

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF SOCIAL SCIENCES AND HUMANITIES

DEPARTMENT OF PEACE AND GOVERNANCE



**GLOBAL CIVIL SOCIETY ORGANISATIONS AND THEIR WATCHDOG ROLE
OVER MULTI-NATIONAL CORPORATIONS: A CASE STUDY OF LAFARGE
CEMENT ZIMBABWE CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES**

BY

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**A RESEARCH PROJECT SUBMITTED TO BINDURA UNIVERSITY OF
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REQUIREMENTS OF THE MASTER OF SCIENCE DEGREE IN
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ABSTRACT: *The case was Lafarge Cement Zimbabwe. A company focused in the extractive industry. The author explored the convergence of Corporate Social Responsibility (CSR) and Corporate Sustainability (CS) by examining some of Lafarge Cement Zimbabwe's Practices and how they have worked with CSOs. Transparency International, Amnesty International, Care International, Business and Human Resources Centre were the GCSOs that took part in the research. Their major challenges in carrying out their mandate is the absence of regulation that enforces transparency in relation to CSR activities, the AIPPA law also makes it difficult for them to operate as there is no freedom of expression in Zimbabwe. It is inscribed in the Constitution but not practiced. Their major successes have been being able to partner with Lafarge in order to help alleviate poverty and try and improve the lives of the marginalized in the communities they operate Liberal Institutionalism theory and stakeholder theory guided the research, liberal institutionalism helped in understanding and analysing how organisations make decisions and how rationality contributes to the decisions made in the international system as well as the importance of international institutions. Stakeholder theory articulated and outlined that businesses need not only focus on profitmaking but understand that other stakeholders have a key role to play in their sustenance and with the spread globalisation stakeholders play a vital role in ensuring sustenance. The research discovered that because of the authoritative political landscape in Zimbabwe, it is very hard for GCSOs to operate to full capacity as there are considered agents of regime change. The scale of giving back to the community is ascertained by the MNC in this case Lafarge but their contribution in relation to the community is very small but their absence of regulation enforcing CSR makes it difficult to follow through. GCSOs can only advocate for policy change but this does not entail that there will be any change. State capture is a major contributor to why MNCs cannot be held accountable by GCSOs because of the nature of GCSOs and their lack of authority they can only advocate and lobby for certain policy shifts but the government makes the ultimate decision. It would be ideal if there was a regulation that enforced CSR activities in order to ensure that the communities benefit. Initiatives such as Publish What You Pay, EITI and UN Global Compact need to be embedded into International Law with an enforceable punishment to ensure that exploitation of the developing countries is minimal.*

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APPROVAL FORM

The undersigned certify that they have read and recommended to Bindura University of Science Education for acceptance of a dissertation entitled;

‘GLOBAL CIVIL SOCIETY ORGANISATIONS AND THEIR WATCHDOG ROLE OVER MULTI-NATIONAL CORPORATIONS: A CASE STUDY OF LAFARGE CEMENT ZIMBABWE CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES’

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RELEASE FORM

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DECLARATION

I, Tatenda Belinda Ruwuyu submitting this research project declare that the entirety of the work contained herein is my own, original work and has not been copied or lifted from any source without the acknowledgement of the source.

.....

(Signature of student)

DEDICATION

This dissertation is dedicated to my mum Miriam who gave me the gift of life but did not live long enough to see the woman I have become. May you continue to rest in peace, though I was young I continue to hold on the valuable lessons you taught me in the short time I shared with you. To my boys Munashe and Tawana you are the centre of my world and nothing in this world should ever stop you from achieving your dreams. The sky should not be the limit. My husband Clifford, who encouraged me to embark on this journey, thank you, I know I can because you believe in me.

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ABBREVIATIONS

AU	African Union
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
CS	Corporate Sustainability
EITI	Extractive Industries Transparency Initiative
GCSO	Global Civil Society Organisation
OECD	Organisation for Economic Cooperation and Development
SADC	Southern African Development Community
UN	United Nations
UNGAS	United Nations General Assembly
UNGC	United Nations Global Compact
WEF	World Economic Forum

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Chapter One Background

1.0 Introduction

The international community has increasingly become so interconnected and interdependent due to the rapid progress in technology and the development of economic integration processes. The recent economic crisis has revealed the weaknesses and shortages of cooperation in the global economy and only the diplomatic consensus has led to the adoption of urgent solutions. (WEF, The Global Risks Report 2019: 14th Edition, 2019) .But as the global economy seems to be out of recession, at least in certain parts of the world, states have begun to focus on fiscal and social policies in order to overcome the effects of the crisis and the desire to improve cooperation and global economic governance seem on the rise. (Outlook, 2019).

Governments of countries often compete fiercely for attracting multinational corporations (MNCs) in the expectation of the advantages they will bring to their economies, often prioritizing economic goals over fundamental human rights and implementation of set goals like Corporate Social Responsibility (CSR) activities. (Fontaine, 2013)Civil Society organizations have a mandate to protect and advocate for the marginalized. MNCs have and are using CSR as a tool to mask their profitmaking objectives in a bid to be known as a corporate citizens and positive corporate image is vital in pushing for profit.

The summation of this chapter was the background of the study, statement of the problem, aim of the study, objectives, research questions, assumptions, significance of the study, limitations, delimitations, definition of key terms, general structure of the research and finally the summary.

1.1 Background of the Study

The role of business in society has not been a major theme for most social sciences. The emergence of CSR is an indication that this is changing, and is in

part because of interest in how to regulate the private sector, something that has grown in importance because of the supra-territorial governance issues associated with globalization. (Julia Anaf, 2019) Prior to this, business was at best of marginal interest in international relations and political economy, where it was typically regarded as a subject for regulation rather than an aspect of governance in its own right. (Bhattacharjee, 2012) Recent concern about the governance vacuum attributed to the deficiencies of nation-states in regulating global enterprise has not led to significant analysis within new normative international relations of the governance function of business itself or the relationship between business, power and globalization. (Neil Komesar, 2014) However, it is no longer acceptable to ignore business as an element in global governance.

In Zimbabwe in recent years there has been an increase in CSR activities by MNCs as well as local companies and this can be alluded to globalization which has seen MNCs adopting policies from their host states. CSR has also been used by the politically strong to push for political muscle in vulnerable communities by using MNCs to fund their projects. Global civil society has lobbied for regulation in how MNCs operate and also transparency in the profits they make in order to ensure that all their stakeholders also benefit. Zimbabwe and their 'open for Business' mantra has seen a rise in CSR activities in a bid to ensure that they maximize on benefits that MNCs bring to the table. A vast number of MNCs contribute largely to the economy of Zimbabwe mainly due to the fact that the economic crisis has led to a shortage in foreign currency so the foreign currency MNCs are bringing in then means they have bargaining power to ensure they getting favorable operating terms. This is seen in some decisions the government has made. The opening of the Lafarge Cement Zimbabwe factory opposite a residential community. One can only question how the environmental impact assessment approved that.

The corporations which possess the needed capital have thereby often been capable of dictating the terms of regulation of their operation in the host particularly developing countries. This power of capital over the 'state/society complex' has manifested itself in the development of various malpractices by multinational corporations (MNCs) in the Third World countries, such as workers' rights abuses,

forced labour, employment of child labour, sexual harassment of employees, pollution of host areas and destruction of local communities. (Manokha, 2019)To

cover up on these malpractices most MNCs have now made use of CSR activities in order to make build positive corporate image.

These abuses have led to protests in the realm of global civil society, that 'vast, Interconnected, and multi-layered social space that comprises many hundreds of thousands of self-directing or non-governmental institutions and ways of life' (Nawaz, 2012). Especially from the mid-1990s onwards massive campaigns have been organized by numerous CSOs, social movements and private think tanks, as well as the mass media, to attract the attention of the international community to the abuses practiced by the MNCs and the need to develop certain regulations for the corporations, for example, proposed by Amnesty International in 'Human Rights Principles for Companies' (Baertl, 2019)

These campaigns have yielded the following results, they have set off the process of development by corporations of codes of good business practice. These are voluntary declarations made by the corporations whereby, as a rule, the importance of socially responsible business practice is acknowledged and pledged: 'codes of conduct, which set out the standards a multinational expects of its factories and contractors, have evolved from vague promises into detailed rules. Not only have governments supported voluntary standards for use by business (e.g. the OECD Declaration on Investment and Multinational Enterprise, the ILO Tripartite Declaration on Management Enterprises, and the UN Draft Code of Conduct on Transnational Corporations), but multinational corporations and their executives are increasingly active in flagship initiatives such as the UN's Global Compact and Investment Advisory Council and the World Business Council for Sustainable Development. (Sauvant, 2015). These new roles and expectations are being debated and defined as part of CSR, making it important that we understand the analytical framework of that discipline. There is general agreement that with the development of capitalist globalization in recent decades, the power of such MNCs has increased significantly and this affects the ways in which social policies are shaped and for what ends. This is far reaching, impacting on employment, and the delivery of public and welfare services through the creation of markets for health care, welfare and other areas of social provision.

Corporate Social Responsibility (CSR), an increasingly important area of corporate activity, but one that has generally been overlooked in social policy analysis. CSR is defined in a variety of ways but is commonly held to refer to corporate commitment to ethical behaviors particularly in relation to social justice and environmental sustainability. CSR has expanded considerably in recent decades and on a global scale but this begs a crucially important question: is this expansion a sign of a more humane capitalism or a desperate attempt to resolve the contradictions of capitalist globalization? (Bulut, 2018)

Today virtually all firms have a code of conduct (ILO, 1998). Many corporations have gone further than simply declaring their commitment to CSR and have started engaging in different ethical actions beyond the boundaries of their business activity. Such actions include promotion of human rights and labour rights, protection of the environment, charity and philanthropy. As noted above, corporations have been engaging in various ethical initiatives not only on their own, but also in co-operation with other agencies. For example, there is a developing co-operation between firms and the United Nations (UN) under Kofi Annan's 'Global Compact' initiative. In 1999 the UN secretary-general proposed a 'Global Compact' between the UN and business enterprises to uphold and promulgate a set of core values in the areas of human rights, labour standards and environmental practice. The 'Global Compact' was formally launched on 26 July 2000 at a meeting at the UN, attended by senior officers of some 50 major companies. Within the framework of the 'Compact' a number of companies undertook various concrete measures in the field of corporate social responsibility

There is an evident disproportion between the numerous privileges MNCs enjoy and the minuscule and scarce obligations undertaken by them. As an illustration, for a society that craves for basic amenities like portable water, medical facilities, good roads and electricity to mention few, scholarship awards to gifted and perhaps indigent students might be too individualistic, cosmetic, non-utilitarian and not altruistic enough. Despite the fact that colossal fund had been spent on CSR in Zimbabwe, it is seemingly money down the drain and the so much desired peace

and security appear elusive. Furthermore, petty contracts as patronage to cabals of local authorities might prove inadequate, thus portending sheer diabolism. At the behest of massive ecological fallouts and indoor pollution that do not obey apartheid policies, Lafarge Zimbabwe is said to have spent over USD400000 on CSR activities in 2014 (Daily News, 2014). Even though this amount is colossal, developments right in front of their headquarters in Manresa, Zimbabwe do not reflect that the yearnings and aspirations of the host communities have been assuaged. In similar veins, Lafarge boasts of a milestone history of over 50 years of quality cement production. This is one dimension of the position. It is another dimension entirely when one notes the catalogue of CSRs that she has embarked upon which do not meet the expectations and perception of the Manresa, Mabvuku Community. Empirical research on CSR has not reached maturity and is scarce in the Zimbabwean cement industry. The extent to which the host community like Manresa/Mabvuku in Zimbabwe perceive the CSR efforts of Lafarge is question of further research thus making the present study to be germane.

1.2 Statement of the Problem

For a long time, economists and scholars in economic development and international business have focused on the economic impacts of MNCs, mainly through the analysis of wages, exports and productivity spillovers, while a parallel strand of work in political science, business ethics and international law investigates the repercussions of MNC operations on human rights. In relation to the impact of MNCs on country level human rights and human development the research focuses on the social aspect that these organizations are to play in improving the lives of the communities they operate in through the various CSR activities that they carry out. The extent to which GCSOs overseeing these activities to ensure that MNCs are not just masking the locals in host nations?

1.3 Assumptions of the Study

The study assumes that:

- i. GCSOs are independent and are carrying out their mandate with no political inclination.

- ii. GCSOs operate in more than one state and hence adjust strategies to suit the communities they operate in.
- iii. Global civil societies have no bias when analyzing and questioning the implementation of CSR by MNCs.

1.4 Purpose of the Study

This study was undertaken to find out if the CSOs watchdog role has an impact on how MNCs operate in host states and whether ethical business practices are being enforced by CSOs.

1.5 Objectives of the Study

The research is guided by the following objectives:

- i. To examine the extent to which GCSOs influence the operations of MNCs in terms of Corporate Social Responsibility.
- ii. To analyze the specific strategies used by GCSOs in relation to Lafarge Holcim in Manresa Zimbabwe.
- iii. To assess the effectiveness of the GCSOs in influencing Lafarge's CSR activities.

1.6 Research Questions

- i. To what extent do MNCs follow the CSR regulations in host nations?
- ii. How effective are CSOs in overseeing operations of MNCs in order to ensure that local communities are benefiting from those operations?
- iii. What are the militating factors that influence the work of CSOs in ensuring the implementation of CSR activities by MNCs in order to benefit local communities as well as other stakeholders?

1.7 Significance of the Study

Debate on the impact of MNCs on society and, more specifically, on human rights is rife with controversy involving both optimistic voices and critical ones. optimistic views are generally from a liberal political science perspective and rely on the idea that MNCs are powerful and wealthy actors that are able to contribute to increased

GDP levels, greater respect for human rights and democratization, and suggest that multinationals may contribute to advancing the cause of human rights because they bring 'capital, technologies, management techniques and managers who frequently are eager to introduce social improvement alongside their financial investment' (Harrelson-Stephens and Callaway, Spar, 1999,).

