

**Contribution of the Matekane Group of Companies' Corporate Social
Responsibility to Community Development at Mantšonyane, Lesotho**

By

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Declaration

I declare that this dissertation hereby submitted to the National University of Lesotho, for the degree of Master of Arts in Development Studies has not been previously submitted for publication or academic credit to any institution. I affirm that the work of other people contained herein has been duly acknowledged.

Supervisor:

Supervisee.....

Date:

Date:

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Abbreviations and Acronyms

CD	Community Development
CEO	Chief Executive Officer
COSC	Cambridge Overseas School Certificate
COVID-19	Corona Virus disease 2019
CSR	Corporate Social Responsibility
FCDI	Federation for Community Development Learning
GRI	Global Reporting Initiative
HFC	Highlands Farmers' Cooperative
IAP2	International Association for Public Participation
ISO	International Organization for Standardization
LGSCE	Lesotho General Certificate of Secondary Education
MGC	Matekane Group of Companies
MNC	Multi-national Companies
NGO	Non-governmental Organization

Abstract

The corporate sector has been hailed for its contribution to community development in conjunction with other sectors like the government and non-governmental organisation but much has not been investigated about the role of the business sector in community development in the developing world. This study explored the role of corporate social responsibility (CSR) in community development through the lens of the stakeholder theory using the Matekane Group Companies' vegetable project in Mantšonyane, Ha Leronti. The study aimed to provide insight into why local companies engaged in CSR, the benefits brought to the community by CSR projects, and the importance of effectively engaging the local community for the success of CSR projects. The data collected from primary sources in Mantšonyane was analysed using a qualitative thematic approach. The findings show that MGC implemented CSR projects in order to break the trend of unsustainable projects implemented in Lesotho. Furthermore, MGC wished to shift the farming status quo in Mantšonyane from subsistence to commercial farming. The study concluded that the CSR project was contributing to community development by creating jobs and generating income, thereby improving people's lives. Further concluding that CSR projects that are implemented for community development and effectively engaged the community were more likely to succeed and empower the community.

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Chapter One: Introduction to the Study

1.1 Introduction and background

The concept of Corporate Social Responsibility (CSR) has long been of research concern among many scholars. However, modern CSR was noticed primarily in western countries, most notably the United States of America in the 1950s. Businesses have always been concerned about helping communities and individuals. According to Dey, Petridis, Malesios and Nixon (2018), CSR was viewed solely as a marketing technique intended to obtain legitimacy or boost the companies' image in the early days. Similarly, as late as the 1960s, scholars like Friedman (1970) saw the sole purpose of a company as being about making business, thus regarding CSR as a waste of investors' money.

Today, however, CSR is deemed a critical strategic component in businesses for ensuring long-term viability (Dey et al., 2018). Rodriguez-Gomez et al. (2020) argued that CSR was first used by companies worldwide to meet regulatory requirements. As time went by, CSR evolved, with companies beginning to use it as a voluntary social activity and a tool for profit maximisation. The authors pointed out that at a later stage, companies began to acknowledge and embrace other stakeholders and include CSR in their business activities thus reacting to stakeholder demands (European Commission, 2001).

The role of CSR in companies all over the world has exponentially increased, representing not only a commercial opportunity but also reflecting the expectations of stakeholders. Its role thus marked a strong link between business success, competitiveness and sustainability (Closon, Leys, & Hellemans, 2015). In addition, Kim, Yin and Lee (2020) attested that CSR has moved from being an isolated concept to a generally accepted and demanded business practice. On

this basis, it has become a critical component of strategic business management, alongside other aspects of a company.

Many scholars have described why companies engaged in CSR. Latapí Agudelo, Johannsdottir, and Davidsdottir (2020) stated that CSR is viewed as a way for businesses to respond to a variety of social demands, commitments to and responsibilities for their activities' impact on communities. Therefore, CSR is a concept that is generally practised in both developed and developing countries. However, in most developing countries, little is known about why local companies engage in CSR. A number of studies were conducted in developing countries such as Ghana, Nigeria, Angola and Lesotho, with a focus mainly on multinational companies (Angela, Anthony, Francis & Damilola, 2021; Arne & Ivar, 2010; Awuah, Amoako, Yeboah, Marfo, & Ansu-Mensah, 2021; Hlojeng, 2020; Okyere, 2019). Awuah et al. (2021) find out that a particular multinational company in Ghana implemented CSR projects in its host communities for accountability, gaining legitimacy and saving costs, to mention a few. While Hlojeng (2020) provided reasons why the Letšeng Diamond Mining in Lesotho has a CSR programme, the author gave no justification for the company's sponsorship for some of the community projects in Mokhotlong. Besides, Letšeng Diamonds is a multinational company that may have different reasons from local companies for approaching and implementing CSR.

