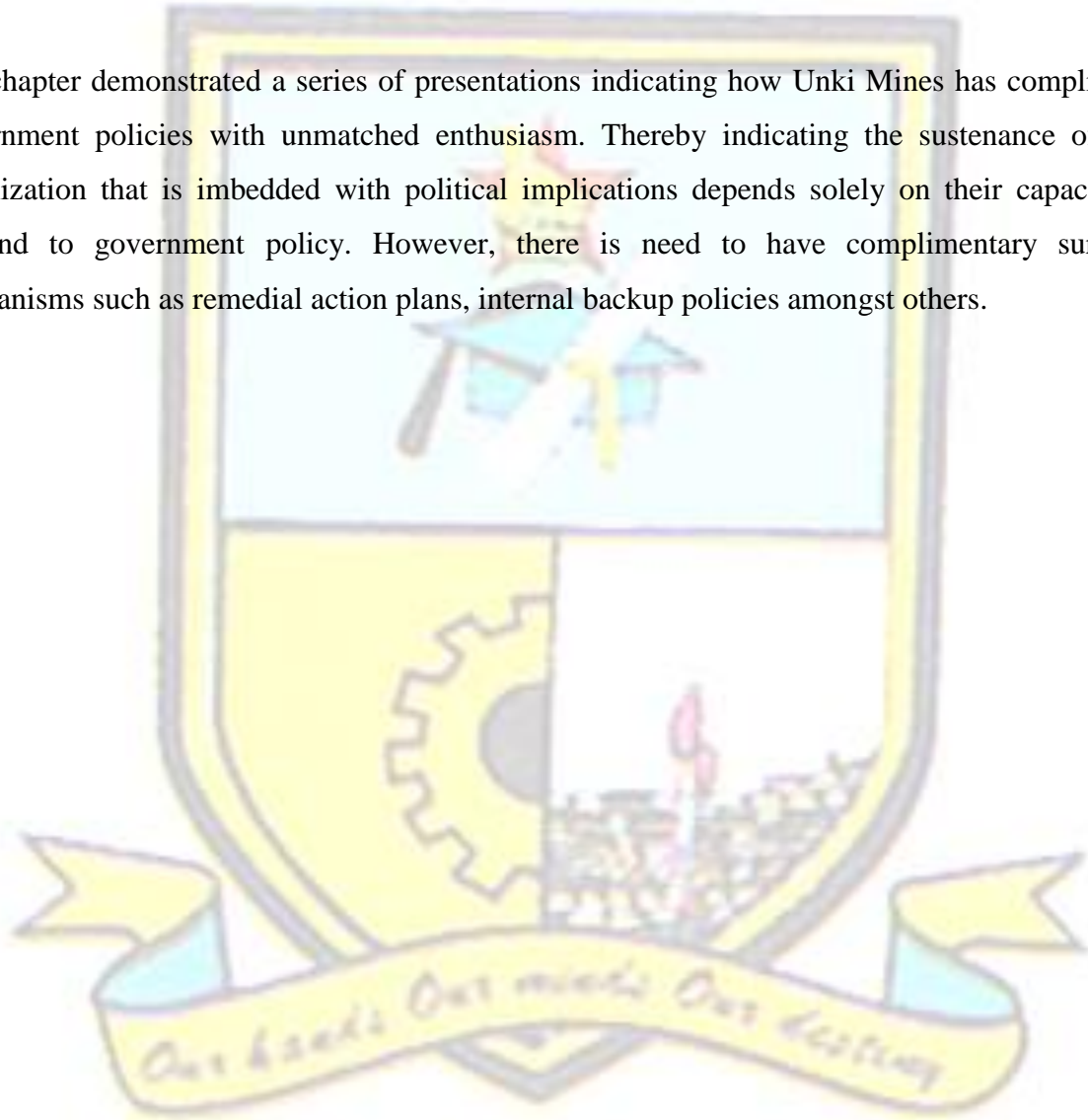
*“...the business concerned, as the case may be, cede a controlling interest of not less than fifty-one per centum of the shares or interest therein to indigenous Zimbabweans...”*

Under these conditions potential investors are lost. This therefore means the circumstances become worse as all expansion plans are scattered due to unavailability of capital. The reality becomes

that, there is a need for government to execute forecasts and detailed investigations of the repercussions of their policies instead of just flowing with the wind and implementing policies on political whims and then throwing tantrums when things do not go their way. In the event that a financial policy is being implemented, experts on the field should be engaged extensively and preferably outside the borders of their instantaneous political parties or government. Invested opinion by numerous minds reduces the number of matters that could possibly be overlooked. Furthermore, as any other policy in a democratic nation, a referendum should precede the announcement of the enactment of the policy.