There is also a community of scholars, practitioners and policy makers who believe that large corporations can improve the living conditions of poor countries through the adoption of voluntary codes of conduct and corporate social responsibility (CSR) policies. (Falck and Heblich, 2007). As well as this, there is a growing awareness among MNCs' executives that respect for human rights is a fundamental and necessary part of the practice of good management (Brown and Woods, 2007). CSR policies and the adoption of codes of ethical conduct address human rights issues in several ways (e.g. through greater investment in addressing unfulfilled societal needs). According to Nelson 'although a company's social investment or philanthropy budget is a tiny fraction of the resources that it mobilizes through its core business activities, these budgets are not insubstantial. (Nelson, 2000)

This research therefore sought to provide a linkage between the capacity of MNCs to advance the cause of human rights through the implementation of CSR activities by MNCs without misleading the communities, the watchdog role of CSOs and its importance in international relations studies.

This is inherently essential as the study unveiled acceptable international standards of ethical business practices by MNCs and exposed militating factors that stall the progression of CSR activities. Researches that have been done mainly concentrated on the impact of FDI in developing states through MNC investments without considering the impact of CSR activities as not just a farce that is meant to protect their corporate image. The study was undertaken as a partial fulfillment of a Master of Science in International Relations. It would be valuable to understand and appreciate the value that the interdependence of states brings to the dependent state other than benefitting the investing state financially.

1.8 Delimitations of the Study

Specify the geographical space as well as the conceptual parameters for the study the research focused on Lafarge Cement Zimbabwe as the major MNC and CSOs and this was in a bid to find out if corporations are taking care of the welfare of their stakeholders and not just interested in profitmaking. The issue of human rights abuses within corporate entities has been on the rise with most of these organization professing ignorance after investigations unearthed abuses. The aim of this research was to find out whether MNCs are genuinely concerned with their stakeholders as per their values and mission statements or are simply in states to profit make. The research also focused on pursuing the role that CSOs play in ensuring the implementation of CSR activities as outlined in MNC corporate documents as well as their sustainability reports. Zimbabwe being a developing country with a vast number of MNCs also made the research possible.

1.9 Limitations of the Research

The major limitations of the study was getting information from key office bearers like senior management who were reluctant to respond to the questionnaires for fear of violating the corporate act rule of the right to privacy and the need to not to disclose information. A major hurdle was with Lafarge as they do not allow academic researches to be conducted. Getting information was very difficult. Confirmation letters that guaranteed use of information for purely academic studies from the Department of Peace and Governance were produced to counter this limitation and this proved fruitful as in the case of GCSOs they became very responsive but this did not alter the position of Lafarge Cement Zimbabwe. There was also need for the researcher to ensure good rapport with respondents prior to the distribution of interview guides and working in the corporate communications industry with some networking experience and being aware of the provisions of confidentiality of information helped in gaining confidence from the respondents as well as ensuring that the research was conducted.

Getting information from CSOs was also a hurdle as most organizations were reluctant to respond to the researcher's questionnaire due to mistrust as most thought they were being investigated. As a counter measure a high level of

professionalism and neutrality was used during the interviews. In order to improve their level of confidence reluctant respondents were encouraged to contact the supervisor for clarification purposes.

1.10 Definitions of Key Terms

Terms used in this study should be understood within the context below:

Global Civil Society: Global civil society" refers to the vast assemblage of groups operating across borders and beyond the reach of governments. Whether such organizations constitute a new, increasingly autonomous realm or are merely artifacts of Western liberal society is widely debated. (Keane, 2003).

Multi National Corporation (MNC): A multinational company (MNC) can be defined as an enterprise that engages in foreign direct investments (FDI) and which owns or, to a certain extent, controls value-added activities in several countries (Dunning and Lundan, 2008). These activities generally take place within subsidiaries which can take the form of wholly owned subsidiaries (subsidiaries where the MNC owns the majority or the entire share capital), minority equity investments (companies where the MNC holds a minority equity share) or joint ventures (companies where the MNC shares its capital with another company).

Watchdog: can be defined as overseers or enforces of good ethical conduct. According to WEF it is holding institutions to account, promoting transparency and accountability (WEF,2013)

Developing Countries: These are the nations that have low living standards, undeveloped industrial base, and low Human Development Index (HDI). These countries often accrue a copious amount of debt from foreign countries because of the constant aid they need from other countries to keep their economy afloat and provide some financial stability to the citizens of the country. The definition of a third world country has evolved from the political meaning during the Cold War to the economic meaning of today. Today's meaning refers to countries that are in financial trouble and need help from other countries to keep their economy sustainable, at least for a short time. (Williams, 2017)

Corporate Social Responsibility (CSR): The most earliest and prominent definitions ascribed to CSR is the one given by Howard Bowen who (Carroll, 1999) refer to as the father of Corporate social responsibility “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (Bowen, 1953). According to Shafiq CSR is defined according to ten dimensional points, which gives a full summary of all issues mentioned in various definitions of CSR, they are; obligation to the society, stakeholders involvement, improving the quality of life, economic development, ethical business practice, law abiding, voluntariness, human rights, environmental protection, transparency and accountability. (Aminu Ahmadu Hamidu, 2015)

1.11 Chapter outline

The study is organized into five chapters.

Chapter One- focused on the introduction, background to the study, statement of the problem, objectives, research questions, and significance of the study, definition of terms, limitations and delimitations of the study. It also highlighted key terms used in the research

Chapter Two comprised of literature review and theoretical framework related to the case study as well as the research area, it gives reference to research and literature from other scholars.

Chapter Three focused on the research methods, design and methodology. It also focuses on the data collection methods as well as issues relating to reliability and validity.

Chapter Four comprises data presentation, analysis and discussion of findings from interviews. The chapter also focused on the results and findings on data collected and analyzed. The data is organised from the information

obtained through interviews and questionnaires so as to ensure the study has first-hand information.

Chapter Five looked at summary, conclusions, recommendations and areas for further research. The chapter concludes the research and the study of the topic, it highlights the main findings and offers recommendations for future and further research.

Chapter Two

Literature Review

2.0 Introduction

This chapter analyses and reviews literature on what other scholars have written about the role of GCSOs the world over and paying attention to the issues that govern human security in relation to human rights being advocated for and protected by MNCs and TNCs through various CSR activities. The role of the United Nations in working with GCSOs in order to protect and advocate for issues that pertain to human security will also be analyzed. It is widely assumed in the academic realm that business firms focus on profits only while it is the task of the state system to provide public goods. (Chong, 2018). In this view business firms are conceived as economic actors and governments and their departments are the political actors. Many business firms and civil society actors have hence assumed the social and political responsibilities that go beyond the legal requirements and fill the regulatory vacuum in global governance and human rights issues. (Scherer, 2010) The United Nations as the organization that is all encompassing of most states under whom violation of human security is done by MNCs also has a vital role to play in ensuring that human security is achieved as enshrined in the SDGs. The author seeks to evaluate the relationship of GCSOs role in pushing for the UN agenda on human security through CSR activities and how the UN is making use of these organizations to ensure that human security is achieved by all.

2.1 Global Civil Society organizations and their role in the international system

CSOs are groups of citizens not in government that organize themselves on behalf of some public interest. CSOs include religious, educational, media, community-based organizations (CBOs), business and trade associations, traditional and indigenous structures, sports

associations, musicians, artists and more. Civil society has no single representative. CSOs do not agree on all issues (Schirch, 2011)

Over the last decade there has been a considerable increase both in the number of CSOs and in the scope of their activities. They are playing an increasingly influential role in setting and implementing development agendas across the globe. (M. Turner, 2013). Many CSOs have been in the forefront of advocating principles of social justice and equity, but there are also organizations with agendas and values – such as intolerance and exclusion – that do not correspond to those of the United Nations. (UNDP, 2005)

CSOs, which have been defined broadly as none state, none firm actors, may include environmental groups, business associations, labour unions, human rights organizations, consumer groups, church and religious groups, academic institutions, think tanks, trade and industry associations, grassroots not-for-profit organizations, and many others (Nicolas M. Dahan, 2010). GCSOs can be classified in many ways: on the types of activities they undertake, on their size, on their sectorial focus, or on their sources of funding. of particular note to the present discussion is the distinction between GCSOs of different geographic origins, specifically between GCSOs from the North and GCSOs from the South. Throughout the last several decades, GCSOs originating in the North have grown from a small number of post-war relief organizations to a major industry of large, multi-national organizations with relief and development mandates both at home and abroad. Many of these GCSOs are operational, meaning that they run their own development projects nationally and internationally.

Such groups, originating in the North, but with mandates throughout the South, will be called International CSOs. This subset includes some of the best-known GCSOs at work today: CARE, Oxfam, and Save the Children. Such GCSOs have made a major contribution to human development across the South, particularly in the fields of health and nutrition, education and they are guided by the laws of the UN pertaining to human rights but it should be noted that some of these organizations have violated their values and those of the UN. (Morton, 2011) The

case of Oxfam in Haiti whose workers are said to have violated underage girls and women.

Many CSOs efforts follow a set of principles aimed to reduce human suffering and increase the quality of life. often termed “humanitarian principles,” many also apply to CSOs involved in development and peace building. Not all CSOs follow these principles. (Schirch,2011). There is confusion over the definitions of independence, impartiality and neutrality. Military personnel note that CSOs claims to neutrality are insincere when they accept government funds. But CSOs insist they accept funds where a shared goal exists and taking these funds does not mean that CSOs agree with all government policy or are government agents. CSOs make a distinction between broadly supporting good governance and development but remaining politically independent and not supporting a specific government or political party as to remain impartial brings credibility to the CSOS.

This moves Gramscian civil society towards a conceptual grounding which deals with the formation, negotiation and renegotiation of transversal hegemony and recovers, and emphasizes, the role of human agency within the global political economy. (Buckley, 2013)

2.2 Theoretical Framework: Liberal theory; Stakeholder theory

This study will be directed by the liberal institutionalism theory as well as the stakeholder theory propounded by Edward Freeman that highlights that businesses should also focus on other stakeholder relationships and be wary of the morals and ethics that ensure that other stakeholders and not just shareholders are important. Liberal Institutionalism presumes that domestic and international institutions play central roles in facilitating cooperation and peace between nation states. (Johnson T. , 2018) Liberal Internationalism as a theory emanated in 1919 on the basis of work of two British theorists: Norman Engel and Alfred Zimmon. It is also inspired by the ideas of American President, Woodrow Wilson. Three specific variants of liberal theory are defined by particular types of preferences, their variation, and their impact on state behavior. *Ideational liberal* theories link state behavior to varied conceptions of desirable forms of cultural, political,

socioeconomic order. *Commercial liberal* theories stress economic interdependence, including many variants of "endogenous policy theory." *Republican* liberal theories stress the role of domestic representative institutions, elites and leadership dynamics, and executive-legislative relations. (Stephen McGlinchey, 2018) Such theories were first conceived by prescient liberals such as Immanuel Kant, Adam Smith, John Stuart Mill, John Hobson, Woodrow Wilson, and John Maynard Keynes-writing well before the deep causes (independent variables) they stress (e.g. democratization, industrialization, nationalism, and welfare provision) were widespread.

Stakeholder theory is based on the assumption that businesses can only be considered successful when they deliver value to the majority of their stakeholders. That means that profit alone cannot be considered the only measure of business success. (Wright, 2018).

International relations relates with interactions among actors which range from individual to state, international organizations and multi-national corporations. (Tema, 2014). International relations are strategic and interdependent and furthermore imply methods how one entity acts in the international system affect another entity's outcome and vice versa. Prior to the current decade, it appeared in three successive presentations---- functionalist, integration theory in the 1940s and early 1950s, neo-functionalist regional integration theory in the 1950s and 1960s, and interdependence theory in the 1970s. All three versions rejected realism's propositions about states and its gloomy understanding of world politics. Most significantly, they argued that international institutions can help states cooperate. Thus, compared to realism, these earlier versions of liberal institutionalism offered a more hopeful prognosis for international cooperation and a more optimistic assessment of the capacity of institutions to help states achieve it. (Grieco, 2017)

A familiar assumption in liberal intuitionism is the fact that actors' choices are rational and interdependent. This interdependence of actions leads to a so-called strategic reasoning which is complex. Liberal institutionalism theory unfolds a comprehensive analysis that allows in depth exploration of different political, social

and economic interactions. It helps to determine the expected outcomes as it helps infer how they rank the various actions at their disposal. (Tema, 2014) This can be the case with how capitalism is crossing state border and infiltrating different states under the guise of globalization.

There is a rich and established record of business research that addresses the interactions between firms and other institutional and societal actors, chief among them, governments. (Tobias Hahn, 2007) Theoretical research streams such as stakeholder theory implicitly incorporate GCSOs as relevant stakeholders. Although stakeholder theory acknowledges the importance of GCSOs in international business there is failure to analyze and reconcile the impact and the relations between CSOs and business and hence one finds that the watchdog role becomes clear and why as a stakeholder GCSOs are involved in business. This is in a bid to ensure that their mandate is achieved.

Stakeholder Theory is a view of capitalism that stresses the interconnected relationships between a business and its customers, suppliers, employees, investors, communities and others who have a stake in the organization. The theory argues that a firm should create value for all stakeholders, not just shareholders. (Wright, 2018). By advocating that other stakeholders are recognized in how a business operates the theory then validates the roles of CSOs in ensuring that the checks and balances are achieved in business especially MNC who are in most instances managed from external headquarters mainly in the global North adhere to the laws that govern labor, corporate social responsibility and or other issues that may affect the persons employed by these organizations.