The question of engaging other stakeholders besides the internal ones has become prominent in the literature on CSR. As Awuah et al. (2021) pointed out, it is critical for companies to involve stakeholders in CSR projects, especially communities within which they operate. Stakeholder engagement is thus regarded as central to CSR, because it does not only enable companies to understand stakeholders' viewpoints, but it also offers new perspectives on a product, thereby helping companies to achieve a competitive edge. The study conducted in Ghana discovered that the Newmont Ahafo Mines engaged different stakeholders in their CSR

project (Awuah et al., 2021). Even more importantly, the community enabled the mine to incorporate varied perspectives on the mine's outreach, helping the mining management to incorporate a variety of opinions. Furthermore, Awuah et al. (2021) emphasised that paying attention to stakeholder engagement involves more than just getting the wording correct. Although stakeholder engagement has been given more attention recently, literature on stakeholder engagement by local companies in developing countries, including Lesotho has not been adequately explored. Whereas Hlojeng's (2020) study offered the benefits of the CSR initiatives as implemented by Letšeng Diamond Mining in Lesotho, Mokhotlong district, the study overlooked ways in which stakeholders were engaged.

CSR is believed to have a positive impact on community development, especially when companies engage stakeholders in their own projects. Hence scholars have focused their attention on the relationship between CSR and community development trying to conceptualise the concepts and understand the synergies. Community development is defined as asset-building that improves the quality of life among residents of low-to-moderate-income communities (Ferguson & Dickens, 1999). Angela et al. (2020) added that community development is focused on generating wealth in communities and not giving gifts. It is imperative to highlight that implementing CSR projects in communities and involving stakeholders should not only be for the benefit of companies but should also benefit the community as one of the stakeholders. Hlojeng (2020) agreed that CSR projects bring about positive changes such as increased employment, improved livelihoods and improved access to products and services in host communities.

Local companies in Lesotho such as the Water and Sewerage Company (WASCO) have been engaging in CSR for years now. According to the Water and Sewerage Company's corporate social responsibility policy, the company evaluates proposals from local groups and individuals

for long-term initiatives that primarily aim at improving the country's social and economic sectors (WASCO, 2017). As a result, the company has been rewarding top performers in tertiary institutions such as the Lerotholi Polytechnic through its CSR programme. The company has also demonstrated environmental stewardship by planting trees in Ha Ratjomose, Maseru. Regardless of the local companies' engagement in CSR, literature on their implementation of CSR; engaging stakeholders and the contribution of their projects to community development is still limited. As such, this lack would necessitate a systematic study of the phenomenon.

1.2 Problem statement

Several local companies implement CSR in Lesotho. These include the Lesotho Electricity Company, the Central Bank of Lesotho and the Lephema Executive Transport, to mention just a few. The aforementioned companies have, for years, invested in helping individuals, societies and communities by donating to the needy, orphans and the elderly, sponsoring and giving awards to high-performing students and improving infrastructure in communities as a way of being socially responsible. However, little is known about why these local companies implement CSR; how they engage stakeholders and how stakeholders benefit from the CSR projects and/or how the projects contribute to community development.

Moreover, information on local companies' CSR in Lesotho is available mainly on social media, newspapers and companies' websites. For some, the information has been known largely through word of mouth. Few studies that investigated CSR and companies in Lesotho focused on multinational companies. With such limited research on the phenomenon, there is a need for academic studies focused on CSR in Lesotho, so as to shed light on how local companies engage in CSR, particularly by engaging the community.

The Matekane Group of Companies (MGC), a local company in Lesotho, is no exception in implementing CSR. Like any other company, the MGC's information on CSR has to date been only available on social media and on their website.

1.3 Purpose of the study

The aim of this study was to investigate the contribution of the Matekane Group of Companies' CSR to community development in Mantšonyane, Ha Leronti. Premised on the lens of stakeholder theory, the study investigated, in particular, the reasons for CSR, how stakeholders were engaged and whether the project could actually lead to community development. Among the many CSR project, the study used the case study of Highlands Farmer Corporative (HFC), a cash crop project situated at Ha Leronti.