#### 4.7 Chapter Summary

The chapter demonstrated a series of presentations indicating how Unki Mines has complied to government policies with unmatched enthusiasm. Thereby indicating the sustenance of any organization that is imbedded with political implications depends solely on their capacity to respond to government policy. However, there is need to have complimentary survival mechanisms such as remedial action plans, internal backup policies amongst others.





## CHAPTER 5

### CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

In this section, the research findings are abridged with conclusions and recommendations being drawn from the research findings. The recommendations in this chapter are expected to benefit industries and mines existent in the Zimbabwean stage so they thrive in their environment. This chapter comprises of the conclusions made by the researcher regarding to the nexus between government policy and CSR. In this chapter the essayist proffers recommendations to the government of Zimbabwe on how ensure that indigenous government policies hold appeal in the private sector.

#### 5.1.0 Summary of Findings

#### 5.1.1 Unki Mines Compliance Levels Summary

Scheffer and Kaeb (2011) propounded 5 Levels of CSR Compliance of which only three are applicable in this context and these are: Rhetorical Deference to CSR Compliance, Self-Regulatory Compliance with Industry Standards and Compliance Strategies to Minimize Risks. These notions will be used to summarize Unki Mines' Compliance levels to Government Policy.

#### *A. Rhetorical Deference to CSR Compliance*

The first level of corporate compliance to CSR has been of a largely rhetorical character as it centers on how to communicate the right message to the public. Corporate management must build on compliance indicators and then build upon this foundation. It is not just a matter of

verbal commitment but calls for actual delivery. It is in this perspective that the Unki Mines' subscribes to the Anglo Social Vision at organizational level which dictates the need a positive contribution to host countries and communities thereby becoming a Partner in the Future. All this is in an effort to safeguard the "Social License" to operate through socially responsible business practice. This develops an image and reputation by which Unki is considered a good citizen in the host community thus positive response to government policy is considered rhetorical deference to compliance. As such the statistics of the questionnaires distributed indicated how Unki Mines' had goodwill in its ZoI. Most stakeholders were aware of their contribution, with the key stakeholder of this thesis acknowledging how Unki was a pace setter in regards to compliance with the ZIMASSET.

#### *B. Self-Regulatory Compliance with Industry Standards*

Another level of corporate compliance is one in which voluntary standards and codes of conduct - originates either from within the corporation, similar to the first level, or draws upon institutional guidelines. This is contained in Unki Mines' capacity to originate internal policies that are meant to adjust government policies organizational level and break down tasks for implementation purposes. As such Unki has originated Social Performance, Stakeholder Engagement and Socio-Economic development Strategies Break down of such policies into Procedure such as that made for Community Engagement Forum, Community Complaints and Grievance Management Procedure, CSI Projects Approval and Management Procedure amongst others enables implementation as the goals become SMART. As such Unki Mines has managed accomplish numerous calls to benefit and empower the indigenous population. This substantiated by the numerous educational, medical, infrastructural, developmental projects that have been implemented across the ZoI Landscape. This is then shadowed by internal audits intended to check performance.

*C. Compliance Strategies to Minimize Risks*

There is an imperative need to manage and minimize the risks of litigation and economic injury from violations of government regulations or law and/or from other violations of international law or expectations. Thus internal Strategies have been put in place in order to sustain the demands at both national, regional and international level. The longevity of Unki's compliance plans is proved in the existence of the SED strategy that more or less translates to a personalized version of the Indigenization Policies. This is substantiated by audits that are put in place in order to regulate compliance levels. Thus, risks leading to potential conflict with government are identified and mitigated.

5.1.2 Summary of the Unki Mines- Government Interrelations

Cowe and Porritt 's (2002) call for 'intelligent' government action to ensure that corporate action will contribute towards sustainable development since voluntary corporate action alone will not be enough seems to be the best notion that summarises the approach that government has used in relating to Unki Mines and other like entities. Thus government intervention, according to them should, at the beginning will consist of a set of 'soft' measures such as changing the political environment that is, mandatory company reporting and hence, building up to 'hard' action - laws and regulations which has resulted in the formation of "bullish" indigenisation policies. Cowe and Porritt's (2002) view corresponds to a government role that will increasingly enable companies to seek legitimacy directly from their stakeholders. Thus government's role as a regulatory authority can never be dispensed as evidence of the relevance of government intervention in corporate social responsibility is founded in the analysis recorded by Nader et al who concedes that American corporations became more aware of their public responsibilities after the US Supreme Court announcement in 1906 which condoned that "the corporation is a creature of the state. It is presumed to be incorporated for the benefit of the public. It receives certain special privileges and franchises, and hold them subject to proper government supervision." Thus government does not just become a regulatory authority but also manifests itself as a supervisory board for the same.