Two assumptions liberal theory make are the assumptions of anarchy and rationality. The anarchy assumption means that political actors exist in the distinctive environment of international politics, without a world government or any other authority with a monopoly on the legitimate use of force. They must engage in self-help. The rationality assumption means that state leaders and their domestic supporters engage in foreign policy for the instrumental purpose of securing

benefits provided by or avoiding costs imposed by actors outside of their borders, and in making such calculations, states seek to deploy the most cost-effective means to achieve whatever their preferences may be. (Grieco, 2017)

This is seen with how MNCs from the global North are allowed to operate even in the global South with MNCs ensuring that they get their profit targets by bringing products that appeal to the various markets that they enter and states in the global South benefitting from empowerment that their citizens get from employment by these MNCs as well as the communities that they operate as they benefit from CSR activities e.g Unilever and their Lifebuoy clean hands promotion to help avert the spread of cholera and typhoid in communities .

The first assumption shared by liberal theories is that *states represent some subset of domestic society, whose views constitute state preferences*. For liberals, the state is a representative institution constantly subject to capture and recapture, construction and reconstruction, by domestic social coalitions. These social coalitions define state “preferences” in world politics at any point in time: the “tastes,” “ends,” “basic interests,” or “fundamental social purposes” that underlie foreign policy. Political institutions constitute a critical “transmission belt” by which these interests of individuals and groups in civil society enter the political realm. All individuals and groups do not wield equal influence over state policy. To the contrary, their power varies widely, depending on the context. Variation in the precise nature of representative institutions and practices helps define which groups influence the “national interest.” Some states may represent, ideal-typically, the preferences of a single tyrannical individual, a Pol Pot or Josef Stalin; others afford opportunities for broad democratic participation. Most lie in between. The precise preferences of social groups, weighted by their domestic power, shape the underlying goals (“state preferences”) that states pursue in world politics. Sometimes, non-governmental organizations (NGOs) and other actors may form transnational alliances to assist social forces. “State-society relations”—the relationship between a state and its domestic (and transnational) society in which it is embedded—lies at the center of liberal theory.

The dependence amongst states enhances our appreciation of the formation of international law and its relevance to international relations studies. Liberalists generally view international law as a set of framework for the practice of stable and organized international relations hence the formation of the Leagues of Nations in 1961 and later the United Nations.

The second core assumption shared by liberal theories is that *the interdependence among of state preferences influences state behavior*. Rather than treating preferences as a fixed constant, as do realists or institutionalists, liberals seek to explain variation in preferences and its significance for world politics. The precise distribution and nature of the “stakes” explains differences in state policy and behavior. States, liberals argue, orient their behavior to the precise nature of these underlying preferences: compatible or conflictual, intense or weak, and their precise scope. States require a “social purpose” — a perceived underlying stake in the matter at hand — in order to pay any attention to international affairs, let alone to provoke conflict, inaugurate cooperation, or take any other significant foreign policy action. If there is no such interdependence among state objectives, a rational state will conduct no international relations, satisfying itself with an isolated and autarkic existence. Conflictual goals increase the incentive for of political disputes. Convergence of underlying preferences creates the preconditions for peaceful coexistence or cooperation.

The critical theoretical link between state preferences, on the one hand, and state behavior, on the other, is the concept of policy interdependence. Policy interdependence refers to the distribution and interaction of preferences—that is, the extent to which the pursuit of state preferences necessarily imposes costs and benefits (known as *policy externalities*) upon other states, independent of the “transaction costs” imposed by the specific strategic means chosen to obtain them. Depending on the underlying pattern of interdependence, each of the qualitative categories above, the form, substance, and depth of conflict and cooperation vary according to the precise nature and intensity of preferences.

Competition can be described as a decision making procedure based on the assumption of actor rationality under complex circumstances. Rationally each actor

tries to maximize, gain or minimize losses under conditions of uncertainty and incomplete information which requires actor to rank preferences, estimate probabilities, try to determine and predict what the other actor's going to do. In game theory is when what one actor wins another loses. This is the scenario with the relationship between CSOs and MNCs as in most instance one finds that MNCs are providing funding for CSOs. Both the stakeholder and liberal theory fail to explain how the actors go to war when rationality fails. They both do not address the vital role of competition in the international system.

International relations deals with interactions among different actors which include nation-states and non-nation entities, international organizations and multi-national corporations. It follows that liberal theory whose objective is formalized analysis of relationships among two or more actors can help explain CSOs and their watchdog role.

2:3 Perspectives on GCSOs and CSR

over the past several decades, 'nongovernmental organizations (NGOs) have grown in number, size, and stature and have become important groups influencing the conduct of business, including business–government interactions and the broader role of business in society'. (Nicolas M. Dahan, 2010) In the last two decades, much has been written about the emergence of civil society organizations and the important role that they can play in a country's economic and political development. Broadly speaking, civil society organizations are'the charitable foundations, civic associations, non-governmental organizations, volunteer groups, trade unions, professional organizations, and social movements everything from medical charities, sports clubs, and environmental groups to women's and human rights groups that make up the "third sector" of modern life, separate from both the government and the market place. (Elbayar, 2015)

No discussion of poverty, equality or development today is complete without considering the role of GCSOs. Whether in the Global North or the Global South,

CSGos are a visible, respected and entrenched part of many societies. (Alessia Contu, 2014) The successes of CSOs in providing health care, education, economic opportunities and human rights advocacy to millions of people are also well-known. The decentralization of governments and scaling-back of social spending advocated by the international financial institutions and large aid-donor organizations throughout the last decades have created considerable space for GCSOs, and made them key figures in a wide range of social sectors. GCSOs have become increasingly involved in providing services, and have also become critical in ensuring and advocating for human security. (Michael, 2012)

Stakeholder refers to any entity that influences or is affected by a company, a definition that draws on the work of Freeman, the business ethicist. Like standards and auditing, stakeholder is part of an epistemology that treats the world as atomistic with the promise that everyone is the member of one or more stakeholder groups, from the very general (e.g. consumers, shareholders, workers) to the more specific (e.g. smokers, diabetics, management consultants). (Jörg Andriof, 2017) This is not apparent from CSR literature itself where discussion is largely limited to taxonomic attempts to identify stakeholders, and debate over how business is to engage with these groups

Civil society organizations work on an array of causes and issues and appear in many different forms, but they all share the attributes of being private, non-profit, self-governing organizations that individuals are free to join or support voluntarily. In 1950, the U.N. Economic and Social Council established a set of principles among which was that the consulted organization “shall be of recognized standing and shall represent a substantial portion of the organized persons within the particular field in which it operates.” (Lisa Jordan, 2012) This requirement, to a large extent, has been carried forward into the current ECOSOC credentialing rules, adopted in 1996. These rules state that the NGO “shall be of recognized standing within the particular field of its competence or of a representative character. “These rules also state that “The organization shall have a representative structure and possess appropriate mechanisms of accountability to its members, who shall

exercise effective control over its policies and actions through the exercise of voting rights or other appropriate democratic and transparent decision-making processes. Thus, the claim that an ideal NGOs is representative was contributed to the United Nations by governments not by overreaching NGOs. (Lisa Jordan, 2012)

A critical historical development that should be noted was the open attitude by the League of Nations toward NGOs. Recognizing that the League would be dealing with both semi-public bureaux (i.e., groups containing government members) and private associations on a daily basis, and seizing on the spirit of Article 24 of the League of Nations Covenant which, according to the Secretariat, required “that the League of Nations should follow closely and should encourage every international movement ...,” the Secretariat began publishing a Handbook of International organizations in 1921. (Tuori, 2016) The Handbook was periodically updated and covered what we would today call intergovernmental organizations, trans governmental networks, and NGOs. The handbook was organized with an excellent classification by function (e.g., “Politics and International Relations: Pacifism”) and provided valuable information on each organization’s address, year of organization, object, membership, governing body, finances, activities, and history. This initiative taken by the League in 1921 to publish this handbook was one of the most important intergovernmental acts in the 20th century to recognize the legitimacy of NGOs and to improve their transparency.

In Southern Africa, many states have fostered a regional political culture of authoritarian rule and the dominance of personal rulers is strong (Peters, 2011). In some cases, the so-called neo-patrimonial, rent-seeking political elites use the ‘democratic’ state for enriching themselves this state-centrism has greatly influenced state–civil society relations, to the detriment of CSOs. Many governments in the region, for example, in Zimbabwe, Namibia, and Mozambique, have an innate distrust of civil society and often undermine its ability to play a meaningful role in democracy and development. This is according to (Godsäter, 2015) Therefore, a number of SADC member states do not welcome collaboration with CSOs. This has great repercussions on the regional level. Regional integration

in southern Africa has historically been the preserve of states and governing elites, and popular participation in regional integration frameworks has been very weak (Tsie, 2001). SADC, 'as the current main manifestation of regionalism in Southern Africa, is deeply state-centric and elite-driven' (Matlosa & Lotshwao, 2010). To a large extent, decision-making power is centralized in the heads of state and government at the annual SADC Summit (Matlosa & Lotshwao, 2010). Even though members have formally ceded some policy-making powers to a few SADC institutions, such as the Secretariat, SADC's administrative and executive organ, in reality, these institutions have no real authority (Afadameh-Adeyemi & Kalula, 2011). Since the overriding motivation for regional governance in southern Africa is for leaders to exert national interests and strengthen the regimes, SADC is a good example of sovereignty-boosting regional governance. SADC is largely driven by power politics and logically does not voluntarily give up that power to the benefit of CSOs.

It is widely recognized by civil society and academic commentators, as well as SADC officials, that civil society is generally marginalized in SADC-led regionalism and that consultation with CSOs in most sectors is minimal. According to Matlosa & Lotshwao, 'the integration agenda still remains state centric, elite-dominated and exclusionary. Ordinary people still remain objects, and not subjects, in a regional project ostensibly aimed at improving their lives' (Matlosa & Lotshwao, 2010,).

Other than statism, the neoliberal discourse has made a substantial imprint on social order in Africa (Harrison, 2010). Neoliberal reforms have taken place in almost all countries in southern Africa and trade liberalization, privatization of national assets, commodification of social services and marketization of goods have become intrinsic in policy-making. The prevailing neoliberal discourse has paved the way for GCSOs to take the place of the state in service provision (Dibie, 2018,). In most regards, NGOs buy into the mainstream problem-solving agenda inherent in the prevailing global neoliberal ideology, in which development problems inherent in the dysfunction of the social order, such as lack of services and the malfunction of certain political structures and markets, are to be 'solved'

by state–NGO partnership. Hence, civil society in southern Africa is focusing more on meeting immediate societal needs than on having political functions in terms of influencing the overall policy environment on a deeper, structural level. This is specifically evident in states such as Tanzania and Mozambique (Godsäter, 2015).

The dynamics of the neoliberal social order have also created critical GCSOs and social movements that challenge government policy in some states in southern Africa, such as South Africa and Zimbabwe, for example, in terms of the privatization of water- and market-based land reform. These movements also demand improved public service delivery. Often, contentious strategies such as demonstrations and civil disobedience are used outside of the accepted ways of interacting with the state. These actors are often seen as enemies by the state and marginalized in policy discussions (Ranchod, 2007).

Regional governance is, in many regards, neoliberal. SADC views business as particularly important in the process of regional integration, for example, in building infrastructure and job creation '(Blaauw, 2007). Of the regional CSOs associated with SADC, the majority are business-related. However, SADC has also designed some corrective measures to mitigate the negative consequences of economic integration for poor people such as the spread of HIV/AIDS, environmental degradation and the in formalization of the economy. (Kanyenze, Kondo, & Martens, 2016) Therefore, policy-making and implementation of regional programs related to HIV/AIDS, gender and the protection of workers' rights involve collaboration with certain service-providing and research NGOs active in these areas. Such CSOs engage with regional interstate frameworks on a consultative basis, mainly in order to solve joint problems related to, for example, policy development and the lack of social services.

2.4 GCSOs and their Watchdog Role over MNCS

The concept of corporate social responsibility is based on the argument that business is sanctioned and promoted by society. Society legitimates business by allowing it to function and to use the scarce resources. (Mathende T. 2017) Society also provides an environment for business to earn profits. In turn society expects business organizations to be good corporate citizens, obeying society's laws and refraining from activities that have negative social impacts such as pollution, discrimination and exposing workers to hazardous working conditions.

'Business organizations have an obligation to act for the social good. Under this social contract, business should not exist just to make profits but it has an obligation to have a proactive role in finding solutions to society's many problems and to engage in activities aimed at improving society's welfare, even if in so doing it reduces its economic profits.' (Lantos, 2016). Social accounting or social auditing dates back to the 1940s when people began to question profit as the *raison d'etre* for business. (Carroll, 1981). It is an operation aimed at assessing the social repercussions of business activities. It is a systematic attempt to identify, analyze, measure, evaluate and monitor the effects of an organization's operations in society (Mathende & Nhapi, 2017). A social audit report is therefore intended to provide objective, accurate, and comprehensive information about an organization's social performance.

Corporate social responsibility is defined as "a voluntary way for a company to enhance its public image and reputation by incorporating responsible activities that satisfies a need of society beyond its legal requirements" (Martelli, 2012). Nowadays, stakeholders are not only concerned about profits; they are interested in the various CSR aspects of a company such as environment, ethic, governance, and human rights. These factors also affect the fate of the company in the long term. It is proven that there is a competitive advantage for corporations that have a higher reputation and are more socially responsible; they also result a higher return on investment. (Eccles, Loannou & Serafeim, 2012). These types of companies are considered high sustainability firms in the research, and their performances are much better than the low sustainability firms that do not engage

in the environmentally friendly or socially responsible programs. The study done by Abels and Martelli (2012) has also discovered that “return on assets (ROA) had a high correlation with social responsibility”. Many multinational companies have established well-developed CSR programs and adhere to their code of conduct to do businesses ethically, help the economy grow, create larger job markets, protect the environment, raise public attention on certain issues, and more areas to bring social goods to the world. (Chan, 2014)

A critical perspective on the development of the concept of human security and human rights Booth (2007) argues in a very Foucauldian manner that human security has taken the image of “the velvet glove on the iron hand of power,” criticizing how “the cold monster of the sovereign state has appropriated human security in order to help entrench its own.” It doesn’t give a voice to the previously ‘marginalized’, as scholars such as Conteh-Morgan (2005) have suggested. Instead, Western powers have privatized aid and development agencies and a particularly troubling issue has arisen where the security and development of “those over there” is seen as only a means towards the security of “us over here” (Booth, 2007 Duffield and Waddell, 2006) This an indication of how even though states may act in a liberal manner and want to ensure that the vulnerable in society are protected but the national interests of any state remain the key factor that drives these states to act a certain way. A relationship can therefore exist in order to ensure the achievement of human rights protection by MNCs.