Research questions

- A. How are MGC's reasons for implementing CSR projects related to community development?
- B. How does community engagement in the HFC project enhance community development?
- C. What are the community's perceptions about the project's contribution to community development?

1.5 Study objectives

- A. To assess whether MGC's reasons for implementing the HFC Project are for community development as community development is explained in the literature.
- B. To assess community participation in the HFC project.
- C. To investigate the community perceptions concerning the HFC project's contribution to community development.

1.6 Significance of the study

This study may be of paramount importance in improving the dearth of literature on CSR as little has been written and known about why local companies engage in CSR in the context of Lesotho. The focus is on local companies because they have been engaging in CSR for the longest time, yet there is not much literature on the motives for implementing CSR.

This study may help companies to know when, how and why it is imperative to consider stakeholders in CSR activities. Community engagement would likely allow companies to cater for the community's needs, by mostly allowing the community to be fully responsible for and actively engaged in decision-making processes.

In addition, this study may most probably provide insights into how CSR benefits stakeholders, local companies and host communities. This would show CSR's role in improving the well-being of societies and the country's development at large. Therefore, policymakers may consider making CSR mandatory. Finally, this study aimed to find out whether the MGC's CSR activities develop the community as reviewed in the literature on community development. As such, the company, community members and policy-makers would realise whether and the extent to which the CSR activities could be sustainable and worth implementing to cater for the community needs in the long run.

1.7 Scope of the study

Though MGC was implementing many projects in the area of Mantšonyane and other places, this study focused on the contribution of the MGC's HFC project at Mantšonyane, Ha Leronti.

1.8 The Organisation of the study

This study is divided into five chapters. Chapter one presents the background of the study, problem statement, purpose of the study, objectives and research questions, significance and the scope of the study. The chapter ends with a summary of the study and the organisation of the study. Chapter two reviews theoretical and empirical literature. Since the study is premised on the stakeholder theory, it presents a brief discussion of this theory. The chapter further focus on community development and the concept of CSR as practised by companies to enhance community development. Chapter three presents the research methodology, including the research approach, research design, population, sample and sampling technique, data collection and data analysis methods adopted for this study. The rigour of the study, ethical considerations and limitations of the study are also presented in this chapter. Chapter four presents and discusses the findings of the study. Chapter five presents a summary, conclusion and recommendations of the study.

Chapter Two: Literature Review

2.1 Introduction

This chapter reviews the literature on CSR and community development and the theoretical framework underlying this study. Since CSR's success to promote community development depends mainly on effective community participation, the first subsection discusses the stakeholder theory which underpins this study. This subsection illustrates how the community, as one of the stakeholders, could actively engage in CSR projects, discussing stages in community engagement as the basis for effective community engagement that leads to empowerment. The second subsection examines various definitions, arguments and justifications for the concept of community development. The last subsection explores the concept of CSR, tracing its history, as one of the tools used to achieve community development. The section also unpacks the reasons for the implementation of CSR for the development of both companies and communities. The criticisms levelled against the concept of CSR are also considered in this subsection. It is hoped that this holistic approach to this literature review will form a basis for the presentation and discussion of the findings in chapter four.

2.2 Theoretical framework

Different theories of CSR explain particular behavioural patterns of companies in the corporate world (Nikolova & Arsić, 2017). Noted are the shareholder theory and stakeholder theory. On the one hand, the shareholder theory sees a company's primary social obligation as generating profits for its shareholders while maintaining economic stability (Friedman, 1970). Therefore, corporations should develop strategies that prioritise shareholders' interests while also creating economic values for maximising wealth (Mohammed, 2020). In fact, some pioneering proponents of this theory argued that it was a waste for managers and CEOs to use shareholders' money for philanthropic activities (Freeman et al., 2010; Friedman, 1970). As a

result, this theory overlooks the communities as stakeholders, their engagement in and benefit from the businesses located in their vicinity.