However, due to the fact that some projects under taken are complimentary to government deliverables, the role of does not remain stagnant but essentially evolves into that of an advisor, partner or beneficiary all depending on the required input for the project. Organisations depend on government for leases to continue their operations while government depends on corporate taxes to finance their administrative duties, a fact that proves that the relationship is symbiotic and cannot be separated. As such similar conditions exist in relation to government interference in CSR as they are not only a key stakeholder but similar to an advocate representing clientele (Community) interests by reason that they have been voted into power by the people.

## 5.2 Conclusions from Findings

### 5.2.1 Factors Enabling Organizational Survival

#### *i. Change Management System*

The sustenance of Unki Mines where other similar entities have crumbled, is not solely hinged upon organizational compliance to government policy but is also enabled by the existence of an excellent change management system which endows an entity with the capacity to not only respond to change but equips it with the ability to swiftly integrate those alterations. Case being while other companies were fighting for policy alleviation, Unki was already customizing.

#### *ii. Customized Legislation*

Another survival mechanism adopted by Unki in the face of what people referred to as a “tenuous policy” was the capacity to break down elements, personalize as is applicable to the context. Engagements undertaken evoked implementation strategies and procedures that have made the policy sustainable. Thus the need for customized legislation if one were to survive under the circumstances.



## 5.3 Recommendations

### 5.3.1 Government

Drawing from Etzioni's (1997) innovative approach to the structure of organizations that he calls compliance theory which classifies organizations' involvement to the type of power used to direct their behavior, government should recede the use of coercive power in moving motions for the implementation of its indigenization policies as participants usually react with hostility also known as alienative involvement. Instead embracing normative power which frequently creates moral involvement will produce the best results were there's commitment to the socially beneficial features of their organizations. Change in approach would automatically enable better implementation opportunities by reason of the policies seeming to be more approachable.

Also, there is need for the adoption of a participative approaching when formulating such policies. In the event that a policy is being formulated, experts on the field should be engaged extensively and preferably outside the borders of their instantaneous political parties or government in order to allow solutions to be drafted from the criticism. Also, the survival of a company should take precedence over demonstration of power. That is to say, in circumstances where the policies threaten the life of the industries, sustenance of these industries should be a priority, thus rather than insist, regulators should recede and concede to restructure. More so, as in any other policy, in a democratic nation, a referendum should precede the announcement of the enactment of the policy as invested opinion by numerous minds reduces the number of matters that could possibly be overlooked.

More so, instead of writing off an entity on their failure comply, Government should adopt the 'comply or explain' principle as explained in the Cadbury Report (1992). The purpose of the "comply or explain" was to "let the market decide" whether a set of standards were appropriate for individual companies thereby rejecting "one size fits all" phenomenon. This gives non-compliant

operations a chance at redemption rather than closure which would be at the expense of the economy as well as the retrenched employees and their families.

Finally government should introduce a reward system to complement their social policies as this will act as a motivation for all entities to participate. Simple motivation tactics that can be applied in this case can be publicized applause and recognition of those organization that have actually contributed towards the community beneficiation and development as well as occasional preferential treatment through reduction of taxes or duties and/awarding of contract to entities that have a social responsibility track record. Using the carrot method rather than the stick will add a competitive edge towards achievement of the policies to the advantage of the indigenous people.

### 5.2.2 Unki Mines

While Unki has done more than most, little of their story rings across the nation. The news of the milestones that have been attained remain a matter known by those who are privileged to be part of the organization or those that carry out researches that inspire them to pry into internal matters. As such Unki Mines needs to improve on their marketing strategy by publicizing and circulating their accomplishments – this will stop the underplaying their image. This will not only improve their reputation but will enable other institutions to learn from them. More so, their stakeholder relations will be immensely improved, as in knowing what has been done, the few disgruntled will come to appreciate the good work.

### 5.3.3 Other Entities.

There is need to study key success stories such as that of Unki so as to get a critical appreciation of their survival tactics in a similar environment. Based on the study, these organizations should develop implementation strategies that do not strain their organization, inclusive of supporting change management mechanisms. That is they should itemize the policies into customized internal legislation that enables them to have SMART, achievable targets that can be easily implemented. That way, they have a strategic plan to meet goals without feeling flustered.