Civil regulation allows for negotiated outcomes where either the business community (e.g., industry self-regulation) or NGOs (e.g., as monitors or watchdogs) can take the lead. According to Vogel, the growth of global civil regulation represents a response to the increasing globalization of business and the failure of states to set up an efficient governance system for these activities. Under public pressure from activists and the media, many firms have accepted adherence to civil regulation. However, as pointed out by Vogel, some critics view global civil regulation in place of state regulation as one flawed governance system replacing another, and Vogel expresses a number of reservations about this trend.

2.5 Key Strategies-Advocacy and Lobbying

Advocacy consists of different strategies aimed at influencing decision-making at the organizational, local, provincial, national and international levels. Advocacy strategies can include lobbying; social marketing; information, education and communication; community organizing; or many other tactics (Sprechmann and Pelton, 2001). According to Sharma (2017), advocacy aims to change the policies, programs or positions of governments, institutions or organizations. As a concept, advocacy is widely utilized in the field of social sciences. Broadly, policy advocacy has been defined as “policy practice that helps powerless, stigmatized, and oppressed populations improve their well-being” (Jansson cited in Sherraden et al., 2002)

From the late 1980s, advocacy CSO networks associated with what would be called the anti-globalization movement began to target the IMF, World Bank, and WTO. They perceived these institutions as unaccountable overseers of a liberalization agenda imposed by powerful states and corporations that they believed ignored global social justice, environmental protection, and other goals. This movement came to include a highly diverse population of CSOs, focusing on a variety of substantive topics—including labour, environment, development, and human rights, among others—and exhibiting range of ideological inclinations—from religious charities to anarchists. (Nawaz, 2012)

Some of the groups are based in the South, though Northern CSOs, with their greater access to resources and policy-makers, have tended to be more prominent. Some are highly decentralized and grass root-oriented, while others are more bureaucratic and professional. These CSOs’ choice of strategies towards multilateral institutions—major international economic institutions as well as United Nations agencies—can be understood initially as a dichotomy: whether to exert influence inside or outside the halls of power. (Bojicic-Dzelilovic, 2017) An insider strategy involves working within the system, and in practice takes one of two forms. CSOs can seek accreditation to multilateral institutions, which gives them formal consultative status. The UN’s Economic and Social Council (ECOSOC), the godfather of CSO-international organization relations, as of 2009 offered consultative status to no fewer than 3187 groups

GCSOs can also lobby policy-makers in secretariats or national delegations thereto, as groups such as Oxfam and the World Wildlife Fund (WWF) have often done with World Bank and IMF officials. An outsider strategy, for its part, centers on turning public opinion against the status quo system. An outsider strategy is embodied in protest (in conjunction with networking and media strategies), as in the well-known demonstrations against the WTO in Seattle in 1999. Most CSOs employ some combination of insider and outsider strategies towards multilateral institutions, though some adopt 'purer' insider- or outsider-only strategies.

(Fogarty, 2011)

2.5.1 Protests and Demonstrations

According to Verweij, 'The power in people taking grievances to the streets is often examined by whether they can pressure local governments to make change, including decision change at the instance level or policy change at the institution level. Existing research has mostly focused on decision-specific outcomes defined by cancellation, relocation, or continuation of polluting facilities targeted by protests' (Verweij 2016). Protests and demonstrations are a strategy used by GCSOs who want to institutionalize changes in environmental governance that have longer-term, broader-range effects, as opposed to an ad hoc compromise. (Tang, 2018) This is not to gainsay efforts in recent studies that have begun to investigate the dimension of policy change beyond singular decision change as a protest outcome. In particular, the new development of the protest–advocacy linkage in environmental contentions has been increasingly recognized; this linkage is showcased by the mutual reinforcement of street mobilization and policy advocacy (Wu, 2016), the vertical ties between local contenders and supra-local activists or environmental GCSOs (Johnson M. B., 2017)

2.5.2 Media as an Advocacy Tool

Media attention can be a crucial commodity for advocacy groups that wish to have their voices heard. The presumption that media presence matters for political influence has led to a number of empirical studies on interest groups' access to media coverage. (Anne Skorjaer Binderkratz, 2017) Some recent studies have argued that media attention can constrain interest-group influence, particularly for

business interests (Mateo, 2014). While the news media can provide a platform upon which advocacy groups can draw attention to themselves, media presence can backfire, for instance when advocacy groups are scandalized or receive negative coverage. There is a bias in media coverage toward business interests and well-endowed organizations (Bruycker, 2018)

2.6 Case Studies – Success Stories

‘GCSOs, as one of the most visible sets of actors in the related fields of human development and human rights, can play a significant role in helping to achieve human security’. GCSOs are especially well suited to action for human security because of their size and reach, closeness to local populations, willingness to confront the status quo, and ability to address transnational threats through coalition-building. While GCSOs face many obstacles in reorienting their activities explicitly towards human security, including the cyclical nature of the aid monies on which many of them depend and the high costs of networking. (Michael, 2002) Over the last few years, headline news and social media around the world have featured men, women and children who were fleeing large-scale violence, disasters and loss of prospects of livelihood. Their search for safer havens has been interrupted by expanding terrains of state security initiatives on land and sea to prevent migrants from reaching their territories, incarceration in detention camps within and across nation-states, and the growth of human smuggling rings that fail to deliver on promises to move people safely. (Purkayastha, 2018)

2:7 Challenges

In 2008 Harvard academic John Ruggie presented a plan to the UN for addressing human rights abuses by transnational corporations (MNCs) operating beyond the territorial jurisdiction of any one state. Ruggie had been asked by the UN Secretary-General to propose ways of managing these global non-state actors. The UN Guiding Principles (UNGPs) on Business and Human Rights were subsequently unanimously adopted by members of the UN Human Rights Council in 2011. Ruggie’s plan was a Framework based on the principles of ‘Protect,

Respect and Remedy', that defined the responsibility of companies, alongside that of states and the involvement of civil society for ensuring that individuals would not be harmed by business operations. The Protect, Respect and Remedy' Framework animated a public debate about corporate responsibility, and forced a reexamination of the consequences of transnational investment and commerce. (Ideas, 2018)

Ruggie argued that companies strike out the old business model and embrace an economic model which is not only low-carbon and environmentally sustainable, but also turns poverty, inequality and lack of financial access into new market opportunities for smart, progressive, profit-oriented companies. These complex challenges need the full and combined attention of government, civil society and business. (Ideas, 2018). The vigor of this debate challenges the assumption that nothing has changed in a decade since the financial crash of 2008 that saw people lose their savings to big MNCs.

The UNGPs identified a governance gap surrounding global companies and seek to address it through a set of international norms and mechanisms for global civil society to hold companies to account for their actions. The Principles are not legislation, but form a basis for voluntary action, which may eventually provide the cornerstone for a binding treaty (UNHRC2018). They have drawn private entities into an ongoing discussion about ethical behavior and corporate practices to avoid the kind of careless impunity which was part of the culture behind the banking crisis. In the decade since the publication of the Ruggie Framework and the hardening of public attitudes to corporate behavior as a result of the financial crisis, many TNCs, whether in banking or other sectors, have paid more attention to their social and environmental impacts. Some have taken steps to improve transparency and accountability, galvanized by global, regional, and national initiatives such as Publish What You Pay and transparency directives.

Ruggie observed that these frequently constituted a "negative symbiotic relationship between company involvement in human rights abuses and conflict zones" in conflict-affected situations (Connor 2011).

Another case is that of children as young as seven are working in perilous conditions in the Democratic Republic of the Congo to mine cobalt that ends up in smartphones, cars and computers sold to millions across the world, by household brands including Apple, Microsoft and Vodafone, according to a new investigation by Amnesty International. (Kelly, 2016)The human rights group claims to have traced cobalt used in lithium batteries sold to 16 multinational brands to mines where young children and adults are being paid a dollar a day, working in lifethreatening conditions and subjected to violence, extortion and intimidation.

More than half the world's supply of cobalt comes from the DRC, with 20% of cobalt exported coming from artisanal mines in the southern part of the country. In 2012, UNICEF estimated that there were 40000 children working in all the mines across the south, many involved in mining cobalt. In a joint-investigation with African Resources Watch (Afrewatch), a CSO focusing on human rights in the minerals and extractive industries, Amnesty International says it interviewed 90 adults and children working in five artisanal cobalt mine sites. Workers spoke of laboring for 12 hours a day with no protective clothing, and with many experiencing significant health problems as a result. (Kelly, 2016)

The report says that child miners as young as seven carried back-breaking loads and worked in intense heat for between one or two dollars a day without face masks or gloves. Several children said they had been beaten by security guards employed by mining companies and forced to pay "fines" by unauthorized mines police sent by state officials to extort money and intimidate workers. The human rights groups say they traced the supply chain from these mining sites to Congo Dongfang Mining (CDM), one of the largest mineral processors in the DRC and a wholly owned subsidiary of Chinese mineral company Zhejiang Huayou Cobalt Ltd (Huayou Cobalt).The report says that Huayou Cobalt sources more than 40% of its cobalt from the DRC and processes the raw mineral before selling it to battery makers, who claim to supply companies including Apple, Microsoft and Vodafone. This supply chain has not been independently verified by the Guardian.

Responding to the allegations, Huayou Cobalt told Amnesty International that “our company has not been aware that any of our legitimate suppliers has hired child labour in their mining sites or operated in unsafe working conditions ... CDM has rigorously selected its ore suppliers to ensure the procurement of raw materials through legitimate channels”. Of the 16 companies listed in the report as sourcing from battery manufacturers using processed cobalt from Huayou Cobalt, two multinational companies denied sourcing any cobalt from the DRC and five said they had no links with Huayou Cobalt. The remaining companies either accepted Amnesty’s claims or were investigating the claims.

In its response to Amnesty’s allegations, which Amnesty has published in full alongside responses from the other named companies, Apple said it was currently evaluating whether cobalt in the company’s products originated in the DRC.

Amnesty International and Afreewatch claim that despite the denials by some of the named multinationals, none of those companies named could independently verify where the cobalt in their products come from. (Kelly, 2016) Amnesty and Afreewatch are using the findings of the report to call on multinational companies to conduct investigations of their supply chains for lithium-ion batteries, to check for child labour or labour abuses and to be more transparent about their suppliers.

2.8 Chapter Summary

Business has a unique role to play as employer, investor, or contractor in societies facing challenges of development and transition from various forms of complex challenges. States, international organizations, and non-governmental organizations (GCSOs) have traditionally taken the lead in initiatives to achieve sustainable development with security. Yet it is increasingly recognized that companies can bring not only capital, but also skills, standards, logistics, and innovation, with the potential for positive impacts on economic opportunity and social equality, improved governance, and the sustainable use of the natural environment. Nowhere are the opportunities for business to shape change more critical than at the local level, helping individuals, families, and communities to improve their lives and their futures on a daily basis and gain trust in the critical

contributions of the private sector. These contributions by the private sector are what the CSOs need to ensure are made and to all stakeholders at all levels.

Chapter Three Research Methodology

3.0 Introduction

This chapter focuses on the research methodology that the researcher used. Methodology is based on philosophies and assumptions that illustrate how a research was conducted. The structure of the research encompasses; research philosophy, methodology, research design, population and sampling and sampling methods. The chapter also gives a comprehensive perspective of data collection methods and research instruments used. It was concluded by outlining the validity and reliability considerations of the study, application of data analysis procedures and ethical considerations.

3.1 Philosophical Assumptions

The researcher used qualitative research because it places emphasis and value on human interpretation of the social world and the significance of both participants' and the investigator's interpretations and understanding of the phenomenon being studied. To achieve the objectives of this study an interpretive case study was used to investigate global civil society organizations and their watchdog role over MNC operations.

Hammersley (2018) states that, "Interpretivist paradigm is originally rooted in the fact that methods used to understanding knowledge related to human and social sciences cannot be the same as its usage in physical sciences because human interprets their world and then acts based on such interpretation while the world does not." (Hammersley, 2018) Furthermore, Pham (2018) argue that, "Interpretivists adapt a relativist ontology in which a single phenomenon may have multiple interpretations rather than a truth that can be determined by a process of measurement." The interpretivism perspective, allowed the researcher tend to gain a deeper understanding of the phenomenon and its complexity in its unique context instead of trying to generalize the base of understanding for the whole population.

In the same way, Hammersley (2018) emphasizes that, "since multiple interpretation is developed among humans' relationship, interpretivist researchers should try to understand 'the diverse ways of seeing and experiencing the world

through different contexts and cultures' and try to avoid the bias in studying the events and people with their own interpretations.”

The researcher also made use of the interpretivist paradigm as it also allows the diversifying views to look into phenomena, it can not only describe objects, human or events, but also deeply understand them in social context. The ability to the re conduct the research in natural setting via utilizing key methodologies as grounded theory, was another reason why the paradigm was chosen.

The paradigm also allows key method of interactive interview which allowed the researcher to investigate and prompt things that we could not be observed.

‘Researchers can probe an interviewee’s thoughts, values, prejudices, perceptions, views, feelings and perspectives’. (Pham, 2018) thus, valuable data was collected and provide researchers with better insights for further action later.

3.2 Research Methodology

The research used a qualitative research method as it explored and analyzed how society is affected by its environment and also helps to explain how the society views the world. Creswell (2013) explains that, “qualitative research is the means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem.” (Creswell, 2013) He further indicates that the process of the research involves emerging in the participant setting, data analysis inductively building from particulars to general themes and the researcher making interpretations of the meaning of the data. The research design helped to avoid the situation in which the evidence does not address the initial research questions.