On the other hand, the stakeholder theory, which was adopted for this study, suggests that businesses should be socially accountable and add value to all of their stakeholders (Freeman & Dmytriiev, 2017). The term stakeholders encompass the people who are directly and indirectly affected by the activities and decisions of the business (O'Riordan & Fairbrass, 2013). Such stakeholders, for Freeman and Dmytriiev (2017), include customers, employees, financiers, suppliers, regulators, the environment and the general public. From the World Bank's (2003) perspective, there are two types of key stakeholders: internal and external. Internal stakeholders include shareholders and employees who form the core of the organisation, while external stakeholders include the local community and society at large (World Bank, 2003).

Unlike shareholder theory which states that companies' responsibility is to make money for their shareholders, the stakeholder theory focuses more on the community as stakeholders. For the theory, companies should work on building relationships and valuing external stakeholders (Freeman & Dmytriiev, 2017). Additionally, the theory suggests that the company's goal is not merely to create an economic profit for shareholders, but to meet society's demands, and expand its scope to cover social and communal issues. According to Freeman et al. (2020), the stakeholder theory highlights the reality of engaging a company in socially responsible behaviour. This theory views a firm as a web of interconnected interests composed of interdependent actions by the company and community.

Some scholars view stakeholder engagement as a broad term in CSR (Andriof & Waddock, 2002; Greenwood & Lim, 2017). Greenwood and Lim (2017) defined stakeholder engagement as practices the organisation undertakes to involve stakeholders positively in organisational

activities. For Andriof and Waddock (2002), stakeholder engagement is the process of soliciting stakeholder opinions about their connection with an organisation in a way that could elicit them.

In addition, Andriof and Waddock (2002) see stakeholder engagement as going far beyond simple information dissemination. As Ihugba (2012) pointed out, stakeholder engagement is a relationship management technique that aims at improving understanding and alignment between an organisation and its stakeholders. Central to stakeholder engagement are such parties as the company and its stakeholders. On this basis, both parties have something to contribute and something to gain from the relationship.

In the study conducted in Ghana, a multinational mining company involved the community in its CSR efforts thus making them better understand their needs (Awuah et al., 2012). Interacting with the community not only helped the company to comprehend the community's views but also alerted the company to new perspectives necessary for attaining its competitive advantage (Awuah et al., 2012). Awuah et al. (2021) emphasised stakeholders' engagement in decision-making as allowing companies to improve on previous decisions and reflecting on issues essential to the community.

Andriof and Waddock (2002) opined that stakeholder engagement in CSR is one of the best ways for a company's strategy. The authors emphasised that maintaining effective stakeholder engagement in CSR activities is likely to work in favour of companies. The authors stressed stakeholder engagement as marking an agreement, mutual respect, dialogue and collaboration, coupled with less conflict between companies and their stakeholders.

According to the United Nations (1963), it is crucial for communities to participate in activities designed for improving their lives. For Ismail (2009), community members' involvement in CSR projects and problem identification, analysis and implementation are the best potential

solution that makes such CSR projects successful, thereby promoting community development. The United Nations (1963) emphasised that community participation is crucial for encouraging self-help and mutual help. Taking the point further, Arnstein (1969) viewed true stakeholder engagement as beginning with citizen power and has many advantages. As such, long-term participation is considered to have cost-effective and efficient development goals.

Arnstein (1969) and the International Association of Public Participation (2009) presented different but linked stages of citizen participation, ranging from the lowest to the highest stage. On the one hand, Arnstein (1969) presented eight stages, categorising them into first, non-participation; manipulation and therapy; second, tokenism; informing, consultation and placation; and lastly citizen control; partnership, delegation and citizen control. On the other hand, the International Association of Public Participation (2009) presented five stages. These are one-way communication, informing, second, two-way communication; consulting and involving; and last, deliberate communication, which comprises collaboration and empowerment.

Similarly, for Awuah et al. (2012) and the United Nations (1963), Friedman's stakeholder theory suggests that stakeholders should be involved in projects that affect them. The stakeholder theory also supports the idea that businesses should contribute to the improvement of the lives of their stakeholders. This theory was used as a guide for this study, in which case, research questions were formulated accordingly for investigating how MGC engaged the community as the main stakeholders in the HCF Project. On this basis, the researcher developed research questions that set out to investigate the benefits of the HFC project for developing the Ha Leronti community (Evans, Haden, Clayton & Novicevic, 2013).