Also, there is a need to carry out internal audits in order to not only foster accountability and transparency but to also ensure measurement of progress made on key target areas. These internal audits will also provide an opportunity for self-correction before government can reprimand the entity. This ensures that all related risks are mitigated thereby bringing sustenance to the operation

#### 4.4 Conclusion

The way Unki Mines pays attention to community development and beneficiation, even to the point of drawing internal legislation and assessing progress through audits defies the notions that seek to limit its compliance to government regulation as the core of Unki's CSI Initiatives. Such dedication can only be accounted for in a system where passion already exists in the matter. Suffice to say that Unki Mines' CSR is not just a means to retain the Social License to operate. Instead it denotes the existence of an excellent compliance mechanism for government policies. Thus it can be concluded that Unki Mines is more than compliant with regards to implementing developmental projects towards beneficiation and empowerment of the indigenous people.



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## APPENDIX A

Unki Management and Employee Interview Guide

**MIDLANDS STATE UNIVERSITY**



**FACULTY OF SOCIAL SCIENCES**

**DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT**

### **Field Work Research Interview Guide**

My name is Sharleen S Mango, I am a Bachelor of Science Honors Degree in Politics and Public Management undergraduate student at the Midlands State University. I am requesting for your kind assistance that I believe will add great value to my research project. Below is an interview guide that I would request you answer to truthfully. The research topic is: **AN ASSESSMENT OF UNKI MINES' COMPLIANCE WITH GOVERNMENT POLICIES TOWARDS BENEFICIATION OF THE ZIMBABWEAN INDIGENOUS PEOPLE: THE CASE OF THE INDEGENISATION AND ZIMASSET POLICIES.**

Please note that the information acquired from the interviews to be conducted will be kept confidential and will be used for academic purposes only. Also, under the principle of Beneficence, the participants reserve a right to abscond from answering any questions that may be detrimental to their organization and business processes alike.

### **Purpose**

The purpose of this research is:

- ❖ To assess Unki Mines' level of compliance to government policy towards beneficitation of the indigenous people.
- ❖ To contextualize the key success actors that have enabled Unki Mines to thrive where other industries have shut down as a result of the Mugabe Regime Policies.
- ❖ To proffer recommendations on how government policies can be adjusted to act as a catapult towards Corporate Sustainability.

**GENERAL MANAGER'S OFFICE**

**Personal Information**

NAME(S): ..... SURNAME: .....

POSITION: ..... GENDER: .....

I. How do you rate your understanding of the Government's Beneficiation Policies (Indigenisation and Economic Empowerment Policy and ZIMASSET Policy)

<i>Excellent</i>	
<i>Good</i>	
<i>Fair</i>	
<i>Poor</i>	
<i>Non-Existent</i>	

II. In your own words, briefly explain the expectations that these policies have roused for your organisation.

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III. What challenges has Unki Mines experienced as a result of the expectations created by these indigenization policies?

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IV. Tick in the standards given below to indicate your voter opinion on Unki Mines' level of compliance to the above government policies.

NON-COMPLIANT

✓ Nothing has been done to fulfil demands of the policies

PARTIALLY COMPLIANT

✓ Some but not all demands of the policies have been fulfilled.

COMPLIANT

✓ Most demands of the policies have been fulfilled, those remaining are actively been worked on.

OVER COMPLIANT

✓ All demands of the policies have been fulfilled, with extra effort being put to achieve more than what is required.

V. What measures have been put in place to ensure continual organisational compliance to government's indigenisation and beneficarian policies?

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VI. In your opinion, what factors have sustained Unki Mines during Zimbabwe's economic crisis?

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VII. What weaknesses have you found in the policies, that is the contrast gap between theory and practical?

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VIII. What recommendations would you give to government policy makers to inform similar policies?

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**SOCIAL PERFORMANCE DEPARTMENT**

**Personal Information**

NAME(S): ..... SURNAME: .....

POSITION: ..... GENDER: .....

I. How do you rate your understanding of the Government’s Beneficiation Policies (Indigenisation and Economic Empowerment Policy and ZIMASSET Policy)

<i>Excellent</i>	
<i>Good</i>	
<i>Fair</i>	
<i>Poor</i>	
<i>Non-Existent</i>	

II. In your own words, briefly explain the expectations that these policies have incited for your department.

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VII. What projects has the department implemented to address the ZIMASSET's

A. The Food Security and Nutrition Cluster

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B. Social Services and Poverty Eradication Cluster

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C. Infrastructure and Utilities Structures

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D. Value Addition and Beneficiation Cluster

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IX. With reference to the above clusters, what percentage of women and youth have benefited from these projects?