Non probability sampling was used by the research in a bid to ensure they get the information they were requiring. The researcher made use of non-probability sampling because despite there being a number of MNCs in Zimbabwe their characteristics vary and so the probability of having similar sample was very low. The other reason for using non-probability sampling is that the corporate organizations carry out their social responsibility activities differently. To note also

is the idea that non-probability sampling design do not follow the theory of probability sampling in the choice of elements (Kumar, 2019).

Therefore the researcher made personal judgment and consider the availability of required data in the selection process. The researcher made use of expert sampling. There were 4 respondents from civil society organizations that are Transparency International, Amnesty International, Care International, Business and Human Rights Resource Centre were the selected sample as there are in civil society space and have the expert sampling used. The case study of Lafarge Cement Zimbabwe also meant that there was need for someone who would provide expert evidence so a confidential informant assisted with the research. A respondent from the Mabvuku Council was also interviewed by telephone. Data was collected through interviews, telephone and email questionnaires.

3.3 Research Design

The research design was a case study. The case study was for Lafarge Cement Zimbabwe who is a subsidiary of Lafarge Holcim whose headquarters is in Switzerland. Research design is decided at the beginning of the research project and it involves all the steps of the subsequent project .According to Zigmund (2017), research literally means “to search again.” It means the researcher has to look again at existing information to explain a subject or topic of interest. (Zigmund, 2017) There is a need to know more about a given phenomenon in all its dimensions. Research design is the plan that guides data collection to achieve the objectives of research, i.e., to generate new information based on existing ones. The plan details the procedure and instruments for data collection, how the variables associated with the phenomenon should be measured, and the statistical analysis to be applied to the data obtained. (Regoniel, 2017)

There are a number of definitions and descriptions presented across the literature, which can create confusion when attempting to understand case study research. The most common definitions come from the work of Yin (2014). Yin's two-part definition (2014) focuses on the scope, process, and methodological characteristics of case study research, emphasizing the nature of inquiry as being empirical, and the importance of context to the case. (Yin R, 2014) on the other

hand, Stake (2005) takes a more flexible stance and while concerned with rigor in the processes, maintains a focus on what is studied (the case) rather than how it is studied the method. (Merriam, 2009) For Stake (2005) case study research is "the study of the particularity and complexity of a single case, coming to understand its activity within important circumstances". (Stake, 2005) includes what is studied and the products of the research when defining case study as: "... an in depth description and analysis of a bounded system" (Helena Harrison, 2017)

3.4 Research Methodology

The research was informed by the qualitative research methodology which gives respondents an opportunity to completely air their answers to questions asked. Qualitative research is associated with interpretivist approach (Henning, 2003). Babbie and Mouton (2001) describes qualitative research as referring to meanings, definitions, concepts, characteristics, metaphors, symbols and description of things. Similarly (Creswell, 2014) defines qualitative research as, "philosophy that is intended to deeply explore, understand and interpret social phenomena within a natural setting. "Qualitative research is interactive as it is conducted in the field.

Creswell (2014), is of the view that qualitative research data collection methods include examining documents, observing behavior and interviewing participants. The researcher carried out surveys in order to get information from the required population. Corporate websites, annual reports and interviews were also carried out in order to get in depth information regarding MNC operations as well as the role of the global civil society organizations. The researcher adopted the multi usage of sources of data as compared to a single method of data collection to avoid bias. Qualitative research mainly focuses on interpretation of what is seen, heard and understood by the researcher (Creswell, 2014).

3.5 Population and Sampling

The population in this research comprised of 4 Global civil society organizations namely Transparency International, Care International, Amnesty International and Business and Human Rights Resource Centre. It also include the confidential informant from Lafarge Cement Zimbabwe and 1 Mabvuku council representative.

According to Cohen, Manion and Morrison (2000), “a population is a collection of all elements that are being studied and about which we are trying to draw conclusions.” Whilst Wegner (2002) asserts that, “a population must be defined in very specific terms to include only those sampling units with characteristics that are relevant to the problem.”

Zikmund, (2003) asserts that, “heterogeneous population is a group of individuals that have one or more different characteristics that are of interest to the researcher.” There was need to get data from various global civil society organizations who have different mandates. This was to ensure that the researcher gathered information that would address the fundamental issues of the watchdog role of civil society organizations.

The population was too large and therefore the researcher selected a few who took part in the study. This process of selecting a few participants is called qualitative sampling. According (Guba and Lincoln, 1995), “qualitative sampling is the process of selecting units from a population of interests so that by studying the sample one may fairly generalize the results back to the population from which they were chosen.” The sampling frame is the population which the sample is drawn from. In this study the sampling frame was the multi-national corporations as well as the civil society organizations that overlook the conduct of business by MNCs and local businesses. The researcher discovered that this group was too large it became inherently essential to specify the sampling method.

Global civil society organizations were sampled. Babbie (2004) acknowledge that, “a purposive sample is selected on the basis of knowledge of a population, its elements, and the purpose of the study.” These groups of key respondents were specifically chosen due to their information rich characteristics. Purposive sampling also known as judgmental sampling is a non-probability technique that involves choosing a sample from a limited number of people that have expertise in the area being researched (Steinke, 2004).

This sampling method was relevant to ensure that the researcher got responses from all demographics as well as to ensure that no group in the community’s

opinion was negated hence implementation of a random sampling was important to ensure equal representation of multi-national corporations as well as the locals who reside in the areas that they operate.

3.6 Sample and sampling techniques

The sample size was made up of four civil society organizations as well as one Lafarge Cement Zimbabwe employee and one council employee.

The researcher made use of purposive sampling as the data required for the case study required expert knowledge. It was employed as there was need to ensure the case study was a multinational corporation that carries out CSR activities as well as works with GCOSs hence the purposive sampling technique. The sample consisted of international civil society organizations researchers and policy advocates from Amnesty International, Transparency International, Care International as well as the Business and Human Rights Resource Centre. The sample also consisted of one Lafarge Cement Zimbabwe employee as well as an employee of the Mabvuku Council which falls under the Harare City Council. Snowball sampling was also used as after speaking to a respondent at Lafarge the researcher was referred to the Mabvuku Council to get information on some of their activities. The Business and Human Rights Resource Centre respondent also referred the researcher to ZELA who advocate the Publish What You Pay campaign. These referrals from respondent had a snowball effect and hence the use of snowball sampling.

According to Bhattacharjee "it is not possible to study the entire population due to feasibility and cost constraints and a representative sample should be selected from the population of interest. (Bhattacharjee, 2012) This process of selecting a sample from the population is to try and reduce errors and promote external validity and generalizability of the findings. With the appreciation of differences in focus areas and mandates and experiences among the population, the study used mainly expert sampling in order to ensure that the vast knowledge was shared. There was need to use convenience sampling as the geographical scope that the research was covering did not allow for the entire sample to be interviewed. Convenience sampling is a type of nonprobability sampling in which people are sampled simply because they are "convenient" sources of data for researchers.

(Lavrakas, 2008) GCSOs were selected based on their presence in Zimbabwe. Convenience sampling was also used in selecting the case study. The extractive industry has been on the spotlight for human rights abuses and underhand dealings and so having an MNC like Lafarge who are in extractive industry was convenient for the researcher.

3.7 Data Collection

Data collection is an important part of qualitative research. The research was guided by in depth interviews and documents analysis as data collection techniques.

3.7.1 In-Depth Key Informants Interviews

The researcher carried out 6 interviews. one interview was to face to face with the researcher at Transparency International, 5 CSOs responded via e-mail that is Amnesty International, Business and Human Rights Resource Centre, Care International, Mabvuku Council employee and the confidential informant from Lafarge. According to Boycee and Neale (2006), in depth interviews are mostly associated with qualitative research techniques and involve conducting intensive interviews with a small number of participants with the major aim of exploring their perspectives on the subject under study. Carter and & Beaulieu (1992) define key informant interviews as qualitative in-depth interviews with people who have firsthand knowledge about the area of research. Key informants in-depth interviews allow the researcher to fully explain the purpose of the research and seek clarity on unclear elements.

The researcher carried out in depth interviews with key informants particularly the officials in the CSOs who carry out the watchdog role of MNCs. The objective was to verify facts and to get elaborate information on what strategies are implored by CSOs in their bid to ensure that MNCs are governed and operate ethically. In depth interviews were also be conducted with a key informant from Lafarge Cement Zimbabwe who works with CSOs on a regular basis. The researcher's aim was to shed light on the measurability of the watchdog role of civil society organizations, the relationship between the MNCs' and the communities and identify the gaps. The respondents were assured of the confidentiality issues whilst every interview was recorded for decoding purposes. The researcher further adopted the probing

method to ensure essential information regarding the study is acquired. Mainly open ended questions were used to give respondents room to give details on issues discussed.

3.7.2 Document Analysis

The researcher acquired Annual reports and Sustainability Reports from Lafarge Cement Zimbabwe for the period 2014 to 2018. The 2019 report were not yet out but there was limited information on their corporate website. Newspaper articles and the official Lafarge Cement Zimbabwe website were also analyzed and explored in a bid to extract information pertaining to the CSR activities that they carry out and their work in the community .Eisenhart (1989) describes document analysis as referring to various procedures involved in analyzing and interpreting data generated from examination of documents and records relevant to a particular study (Eisenhart, 1989). The researcher analyzed written official documents, media briefings, strategic plan documents, and literature relating to the watchdog role of civil society organizations as well as the constitution of Zimbabwe and what it says with regards to the operations of multi-national corporations as well as CSOs'. , The Constitution of Zimbabwe helped the researcher in identifying gaps between policy and implementation procedures as well as to see if there were any loopholes with regards to the law of the state and how global civil society carry out their activities.

3.8 Validity and Reliability

Reliability and validity are tools of an essentially positivist epistemology.” (Watling, as cited in Winter, 2000)

3.8.1 Validity

The traditional criteria for validity find their roots in a positivist tradition, and to an extent, positivism has been defined by a systematic theory of validity. Within the positivist terminology, validity resided amongst, and was the result and culmination of other empirical conceptions: universal laws, evidence, objectivity, truth, actuality, deduction, reason, fact and mathematical data to name just a few (Winter, 2000). The research method inherently has a bearing to the assessment of the validity of a study. In this study the researcher purposively used the

qualitative key informant's in-depth interviews and document analysis to gain invaluable information. Validity in qualitative research seeks to qualify checks and balances in the field of research.

3.8.2 Reliability

Joppe (2000) defines reliability as: ...The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The test and retest method can also be applied to measure reliability and the results should still replicate.

If we are dealing with a stable measure, then the results should be similar. A high degree of stability indicates a high degree of reliability, which means the results are repeatable. Joppe, (2000) detects a problem with the test-retest method which can make the instrument, to a certain degree, unreliable. She explains that testretest method may sensitize the respondent to the subject matter, and hence influence the responses given. We cannot be sure that there was no change in extraneous influences such as an attitude change that has occurred. There are various methods that can be used to ensure enhance validity and reliability of the research. The researcher administered questionnaires through a pilot study where the researcher focused on grammatical and technical aspects of questionnaires such as spellings, double barreled questions being removed and rephrasing some of the questions. Member checking is another method that the researcher used. Lincoln and Guba (1990) assert that member checking refers to participant validation of the data collected before it is analyzed and interpreted. This was achieved by going back to the participants for confirmation or refusal of data previously captured to ensure accuracy. According to Creswell (2012) despite the period in which the researcher conducts member checking this phenomenon is essential for authentication of data collected.

Patton (2001) advocates the use of triangulation by stating "triangulation strengthens a study by combining methods. This can mean using several kinds of methods or data, including using both quantitative and qualitative approaches". However, the idea of combining methods has been challenged by Barbour (1998).

She argues while mixing paradigms can be possible but mixing methods within one paradigm, such as qualitative research, is problematic since each method within the qualitative paradigm has its own assumption in “terms of theoretical frameworks we bring to bear on our research”. The researcher made use of triangulation in order to ensure reliability and validity without withstanding the importance of the paradigm in qualitative research which is constructivism which views knowledge as socially constructed and may change depending on the circumstances. Crotty (1998) defined constructivism from the social perspectives as "the view that all knowledge, and therefore all meaningful reality as such, is contingent upon human practices, being constructed in and out of interaction between human beings and their world, and developed and transmitted within an essentially social context" .

3.9 Data Presentation, Analysis and Interpretation Procedures

Data presentation, analysis and interpretation in qualitative research involve deducing non-numeric information gathered by the researcher. According to William, (2014) and Steinke (2004) there are two distinct methods of analyzing data in qualitative research the inductive and the deductive approaches. Deductive approach refers to the use of structured or predetermined framework to analyze data collected (Bishop, 2007). This approach is relevant where the researcher is aware of the probable responses from the participants. The researcher in this study might be aware of the anticipated responses of say the community in which the MNC operates or the CSO based on documents that have been analyzed. This approach is prone to bias and predetermined interpretation as such inductive approach will be used to compensate such weakness. It should be noted however that for the benefit of the study the researcher still finds it essential to include the research as their opinions will add value to the research.

Inductive method particularly the thematic content analysis which involves analyzing transcripts, identifying themes within those data and gathering together examples of those themes from the text (Bottom, Athony and Rose, 1998). The researcher used a pragmatic thematic content analysis approach achieved through

identifying the relevant themes and categorizing them into sub themes for interpretation purposes.

In qualitative research interpretation of data begins soon after the commencement of data collection. According to Stake (1995) qualitative data analysis is an iterative and reflexive process that begins as data is being collected rather than after data has ceased. The researcher therefore adopted Stake's approach where data will be analyzed as the study progresses. This approach enables the researcher to continuously re-examine research questions upon emergence of new information. The researcher can also continuously adjust interview guides to fill in the gaps discovered as the research progresses. In this regard, further clarity will be sought upon discovery of fresh evidence pertaining to the study.

3.10 Ethical Considerations

Research ethics provides guidelines for the responsible conduct of research. In addition, it educates and monitors scientists conducting research to ensure a high ethical standard. Saunders et al (2012), define ethics as the appropriateness of behaviors in relation to the rights of those who become the subject of your work or are affected by it. Whilst Babbie and Mouton (2001) emphasize that social research often represents an intrusion into people's lives therefore research ethics should be consistently observed. The major rationale for ethical considerations when carrying out a research is to protect the respondents or participants. Violations of research ethics adversely affects the research outcome and negatively impacts on any future studies. The researcher will be cognizant of the informed consent, anonymity and confidentiality as some of the ethical guidelines.

3.10.1 Voluntary Informed Consent

According to the Nuremberg Code (1947) valid consent in research should be properly informed and freely given without pressure such as coercion, threats or persuasion. The researcher was guided by this fundamental code of conduct. The respondents were made aware of their rights, purpose of the study, the study procedures to be followed and what the researcher intends to do with the research afterwards. The researcher made use of documents acquired from the Department

of Peace and Governance that declares the researcher as a bonafide student of the faculty.

3.10.2 Anonymity and Confidentiality

This principle generally refers to the concealment of the respondents' identity in a research. The British Sociological Association Code of Ethical Practice (BSA:704) states that research participants should understand how far they will be afforded anonymity and confidentiality and should be able to reject the use of data gathering devices such as tape recorders and video cameras. Inmates and other respondents require assurance that their names will not be mentioned anywhere in the research. The researcher used pseudonyms to ensure protection of respondents. Only key informants were identified, but consent had to be sought from them before mentioning their names. The researcher used codes on completed questionnaires and observed security procedures in storing data to ensure limited access to information collected.

3.11 Chapter Summary

This chapter shows the research philosophies that were used to guide the entire study. The research methodologies used to carry out and validate the research were also deliberated on, and these included research design, sample design, sampling procedures, data collection and data interpretation and analysis.

Chapter Four

Data Presentation and Analysis

4.0 Introduction

This chapter is premised on data analysis and its main focus is on presenting, examining and interpreting data that was gathered using various data collection techniques in qualitative research. Data generated was analyzed using an approach that involved coding of data collected from in depth interviews with key informants and focus group discussions. The chapter is structured into sections which are the research study overview, the CSR activities that Lafarge Holcim Zimbabwe carries out, impact of CSR activities on the Mabvuku-Manresa communities, the impact and effectiveness of the GCSO watchdog role on the operations of MNCs, strategies implored by GCSOs to enforce compliance and advocate for behavior change and finally the chapter summary.

4.1 The Research Study overview

The research topic is Global civil society organizations and their watchdog role over MNC operations. A case study of Lafarge Cement Zimbabwe. The research used qualitative research methodology using unstructured in-depth interviews as well as structured questionnaires and informal discussions as research tools as it provides for quality and in-depth information. The researcher interviewed 6 participants drawn from various relevant stakeholder who provided informative answers to the research questions because of their accessibility to information needed. The sample size was deliberately chosen and maintained in order to give better and accurate answers to the research study. The interviewer managed to do justice to the research study in that despite the case study Lafarge Zimbabwe not allowing any research and or interviews the researcher managed to get some detailed information from a confidential informant who is in the Lafarge system, research answers were obtained from experienced participants as well as participants with first-hand information in relation to the research.

4.2 Lafarge Cement Zimbabwe CSR Activities

The results of the research showed that Lafarge does engage in CSR activities and according to their Sustainability report and Annual Reports of 2018, 'Corporate Social Responsibility remains a key lever in the company's sustainable development agenda. 'Our thrust has been to implement self-sustaining, impactful projects that have a wide reach. In 2018 Lafarge Cement Zimbabwe was able to reach 8% more direct beneficiaries than prior year through various initiatives under four main pillars - Education, Health and Safety, Environment and Empowerment.' (Zimbabwe,2018) Positive social impact continues to be one of Lafarge's key priorities.

The fact that Lafarge is taking part and contributing to the community shows that MNCs take part in CSR activities. Abels and Montelli (2012) in their definition of CSR allude to how it goes beyond the legal requirements of business and how businesses use it to improve their image. This view by Abels and Montelli was also presented in the results from the interview carried out with the Mabvuku Council PR office who said Lafarge Cement were a model company for MNC CSR activities.

Response from the Lafarge employee show that the four main pillars of the organization's CSR activities align with the 2030 sustainability agenda which is also inscribed in the United Nations Global Compact Group. The research revealed that Lafarge Holcim the global company to which the Lafarge Zimbabwe belongs to is a member of the United Nations Global Compact Group which is a nonbinding United Nations pact to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. This is the main role of the body but it does not hold or have any measures that are used to enforce compliance in the event that one of its members falters.

4.2.1 Lafarge's Contribution to Education

The Annual Report of 2018 shows that there 36 beneficiaries of bursaries from the Mabvuku, Tafara and Uzumba Maramba Pfungwe communities. In partnership with BOOST fellowship, the bursary beneficiaries underwent Map-4-Life training

and career guidance to give them the best chance at success. According to the respondent from Lafarge this is a continuous development program that Lafarge has committed to in order to empower young people for the future. In a community with an estimated population of around 30000, Lafarge has given bursaries to 36. The respondent also told the researcher that they had an educational program to empower girls called 'Shine Simuka Upenyu' which had 100 beneficiaries and they worked in collaboration with UNFP.

4.2.2 Lafarge's Contribution to Health and Safety.

The respondent from Lafarge told the researcher they work with Traffic Safety Council of Zimbabwe in order to educate the community about road safety. In 2015 they had the Simba SupaSafe a comic who was meant to encourage road safety in the community. The respondent from Mabvuku Council responded to the question of Health and Safety by telling the researcher that Lafarge had immensely contributed to the health of the community by providing safe drinking water through boreholes. When asked about the community that resides in front of the Lafarge plant the response was that there were some of the beneficiaries of the Simuka Upenye Educational Program. Mabvuku council referred the researcher to the town planner as they had no idea why the setup was like that.

From the above results one comes to the realization that although Lafarge Cement Zimbabwe does carry out CSR activities, it is really not enough considering the population in which there are operating in of 30000+ residents. Society legitimates business by allowing it to function and to use the scarce resources. (Mathende T.2017). Mathende also goes on to say that society also provides an environment for business to earn profits. In turn society expects business organizations to be good corporate citizens, obeying society's laws and refraining from activities that have negative social impacts. The research on Lafarge CSR activities showed that despite this social contract between the community and MNCs, it is the prerogative of the MNC to decide to what extent they want to contribute to society. In this case society can only accept what is offered to them by the corporation.

4.3 Lafarge Cement Zimbabwe and GSCO Partnerships

When asked if they had worked with any GCSOs on any of their CSR activities, the respondent said they had worked mainly with organizations aligned to the United Nations like UNFPA. The respondent also said that in 2009 a global agreement had been reached were they worked with CARE International in a bid to improve health particularly in Africa in the areas of HIV Malaria. This partnership was signed in France and ran for 3 years and was to benefit mostly African countries. According to Care International after the contract expired it was not renewed but they have partnered Lafarge on other projects to benefit the marginalized, they gave an example of the recent Cyclone Idai.

The results from the interviews with Transparency International and Amnesty international revealed that they had worked with Lafarge in advocating for policy changes. According to Transparency International, Lafarge is one of their major members that are not against the Extractive Industries Transparency Initiative (EITI) which is being debated and discussed at the United Nations as well as within local institution world over. Amnesty International said they had worked with and work with Lafarge in ensuring that human rights are respected. Lafarge is a member of the Amnesty group that agrees to the protection and respect of human rights for all and does not support child labor practices.

ZELA respondent also revealed to the researcher that Lafarge had agreed to the Publish What You Pay Initiative. This is a policy that CSOs are lobbying for that will ensure that MNCs especially those in extractive industries were transparent in terms of their financials against what there were spending in the community through CSR activities.

The responses from respondents show that Lafarge has a good working relationship with GCSOs. The respondents alluded to the fact that although Lafarge was very supportive of their mandates they did not have much leverage to engage Lafarge on CSR activities because of its voluntary nature. Although Lafarge Cement Zimbabwe seems to have a positive working relationship with the host nation and GSCOs, the Business and Human Rights Resource Centre website had an article of how Lafarge Syria was under the spotlight for supporting terrorists with whom they provided cement. This allegation goes against all the principals that

they claim to advocate for especially in their work with Amnesty International in respect to human rights abuses especially in Syria which is war torn and terrorists are known to not respect the rights of many. According to Blowfield (2015) if a criterion for something being ethical is that it is not detrimental to a company's financial bottom line, then this opens the possibility that business can determine the meaning of what is and is not ethical behavior. The possibility that CSR is a means whereby business could appropriate the meaning of ethics is not something that CSR itself addresses. However, what is clear is that overemphasis of the business case for improved social and environmental performance leaves us a long way. To Friedman, a CSR critic, corporate responsibility and the idea of selfregulation that goes beyond legal obligations is about business executives abusing their powers to the detriment of shareholders and consumers, of the free market system and ultimately of society. (Wright, 2018)

4.4 Government Position on MNC operations and their Contributions to the Community

In Zimbabwe there is no legal framework that regulates the operations of MNCs in relation to their contribution to the community in which they operate in. The implications of this according the confidential informant from Lafarge Cement Zimbabwe is that at any given point if an official is interested in any CSR activity there are carrying out they will ensure that they select their own beneficiaries. It was also noted that the lack of regulation also entails a lot of under hand dealings by MNCs with the government. The international CSOs alluded that the restrictive measures that the government has put in relation to access to information are a barrier and MNCs use this to ensure that they do not provide the relevant information to stakeholders.

'The Access to Information and Protection of Privacy Act (AIPPA) tended to protect privacy and impeded access to information. For a long time there were calls for AIPPA to be repealed and amended. That process has started and three bills on freedom of expression, freedom of information are currently being debated in parliament. Hopefully the Freedom of Information Bill will improve the situation'
Amnesty International

'Some countries have legal provisions that aim at ensuring that citizens in general and not necessarily GCSO receive & get information regarding the corporate activities of MNCs, (South Africa) is one example, as it require companies to publish such information and or account to the responsible ministry at the very least on the progress they would have made in particular with relation to social labour plans. I am not sure about other countries within the region.' Business and Human Rights Centre

From the findings one can see that other states try to ensure that information is provided to stakeholders. Ranchod (2007) alludes to the fact that in most African countries with authoritarian governments like Zimbabwe governments tend to put gags on GCSOs as there are seen as agents of the West who are pushing the agenda of their host nations though this may be the case it should be acknowledged that they do provide services that lack in these countries. Just like game theory authoritative governments are more interested with the political muscle and staying in power than the interests of the general mass. They make rational choices that ensure that they stay in power at whatever the cost even it entails that the general masses do not benefit from the work of GCSOs.

4.5 Global Civil Society Strategies: Advocacy, Lobbying, Public Awareness

Global Civil Society organizations make use of a number of strategies in order to achieve their mandates and missions. Their activities go beyond voluntary and use various strategies so as to achieve their mandate. Strategies used by CSO include but are not limited to advocacy, public awareness, partnerships, free legal advice, policy initiatives and middleman. CSR and human rights policy needs to become part of an overall strategic plan and business policy. Given today's global competition, it is in the best interest of multinationals to deal with global crises and issues using their human rights reputation (Bejou, 2016)

'The state has not yet developed a mechanism for constructive engagement with CSOs. This is necessary to have. CSOs usually engage the state as and when it is necessary. There are ad hoc times when the state has set up mechanisms to

engage CSOs. For instance during preparations for Zimbabwe's Universal Periodic Review of human rights by the UN, the state with assistance from UNDP, created a platform to engage civil society' Amnesty International

4.5.1 Advocacy-Use of Protests and Demonstrations for Policy Change

Results of the research show that protests and demonstrations are a major strategy that GCSOs use to advocate for change in their various areas. Transparency International alluded to the fact that protests are a strategy that has been successful in other areas in the world but not in most African and Asian countries. The respondent gave an example of the current protest in Hong Kong. According to Amnesty International and Care International protests have great potential to achieve a wanted result but in Zimbabwe because of the nature of the political landscape, protests have led to death and arrests. This is because of the restrictive democratic space. In South Africa for example, protests have been peaceful but have not always led to the achievement of the goal. The research showed that this strategy has not been used to push Lafarge towards anything.

4.5.2 Use of Media

Media is a powerful tool that GCSOs make use of in order to aware the public on their various mandates. Transparency International said they make use of radio and television by creating awareness campaigns that educate the public on the pros and cons of corrupt activities. They alluded their success to ZACC in Zimbabwe were they had been advocated for investigations into corrupt activities for years but it was only implemented about three years back.

Media attention was conceptualized as a means for advocacy groups to exert pressure on political elites. Media attention allows advocacy groups to expand their audiences to a broader set of stakeholders, citizens, and elites and may, under specific conditions, increase or diminish the political leverage of their policy demands. The analyses demonstrated that the relationship between media attention and preference attainment is generally insignificant. Media attention as such will not lead to higher or lower levels of preference attainment.

The main finding is that media attention can aid advocacy groups in achieving their policy goals if they manage to frame their objectives in the news as aligned with the interests of broad segments of society. Moreover, civil society groups are not

more likely than business groups to benefit from media attention, and endorsement of other actors in the media does not affect the impact of media attention on preference attainment.

A major pushback according to Amnesty International is that of the residents who reside in front of the Lafarge plant. They have on various occasions used the media to publicize the dangers that the community faces but to this day have not achieved much success.

Respondents in the CSO industry alluded their most successful work to advocacy for issues that affect the marginalized. An example of working with Lafarge was during the recent Cyclone Idai, a number of GCSOs advocated for assistance for the affected communities and Lafarge responded in various ways showing some level of effectiveness.