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X. What sustainability measures have been put in place to ensure continual realization of these benefits?

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XI. Tick in the standards given below to indicate your voter opinion on Unki Mines' level of compliance to the above government policies on the basis of the work done in your department.

NON-COMPLIANT

✓ Nothing has been done to fulfil demands of the policies

PARTIALLY COMPLIANT

✓ Some but not all demands of the policies have been fulfilled.

COMPLIANT

✓ Most demands of the policies have been fulfilled, those remaining are actively been worked on.

OVER COMPLIANT

✓ All demands of the policies have been fulfilled, with extra effort being put to achieve more than what is required.

XII. What challenges have you experienced as a department in trying to implement these policies on behalf of Unki Mines?

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XIII. What recommendations would you give to government policy makers to inform similar policies?

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**HUMAN RESOURCES DEPARTMENT**

**Personal Information**

NAME(S): ..... SURNAME: .....

POSITION: ..... GENDER: .....

I. How do you rate your understanding of the Government's Beneficiation Policies (Indigenisation and Economic Empowerment Policy and ZIMASSET Policy)

<i>Excellent</i>	
<i>Good</i>	
<i>Fair</i>	
<i>Poor</i>	
<i>Non-Existent</i>	

II. In your own words, briefly explain the expectations that these policies have roused for the human resources department.

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III. What implications did the IEEA and ZIMASSET have on the department's employment procedures?

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IV. From a department perspective, what strategy has the organization used to ensure the community enjoys employment opportunities as per the beneficiation policies?

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V. What is the ratio of local community members employed versus outsourced employees?

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VI. What are the disadvantages of recruiting locally versus the experienced out-sourced employees?

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VII. What investments have you had to make in order to make the recruited unskilled labour capable employees?

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XIV. Tick in the standards given below to indicate your voter opinion on Unki Mines' level of compliance to the above government policies at department level.

NON-COMPLIANT

Nothing has been done to fulfil demands of the policies

PARTIALLY COMPLIANT

✓ Some but not all demands of the policies have been fulfilled.

COMPLIANT

✓ Most demands of the policies have been fulfilled, those remaining are actively been worked on.

OVER COMPLIANT

✓ All demands of the policies have been fulfilled, with extra effort being put to achieve more than what is required.

VIII. What sustainability measures have been put in place to ensure permanent realization of these employment benefits?

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IX. What challenges have you experienced as a department in trying to create local employment opportunities?

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What recommendations would you give to government policy makers to inform better job creation policies?

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**FINANCE DEPARTMENT**

NAME(S): ..... SURNAME: .....

POSITION: ..... GENDER: .....

I. How do you rate your understanding of the Government’s Beneficiation Policies (Indigenisation and Economic Empowerment Policy and ZIMASSET Policy)

<i>Excellent</i>	
<i>Good</i>	
<i>Fair</i>	
<i>Poor</i>	
<i>Non-Existent</i>	

II. In your own words, briefly explain the expectations that these policies have roused for your organisation from a financial perspective.

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III. What implications did the following government policies have on the organizational financial statements:

A. 51% Share ownership in favour of the Indigenous people

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B. 10 million seed capital

C. Increased tax on raw platinum

D. Smelter construction demands

IV. Tick in the standards given below to indicate your voter opinion on Unki Mines' level of compliance to the above government policies.

NON-COMPLIANT

✓ Nothing has been done to fulfil demands of the policies

PARTIALLY COMPLIANT

✓ Some but not all demands of the policies have been fulfilled.

COMPLIANT

✓ Most demands of the policies have been fulfilled, those remaining are actively been worked on.

OVER COMPLIANT

✓ All demands of the policies have been fulfilled, with extra effort being put to achieve more than what is required.

V. What sustainability measures have been put in place to ensure continual realization of the benefits that the Tongogara Community Share Ownership Trust has received?

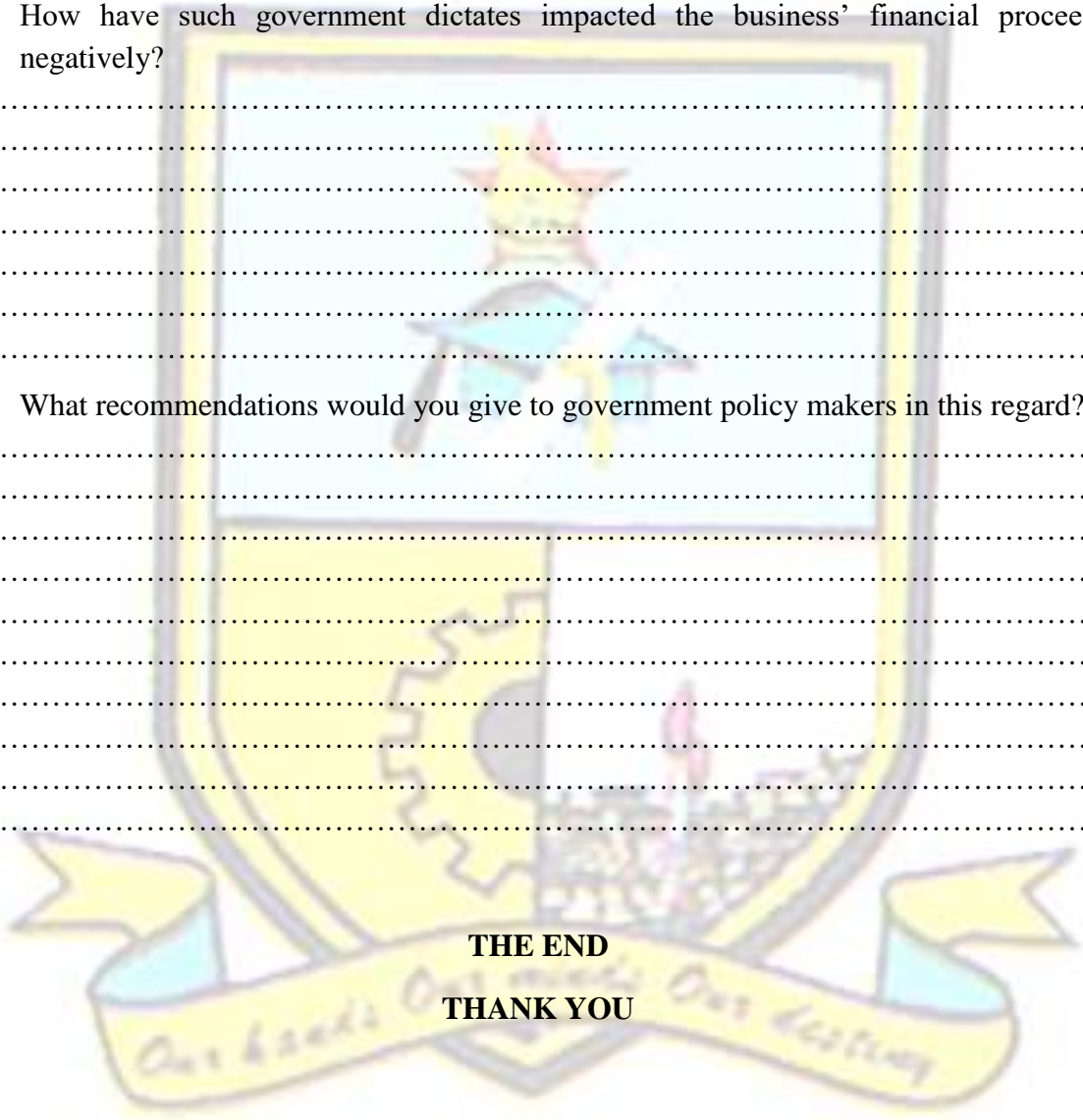
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VI. How have such government dictates impacted the business' financial proceedings negatively?

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VII. What recommendations would you give to government policy makers in this regard?

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**THE END**  
**THANK YOU**

## APPENDIX B

### Zol Questionnaire

#### MIDLANDS STATE UNIVERSITY



#### FACULTY OF SOCIAL SCIENCES

#### DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

#### Field Work Research Questionnaire

My name is Sharleen S Mango, I am a Bachelor of Science Honors Degree in Politics and Public Management undergraduate student at the Midlands State University. I am requesting for your kind assistance that I believe will add great value to my research project. Below is an interview guide that I would request you answer to truthfully. The research topic is: **AN ASSESSMENT OF UNKI MINES' COMPLIANCE WITH GOVERNMENT POLICIES TOWARDS BENEFICIATION OF THE ZIMBABWEAN INDIGENOUS PEOPLE: THE CASE OF THE INDEGENISATION AND ZIMASSET POLICIES.**

Please note that the information acquired from the interviews to be conducted will be kept confidential and will be used for academic purposes only.