Achieving the transformational objective, i.e., turning individuals into an active and informed citizenry, does not just happen. It is the result of a long-term process of learning and education which takes place in the home, the classroom, and the organizations that citizens voluntarily form to advance collective interests, solve shared problems or, as Salamon (2015) notes, “to pursue public purposes.” It is in the exercise of civic rights and duties and community obligations, that people are transformed from private individuals to public citizens

This does not mean making civil society stronger than the state. Rather it means moving CSOs individually and civil society collectively along a continuum of capacity development through targeted interventions of training and technical assistance to a point of parity with the state and market. As discussed below, a civil society that is operating purely in an adversarial or oppositional role to the state and market indicates weakness in all three political realms and democracy itself; while a civil society that is viewed and conducts itself as a legitimate partner in governance matters at the local and national levels is likely to be associated with a strong and healthy democracy

4.5.3 Public Awareness/ Educational Programs

Interviews carried out also revealed that public awareness campaigns are also some strategies used by CSOs in fighting for the marginalized groups. These vary

based on whether the CSO's mandate is governance or humanitarian. Lafarge being a business in the extractive industry. Through public awareness campaigns like the Publish What You Pay Initiative and The United Nations Global Impact, civil society organizations are able to enlighten the public on issues that are going on in businesses and that have a direct effect and impact on their communities. It should however be pointed out that voluntarism is inherently limited and, because the decision-making power of and in relation to MNCs does not generally reside in host countries in the Global South, some international and home country regulation is indispensable.

In 1999, during the World Economic Forum, Kofi Annan announced the Global Compact, an agreement between the global business community and the UN to promote and honor human rights. (Bejou, 2016) UN initiatives like the **UN Global Compact**, independent Expert Panels, and the Norms on the Responsibilities of Transnational Corporations and other Business Enterprises with Regard to Human Rights are meant to enhance the knowledge of the marginalized in order to ensure that change in business practices is achieved.

The UN Global Compact was launched in 2002 as a voluntary standard of nine principles in the areas of human rights, labour, and the environment; a tenth principle regarding corruption was added in 2004. (Blowfield, 2005). As of June 2006, it had enlisted the support of 106 of the Global Fortune 500 companies and in total; there are over 2,500 companies in 90 countries participating in the initiative. The Global Compact is neither a binding set of regulations nor a code of conduct for companies, but operates as a 'dialogue forum' to promote the exchange of information and best practice amongst companies. In addition, it does not monitor compliance. The most significant UN initiative that has emerged to monitor compliance has been its use of independent Expert Panels to monitor compliance with sanctions and/or the role of illicit resource exploitation in conflict.

The 'Publish What You Pay' campaign (PWYP) was officially launched in June 2002. The main goal of this campaign, pursued by an international coalition of NGOs, is to promote transparency in the extractive industry sector and stamp out

bribery and corruption through the 'mandatory disclosure of taxes, fees royalties and other payments by oil, mining and gas companies to governments and other public agencies'. This would be linked to being registered on the stock market. The campaign is based on the belief that voluntary approaches do not work, and that a compulsory system would eradicate the 'free-rider' problem where those who are willing to publish are penalized from doing so the Extractive Industries Transparency Initiative (EITI) was launched by UK Prime Minister, Tony Blair, at the World Summit for Sustainable Development in Johannesburg in September 2002. The EITI brings together donors, governments implementing or endorsing EITI principles, companies, international organizations, NGOs and civil society.

While it follows the same logic as the PWYP campaign, crucially, EITI is a voluntary approach promoting the 'double parallel disclosures' of host governments and extractive companies. It should however be noted that the EITI has made some important advances. First, making oil, gas and mining revenues transparent is central in the fight against corruption. Second, extractive MNCs regularly publish their payments to governments in Europe, North America and Australasia. For the same standards of transparency to be extended to the developing world is thus good news. The problem is that there is a lack of clarity, consistency and verification over what it means to adhere to the guidelines. This is undermining the initiative. Cooper charges that while the EITI is often regarded as an attempt to promote ethical markets, it can be better understood as an attempt to head off calls for more rigorous formal regulation, i.e. the PWYP initiative. (Blowfield, 2005)

Despite this, there are some severe limitations to the system. Kimberley only covers diamonds traded by rebel groups and does not cover sales by governments involved in war or states that act as transit zones for other states' deliveries unless they are under sanction.

There are also problems around its implementation. Investigations by Global Witness to assess the effectiveness of government controls uncovered evidence of continued violations, and a lack of proactive monitoring by governments and industry MNCs based in the developed world get off rather lightly compared to developing countries. While developing countries can face sanctions that are

binding, codes regulating the behavior of MNCs in conflict-prone societies are voluntary and poorly regulated. It is hard not to conclude that current CSR initiatives are largely just another form of 'liddism', i.e. keeping the lid on insecurity without addressing the core reasons for that insecurity. The current emphasis on asymmetrical regulation, policing and border controls merely masks the problem and is part of a wider attempt to build a cordon sanitaire around the developing world while not addressing the core reasons for instability. (Turner, 2006)

4.6 The Impact of GCSO on Lafarge Cement Zimbabwe CSR Activities

Response from interviews and discussions show that CSOs have an impact on the activities of Lafarge activities but because of the nature of CSR as a social tool and its lack of regulation thereto the impact of CSOs is minimal. This can also be alluded to the fact in most instances and most states CSR is voluntary and there in no particular regulation that enforces CSR activities. The lack of regulation hence makes abuse by MNCs easier and acceptable as in most instances human rights abuse and exploitation of natural resources will go without any consequence that is to be suffered.

CSOs have advocated for policy and regulation with regards to how multinational corporations operate in various states. In Zimbabwe various bills have been put to parliament in a bid to enforce regulation especially in the extractive mining industry in which Lafarge operates in. The mining bill which governance CSOs have advocated for has not been tabled in parliament and this research has concluded that such behavior by a democratic state can be due to various reasons but the biggest being that CSOs are viewed by the government as agents of regime change who are not working in order to pursue the interests of the states in which they operate but are working towards achieving the interests of the states from which they originate.

It should be noted that according to the operations of most if not all GCSOs their main mandate is to fight for the rights of the marginalized without any favor towards any group that may be aligned politically. Interviews carried out showed that in Zimbabwe being apolitical as a GCSO is hard or can lead to them unable to fulfil their mandate due to the government raiding their funding or simply making the

operating environment difficult to operate in. This was alluded to the fact that in African states and the neo-colonialism that has come as a globalization farce, governments will ensure that standard operating procedures are not followed in order to ensure that they benefit financially. This leads to shortcuts being done. This can also be alluded to the fact that some of the politically powerful are beneficiaries of the activities of MNCs and so will turn a blind eye to some inconsistencies. Organizations like Transparency International have advocated for the companies and other entities bill that will see most companies being deregistered and re-registered and the government will have a say in the operations of the new entities that will be registered. According to an informant in CSO work this is meant to ensure that all entities that operate within Zimbabwe are to benefit the politically strong. One can come to the conclusion that this is state capture as independent organizations are now forced to have a side in order for them to operate in the state.

By virtue of a system being captured by the state one finds that then enforcing activities like CSR then becomes a non-event as in most instances the MNCs are also captured. In the Lafarge scenario the researcher unearthed that there is a community that resides right opposite the factory who face long term health effects due to the emissions that are produced by the Lafarge factory have no recourse from the entity as the local government that should protect them is silent on the issue. A confidential informant in Lafarge commented that the community were beneficiaries of their CSR activities including education and empowerment but there was no plan for their health. According to the 2018 Sustainability Report that Lafarge published health and safety was and is a major pillar of their CSR activities and is embedded in their vision and mission. Their goal is to ensure that they have healthy communities. It is the government's role to ensure that citizens are protected from such risky scenarios but in the case of the Mabvuku/ Manresa community the government has been silent as they benefit immensely from taxes and underhand dealings from Lafarge. Humanitarian CSOs like Care International have advocated that either the factory be relocated in order to preserve the health of the community or the residents be moved but years later of Lafarge operations

the state of affairs remains the same in that community and so making difficult to assess the impact of CSO influence on Lafarge CSR activities.

To CSOs, self-regulation is just a strategy to pre-empt and displace necessary public regulation; rather than encourage ineffective self-regulation, law should curtail corporate discretion. (Turner, 2006) According to critics, however, CSR initiatives have fallen well short of expectations. This is for a number of reasons, one of the most important being their largely voluntary nature, and the lack of monitoring and sanctions against those who contravene them. There has recently been no end of initiatives, which often overlap. This gives the impression that there is a huge array of ethical activity. Many of these initiatives, can be best understood as an attempt to undercut more strident demands to regulate business in the interests of society and the environment.

It should however be noted that although the impact of CSOs on CSR activities is not very visible, it is there as changes in policy and actions are seen overtime. Governance CSOs like Transparency International work in partnership with MNCs to root out corruption in their activities. Lafarge Cement Zimbabwe is a key player and partner for Transparency International.

These partnerships have seen the organization come up with initiatives like the TIPS OFF ANONYMOUS that allows stakeholders to call a number to report any corruption case regardless of whom may be carrying out the activity. Lafarge has also in previous years partnered with CARE International who are more of a humanitarian CSO in their bid to eradicate poverty and ensure that vulnerable communities are fed. From this standpoint one can say that CSOs have a positive impact on the CSR activities of Lafarge but the absence of continuation makes it difficult to see the results as there are not immediately achieved and also because of the voluntary nature of CSR activities. The most comprehensive study of the social impact of CSR as a whole concludes that corporate initiatives bring no clear and consistent benefit for the disadvantaged.

4.7 Effectiveness of GCSO Watchdog Role on MNC Operations.

The interviews and questionnaires and research documents that the researcher used show and say that to some extent the work of GCSOs on various mandates they push is effective to some extent. Care International do not involve themselves

in watchdog role but are more interested in the welfare of the vulnerable in the community and their main focus is to eradicate poverty. Amnesty International said that although they had not been successful in all of their campaigns they had managed to push for policies that have seen human rights being protected and ensuring respect of humanity. The Business and Human Rights Resource center said their main focus was being a watchdog of human rights and ethical business conduct by businesses. They said that their campaigns have been effective in calling out businesses that do not respect human rights. Recently on their website they made noise on how Lafarge in Syria had been supporting terrorists by providing cement and funds. There have been attempts to determine the right of stakeholders outside of formal contracts (e.g. the right to be listened to or consulted) and the obligations of companies(e.g to be accountable and disclose), but any such issues tend to be seen as part of making the business case rather than as having moral significance in their own right

4.8 Chapter Summary The focus of this chapter was on research findings largely influenced by field works experiences. Its main focus was on summarizing responses from key informants from Civil Society organizations and factor in responses from a confidential informant from Lafarge. The chapter concluded that there is a key relationship that exists among MNCs and CSOs but the absence of law to enforce their work makes it difficult to ensure that the beneficiaries of the work they do fully benefit. The issue of state capture is a key issue that was unearthed in this chapter and the extension of capitalism through globalism.

Chapter Five

Summary, Conclusion and Recommendations

5.0 Introduction

The chapter summarizes the research looking at the research objectives in relation to research findings. Challenges and opportunities encountered will also be highlighted. The chapter will also draw conclusions from various findings and further draw recommendations for policy makers and other stakeholders interested in the international business and the operations of global civil society organizations. The process of unearthing the watchdog role of civil society organizations and MNC CSR activities and their impact on the community were represented in the previous chapter and in this discussion the research will therefore extract major findings and conclude thereafter. The chapter also identifies possible areas for further studies.

5.1 Summary

Corporate social responsibility concerns the relationship between business and society. It is emerging as a new discipline that examines the nature of that relationship and how it can be managed. As well as informing business practice, it is influencing the debate about corporate and public governance, making the discipline not only important in its own right but also relevant for international relations and other disciplines wanting to understand the role of the private sector in the global political economy.

It would be observed from the foregoing that for there to be peace, social harmony and mutual sustainable development on the part of corporate organizations and their host communities, there is imperativeness for a relationship management framework that will facilitate these environmental indices. The communal sense of belonging however is entrenched when the host communities take the drivers' seat in the identification and the determination of specific key sectors and projects that warrant attention. In other words, the initiatives and discretion of the host

communities should be factored into the corporations" consideration as major partners in progress and not just the leech or parasite that should be placated with doles. This is because when members of a community have the capacity to influence and execute a developmental project that would enhance their welfare, and as such the resource constraints are averted; while social cohesion and individual empowerment are promoted. It is only in this regard that such CSR programs can achieve their desired goals and objectives.

The study was guided by the liberal institutionalism and stakeholder theories of international relations. The theories were merged to bring out the relationship that exists between civil society organizations, multi-national corporations and how the capitalist system is making its way into various parts of the world through the guise of globalization. The theories also sought to elaborate and explain how the international system works and how states implore strategies to pursue their interests in an ever competitive and conflicting world but use cooperation to pursue and achieve these interests. Liberal institutionalism theory sought to unveil the outcomes of playing in the international system in pursuit of state interests as well as the fight for power which is the major and favored outcomes for most states that operate in the international system. It also highlights the role of international institutions to present the interests in a largely cooperative system. On the other hand the stakeholder theory maintained that in order to ensure that businesses do not operate in isolation there is need to identify and acknowledge the vital role played by other entities other than businesses and profitability. It also highlights that in the international system in order to achieve interests there is need to acknowledge and play game with other players. The two theories which are generally viewed as virtually antagonistic but the research brought out the collaborative dimension of the two paradigms.

The qualitative research paradigm was adopted by the researcher whilst in depth interviews with key informants from Lafarge, Mabvuku council and global civil society organizations were conducted. The interviewees were selected mainly because of the quality of information the research intended to extract to address the key elements that are essential to the activities around and pertaining to CSR activities and the operations of multi-national enterprises. In addition annual reports, corporate sustainability reports and document analysis were used in order

to analyze and get information relating to CSR activities carried out by Lafarge and the role of civil society organizations and various experiences of the council in working with Lafarge in various needy areas. As part of their corporate policy Lafarge does not allow for research and so when approached for assistance there was negative feedback and this meant that critical information that would have been key in the research was not easily accessible thus the researcher faced notable challenges in acquiring vital information.