#### Purpose

- ❖ The purpose of the research project is to assess Unki Mines' level of compliance to government policy towards beneficiation of the indigenous people through engagement with its surrounding mining community.
- ❖ The questioner will thus establish the participants' knowledge of the policies, their expectations as to what Unki Mines ought to do based on the understanding they hold, before making a contrast analysis on what has actually been implemented and the extent to which it is sustainable.

**Personal Information**

NAME(S): ..... SURNAME: ..... (Optional)

**NB:** Tick the appropriate response in the spaces provided below

- 1) Sex: Male  Female
- 2) Marital Status : Married  Single  Widowed  Other (Specify)
- 3) Are you employed? Yes  No
- 4) If yes, Fill in the table below,

<i>Name of Organization</i>	
<i>Designation (Job Title)</i>	
<i>Years of Employment</i>	

- 5) Place of Residence: .....
- 6) Age Category  
Child (-12yrs)  Youth (12-40yrs)  Young Adults (40-60yrs)  Senior Citizens (60+yrs)

**INTRODUCTORY QUESTION** (please tick and answer in the spaces provided below)

XV. How do you rate your understanding of the Government's Beneficiation Policies (Indigenisation and Economic Empowerment Policy and ZIMASSET)

<i>Excellent</i>	
<i>Good</i>	
<i>Fair</i>	
<i>Poor</i>	
<i>Non-Existent</i>	

XVI. In your own words, briefly explain the benefits that an indigenous Zimbabwean is entitled to have as a result of these policies.

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**CATEGORY A** (please answer in the spaces provided below)

i. Has Unki Mines implemented any projects in your community?  
YES  NO  MAYBE  I DON'T KNOW

ii. If yes, briefly describe any two projects that your community has benefited from.

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iii. What other benefits that you have enjoyed as a community and as an individual as a result of Unki Mines operating in your community?

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**CATEGORY B** (please answer in the spaces provided below)

i. Drawing from your knowledge on the ZIMASSET and Indigenisation and Economic Empowerment Act, state any benefits that you think your community ought to have that Unki Mines has not provided for.

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ii. Tick in the standards given below to indicate your voter opinion on Unki Mines' level of compliance to the above government policies.

NON-COMPLIANT

- Nothing has been done to fulfil demands of the policies
- PARTIALLY COMPLIANT
- Some but not all demands of the policies have been fulfilled.
- COMPLIANT
- Most demands of the policies have been fulfilled, those remaining are actively been worked on.
- OVER COMPLIANT
- All demands of the policies have been fulfilled, with extra effort being put to achieve more than what is required.

iii. With regards to item (i) and (ii), why do you think Unki Mines has not fulfilled your expectations in the demands of the policies?

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On a scale of 1 (ONE) to 10 (TEN), rate Unki Mines' success in implementing sustainable community projects that benefit the Indigenous People

SCORE: ...../10

iv. Justify your score.

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v. Give recommendations as to what think Unki Mines' needs to do to improve, correct and fulfil the demands of the indigenisation policies better.