5.2 Conclusions

The conclusion deduced from this research is that CSOs do play a pivotal role in advocating for the rights and concerns of the marginalized. In most African governments except South Africa, CSOs are independent of any government department and this is to ensure that there is transparency in ensuring that they achieve their mandates. The research concluded that in the case of Lafarge Zimbabwe, there is some kind of state capture as one finds that CSOs will claim independence but in actual fact there not apolitical, this is done to avoid the victimization that is associated with the Zimbabwean government. This is as alluded to by Peters (2011) in that relations with CSOs are affected by the authoritative state of the political system. The impact of state-centrism entails that the mandates of civil society are not fulfilled as in most instances there are trying to manage political relations.

The fact that MNCs are allowed to operate and can pay politicians to continue their business can be alluded to the extension of capitalism and globalization in the international system as one finds that CSOs are in the global North. They sell their mandates as to fight for the marginalized but at the end of the day there are pushing for the interests of their sending states and not really focused on the interests of the host states. According Friedman and the stakeholder theory CSR is simply an extension of profitmaking for organizations as in order to fully benefit from the societies they operate in and to have a good image there is need for a social contract. Mathende (2017) is of the view that society legitimizes business and vice versa and so the natural existence of a social contract. In view of this the

there is need for watchdogs like CSRs to ensure that the social contract is respected.

The nature of CSR is voluntary and there is no legal basis to it and so one finds that it is difficult to completely enforce. MNCs like Lafarge decide what they want to and how they want to do it in terms of CSR. The four pillars of CSR as alluded to in Chapter 4 are what they feel contributes to their corporate citizenship but to what extent is up to them. The fact that Care International has partnered with Lafarge and UNFPA in order to eradicate poverty shows that CSOs have some kind of influence. Koppenjan, and Verweij 2016 assert that the strategies of protest for example work best when the communities involved take an active role. Conclusion from the research has shown that CSO and MNC partnership work best when the MNC benefits either in image or brand equity but the strategic decisions relating to MNCs are not pursued by community problems but largely by the return on investment for the MNC, an aspect Abels and Martelli (2012) clearly articulate and show the correlation of CSR to profits.

The research concluded that there are not many strategies that CSOs make use of in fulfilling their mandate. The few strategies that CSOs make use do achieve results to some extent but in most instance the results take longer and are usually achieved in most instances after the problem has ballooned or in some instances does not exist. A typical example is that of Lafarge where there is a community that resides right in front of the factory. How that happened is tracked back to when the environmental impact assessment was done and how the City Fathers ended up with a residential area right in front of a cement plant. It is obvious that it is a health outbreak that is looming. Advocacy is the major strategy that is used by CSOs and has over the years produced results like the Publish What You Pay Initiative, though it lacks the muscle of regulation, it is forcing organizations to be transparent so that stakeholders can assess if there are doing enough for their communities but some MNCs have not signed to it. This only shows that it will take time for CSR to be an activity that companies are held accountable for. As Bejou (2016) alludes the fact that GCSOs do not have power the lack of power makes them toothless bulldog.

Multi-national corporations have a vital role to play in the global south countries as there are one the major investors in these countries. Their role cannot be ignored but it should be noted that there are extending capitalism to these countries as after all is said and done these organizations need to be profitable and their major reason of investing in developing countries is to maximize on profits. CSOs on the other hand have a mandate of generally fighting for the marginalized but the lack of regulation to protect and enforce their work only makes them toothless watchdogs. One can simply say that it is the progression of capitalism in globalization boots.

5.3 Recommendations

In view of the above finding the following recommendations were made:

- ✓ GCSOs need to be apolitical in all the work they do.
- ✓ Global Civil Society organizations should use strategies that get the buy in of governments that they operate in. There is need to ensure that there are not viewed as agents of regime change.
- ✓ There is need for GCSOs to lobby for regulation that gives them power to force stakeholders to be responsible. Being watchdog is not enough.
- ✓ States should have a law that regulates CSR activities and punishes offenders who do not give back to communities they operate in. This law can be overseen by GCSOs so that there is accountability.

5.4 Areas For Future Researches

Future researches can be conducted on how state capture in mostly African governments can be overcome in order to promote transparency in the international business sector. There is too much dependency on the global North countries from the global South countries. Taking into consideration the fact that most developed countries have no natural resources but developing countries have an array of natural resources but no means to develop and value add on these resources, the interactions of countries should be more interdependent and

not dependent in the global system. Research on the development and interdependence of these countries would be interesting.

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Appendix A: Questionnaire Sent to Multi-National Corporations

Background Information

This survey is part of an academic research to find out on the role that civil society organizations play in ensuring that multinational corporations align with international best practices and building up the communities that they operate in. It is to establish whether the aim of these global organizations goes beyond profits and can be philanthropic as well. The information provided will remain confidential and used only for purposes of academic research.

Which of the following best describes your position in the company?

1. Owner
2. CEO
3. President
4. CFO
5. Principal
6. Partner
7. Senior Management+

What is the highest level of education you have completed?

1. High school or equivalent
2. Vocational/technical school (2 year)
3. Bachelor's degree
4. Master's degree
5. Doctoral degree

Number of employees in your firm?

1. 1-5
2. 5-10

3. 10-50
4. 50-100
5. 100-250
6. More than 250.

Which best describes the type of industry of your company?

1. Retail
2. Services
3. Manufacturing
4. Wholesale
5. Agriculture based

What is the age of your firm?

1. 5 years or less
2. 5-10 years
3. 10-15
4. 15-20
5. 20 years or more

What type of business structure is your company registered as?

1. Sole Proprietorship
- 2.

Cooperative society

3. Private Ltd. Co.

4. Public Ltd. Co.

5. Partnership firm

Does your company undertake CSR activities in areas such as education, culture, sports, housing, health, poverty, etc.?

1. Yes

2. No

1. Please provide a brief background of your organization, where it operates including the key pillars that govern operations and policies.

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2. What are your values as an organization in respect to fair business practices?

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3. What governance policies has the organization adopted to ensure protection of employees and the community?

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4. What is the organization's total spend on community improvement activities?

- a) USD\$ 50000
- b) USD\$ 100000
- c) Above USD \$1000000

5. Which of the SDGs best describe the activities that the organization engages in?

- Zero Hunger Good Health & Well Being Quality Education
- Gender Equality Clean Water& Sanitation Affordable& Clean
- Energy
- Decent Work& Economic Growth Industry Innovation& Infrastructure
- Reduced Inequality Sustainable Cities & Communities Climate Action
- Responsible Consumption & Production

6. Since inception of the organization what activities has the organization embarked on to promote ethical business practices? And have they been fully implemented? If No please give reasons (Please give 3-5 of the big impact activities)

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7. Do you work with global civil society organizations to promote CSR activities?

Yes No Sometimes

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8. Does the company supports non-governmental organizations working in problematic areas?

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9. Which non- governmental organizations does the company work with and in which activities?

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10. Does the Company respect ethics and implements the ethical standards and follow the laws while execution of its business operations.

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11. Rank these business considerations in order of importance (1 being most important, 4 being least important).

- 1) Legal responsibility
- 2) Economic responsibility
- 3) Ethical responsibility
- 4) Philanthropic responsibility

APPENDIX B: Questionnaire for Global Civil Society organizations

The following questionnaire aims at identifying potential impediments to an effective and positive contribution of civil society to promote integrity and fight against unfair business practices as well as to find out if CSR activities are benefitting host states. An effective participation of the civil society in the fight against unethical issues depends on three key factors

(i) the existence of a legal framework that enables Civil Society organizations' (CSOs) participation without political and legal restrictions (ii) the willingness of the state to engage constructively with the civil society and (iii) the effective engagement of CSOs in the fight against unfair business practices.

a) Name of the Association/CSO

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b) Role of Person Completing the Survey in the Association

- ✓ Director/Founder
- ✓ Member Board
- ✓ Staff Member
- ✓ Volunteer
- ✓ other

c) Mission of organization (Please tick all that apply).

- ✓ To support the general development of people in various communities ○
- ✓ To support the general development of youth
- ✓ Support religious activities
- ✓ Support cultural and artistic activities
- ✓ Support environmental activities
- ✓ Deliver basic services to people in need

- ✓ Educate and promote awareness of political and social issues (including human rights)
- ✓ Other

d) Year the organization was established

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e) Activities of the Association

- ✓ Delivery Basic Service
 - ✓ Policy lobby/advocacy
 - ✓ Research
 - ✓ Networking & Building Coalition activities
 - ✓ Watchdog/monitoring
 - ✓ Economic development
 - ✓ Political awareness, rights, and/or civic engagement
 - ✓ Environmental activities
 - ✓ Empowerment of marginalized groups (women, youth, minorities, etc.)
 - ✓ Cultural and/or arts activities
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1. Is there an enabling environment for an effective role for GCSOs?

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2. Are there legal provisions that aim at respecting and protecting the freedom of citizens and GCSOs to seek, receive and publish information regarding CSR activities by Multinational Corporations?

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3. Are GCSOs independent? If so, how is this independence sustainably ensured? And do GCSOs have sufficient capacity to play an effective role in the fight against human rights abuses as well as MNCS giving back to the community?

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4. Please provide a reference to any legal provision that supports/guarantees the independence of GCSOs from the state and elements/programs that aim at building their capacity in the fight against unfair business practices.

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5. Is the state developing a constructive cooperation with GCSOs? What strategies are GCSOs using to ensure MNCs carry out effective CSR activities that do not prejudice local communities?

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6. Are citizens and GCSOs **informed** about the government's role in promoting ethical conduct by MNCs, their role, agenda and actions? Is that information easily accessible, notably on the internet?

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7. Are citizens and GCSOs consulted during the policy – making process? This is with reference to CSR activities that benefit the community that an MNC is operating. Please provide a reference for public consultations with GCSOs (if any).

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1. Are GCSOs raising awareness against unethical business practice? Are they monitoring the actions and decisions of MNCs in potential risk areas? Are they also exposing cases and criticizing uncompliant institutions? Please share an example of this.

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2. Are GCSOs actively promoting civil society's participation and building coalitions with key stakeholders in order to influence the public policy debate in relation to CSR activities? Are they lobbying and proposing alternatives for new institutional devices and solutions to prevent or penalize unethical business conduct? Please provide an example of this.

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3. Are GCSOs responsible role models of the changes they wish to implement (transparency, reporting and accountability)?

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4. Do you have any additional comments about making MNC CSR programs more effective and beneficial to host states?

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5. Do you have any additional comments about the role diverse civil society organizations can play in implementing watchdog initiatives?

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6. Would you say the Manresa/Mabvuku communities have benefitted from the activities of Lafarge Holcim in that area? If so ...Why

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Has your organization worked with Lafarge on any CSR activity and did you see it through to completion?

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APPENDIX C: QUESTIONNAIRE FOR STAKEHOLDERS

The purpose of this survey is to understand employee and employer motivations regarding governance on the local, regional and international levels.

Governance refers to an organization's self-implemented policy that ensures a business's active compliance with the spirit of the law, ethical standards, and international norms. The objective of governance policy is to encourage a positive impact through the organization's activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere and to ensure fair and ethical business practice.

For the purposes of this survey, 'local' refers to the city, town or village in which you conduct business. Likewise, 'region' refers to your province, even country.

Please answer to the best of your ability.

Please note that any specific information that may link this survey to you or your employer will remain confidential.

1. How old are you?

- 18 – 25
- 26 – 35
- 36 -- 45
- 46 – 55
- 56 – 65
- over 66

2. What is your gender?

- Female
- Male

3. What is your civil status? Single
- Married
- Divorced
4. Do you have children?
- Yes
- No
5. What is your level of education?
- Technical training
- Bachelor or equivalent
- Masters or equivalent
- PhD
6. At what level are you employed? (If you are not currently working, please respond based on your most recent position.) Intern
- Employee
- Manager
- Upper-level management
- CEO/owner
- Retired
- Independent

- I do not currently work and have not worked within the past 24 months

Who is your employer?

The questions in the following section concern governance and ethics of businesses.

How familiar are you with the concept of governance and business ethics.

- I have never heard of it before taking this survey.
- I've heard of the concept, but don't really know what it is.
- I know what it is and could explain its importance to someone else.
- I am interested in governance and actively participate in my company's governance activities.

Which statement best describes you?

- I participate actively in social and/or political activities in my local community.
- I do not feel especially integrated into my community, but I would like to if given the opportunity.
- I have no interest in getting involved in my community.

How much of your time would you be willing to spend on community service in a given year if sponsored by your employer? (I.e. your employer does not remove vacation days or other benefits.)

- I would not like to volunteer if sponsored by my employer
- ½ a day
- 1 – 2 days
- More than 2 days

How would you describe Corporate Social Responsibility in today's global economic climate?

- It is a tool for the company that has no impact on the global community.
- It is a marketing tool for the company that may have a positive impact on the world.
- other (please specify)

How would you describe the relevance of business ethics and governance in the economy?

How would you rate the importance of Corporate Social Responsibility (CSR) in the sustainability of your company?

- 1 – None or very little importance
- 2 – Some importance
- 3 – Important
- 4 – Necessary

What types of CSR activities is your company involved in to your knowledge?
Please choose all that apply.

- other (please specify)

Who does your company communicate its CSR efforts locally, regionally and internationally? Please choose all that apply. Community leaders

- Government representatives
- Non-Governmental organizations
- Employees
-

other (please specify)

Do you work with civil society organizations? Please give names.

- Yes
- No
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What projects has Lafarge contributed to the Mabvuku-Manresa areas?

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Have the projects been seen to completion?

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Do you think Lafarge Cement Zimbabwe can do more to contribute to the community?

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Please make any comments with regards to CSR activities by Lafarge

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