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**THE END**  
**THANK YOU**





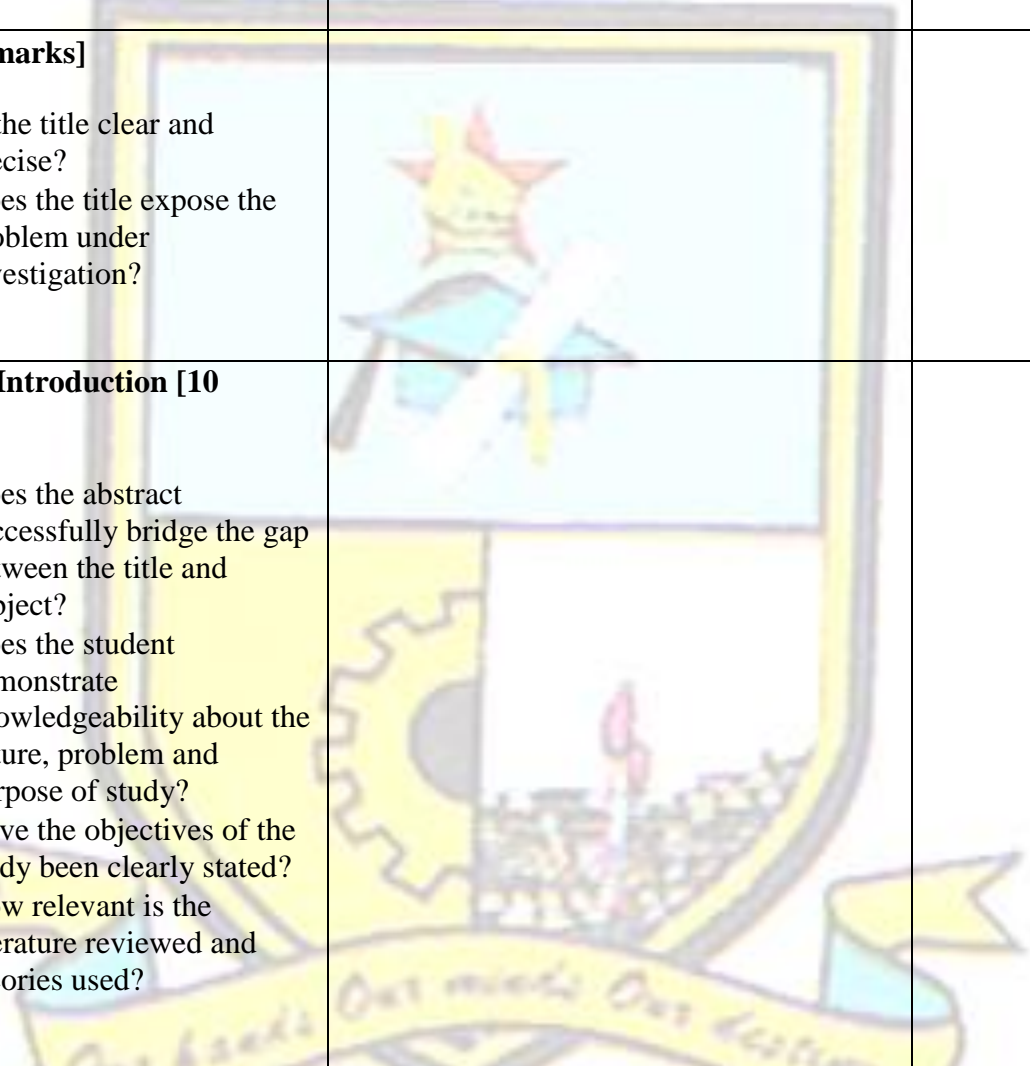


**MIDLANDS STATE UNIVERSITY**

**FACULTY OF SOCIAL SCIENCES**

**DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT**

**GUIDELINE FOR MARKING DISSERTATION**

<b>ITEM UNDER OBSERVATION</b>	<b>COMMENTS</b>	<b>SCORE</b>
<p><b>Title [10 marks]</b></p> <ul style="list-style-type: none"><li>• Is the title clear and precise?</li><li>• Does the title expose the problem under investigation?</li></ul>		
<p><b>Abstract/Introduction [10 marks]</b></p> <ul style="list-style-type: none"><li>• Does the abstract successfully bridge the gap between the title and subject?</li><li>• Does the student demonstrate knowledgeability about the nature, problem and purpose of study?</li><li>• Have the objectives of the study been clearly stated?</li><li>• How relevant is the literature reviewed and theories used?</li></ul>		

<p><b>Content [50 marks]</b></p> <ul style="list-style-type: none"><li>• Are the chapters well laid out and coherent?</li><li>• Does the work show the use of relevant research methods?</li><li>• Is the evidence authentic?</li><li>• Is there evidence of research?</li></ul>		
<p><b>Conclusion/ Recommendation [10 marks]</b></p> <ul style="list-style-type: none"><li>• Has the work been resented?</li><li>• Does the conclusion answer the objectives?</li></ul>		
<p><b>Reference [10 marks]</b></p> <ul style="list-style-type: none"><li>• Have the references been accurately presented?</li><li>• Has the referencing style been consistent?</li></ul>		
<p><b>Layout, Presentation and Editorial</b></p> <p><b>Assessment [10 marks]</b></p> <ul style="list-style-type: none"><li>• Is there continuity in the style of writing?</li><li>• Is there correct use of English in terms of consistency?</li></ul>		
<p><b>TOTAL SCORE (100 MARKS)</b></p>		

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### CHAPTER 1

#### THE FIRST INDEPENDENT

##### 1.1 Introduction

Over the last two decades, the field of research in the area of... (The text is very faint and partially obscured by a watermark.)

Research in this field has shown that... (The text is very faint and partially obscured by a watermark.)