Further noted is that the stakeholder theory has been used in many studies (Ismail, Alias, & Rasdi, 2015; Hlojeng, 2020; Mahmud, Ding, Kiani & Hasan, 2020; Mashabela, 2021). For

instance, Hlojeng (2020) used the theory as the premise for the study, examining how the Letšeng Diamonds Mine diary project involved and benefited such stakeholders as farmers in Mokhotlong. In addition, Mahmud et al. (2020) adopted the stakeholder theory to examine the effectiveness of corporate social responsibility programs (CSRPs) in developing community perceptions of societal progress in Bangladesh. The authors established that CSRPs positively influence community perceptions of societal progress.

2.3 Community development

The concept of community development, which has attracted the attention of research, is the basis for understanding community development. Ismail (2009) defined a community as a group of individuals who live close to one another and often engage in social interaction. Communities have a shared goal and are dependent on one another to achieve certain needs. De Beer and Swanepoel (2000) argued that these groups of people have always been there to collaborate and engage in initiatives, intended for improving their lives. As a result, community development (CD) has long been practised in societies even though it was not documented. In this view, the nature of community development activities might have improved from hunting to engaging in industrial and agricultural activities. However, De Beer and Swanepoel (2000) maintain that the spirit of collaboration and participation has not changed in community development activities.

According to De Beer and Swanepoel (2000), community development was influenced by different factors during different periods in the Third World. For Holdcroft (1976), one of the influencing factors was the experience obtained in Britain and the United States of America. These included community improvement and social welfare programmes aimed at improving the lives of rural people and reducing poverty. In Africa, community development grew into

popularity after World War II (Holdcroft, 1976). Such popularity followed the British Colonial Office's preparation to decolonise its colonies. The British Colonial Office thus initiated community development principles in its colonies for enhancing socio-economic development. However, Holdcroft (1976) argued that the programmes for community development in those countries collapsed since they depended on aid from the United States of America and the United Nations Organisation.

Since the evolution of community development, the concept has attracted research interest from practitioners and academics and has been defined differently (Ismail, 2009; Motherway, 2006; Rhonda & Pittman, 2009; United Nations, 1963). Ismail (2009) and the United Nations (1963) define community development as a form of action in which the community, together with the government, organisations and businesses combine their efforts to change the economic, social and cultural issues of the community. Such a collective process can make the community contribute to national development and empowerment with skills needed for changes in their own communities.

Echoing the views of other scholars, Banjoko (2005) viewed community development as comprising practices dedicated to increasing the strength and effectiveness of community life and improving conditions. In this view, people in disadvantaged situations should participate in public decision-making so as to achieve greater long-term control over their circumstances. Mahmud et al. (2020) stated that community development is central to any country's development, with research evidencing that community development helps societies to strengthen themselves so as to enhance their lives. It tackles concerns raised by the community for the purpose of building on the existing abilities and strengths of such a community.

Furthermore, the Federation for Community Development Learning (2009) defined community development as activities implemented to bring about change in communities through social justice, equality and inclusion. It includes community empowerment, working and learning

together as individuals to identify their needs and enhance the quality of their own lives for the community as a whole. The United Nations (1963) added seeing community development as having to target the needs of the society such as agriculture and public health. In this view, community development aims at reducing poverty, addressing societal issues, advancing democracy, supporting strong families, and achieving modernisation and socio-economic growth (Campfens, 1997). Shava and Thakhathi (2016) agreed that community development not only involves solving social, political and economic issues in the community but also focuses on democratic and participatory objectives such as communal transformation, inclusiveness and equality. Concurring, Mendes (2008) viewed community development as involving solving societal needs and implementing community structures aimed at addressing those societal needs and empowering different people at different levels.

Several studies lend support to the view that CD can be achieved through civil society and outside interventions such as government, non-governmental organisations and corporate sectors of different sizes and kinds, with the aim of empowering individuals and groups of people by imparting to them the necessary skills for necessary change in their respective communities (De Beer & Swanepoel, 2000; Ismail, 2009; Motherway, 2006; Musi, 2019). De Beer and Swanepoel (2000) and Motherway (2006) observed the local people as the main actors in activities meant to develop their community. According to the authors, the community can work together to initiate projects that address their needs. In addition, as the ones who know and understand their own needs, the community have the upper hand in deciding on developments to be implemented in their community.

According to Aguilera et al. (2007) and Moon and Vogel (2008), the government plays a crucial role in enhancing community development. Further, Aguilera et al. (2007) noted the government for driving community development and motivating companies to become socially responsible through enforcement, endorsement, guidance and partnering. Enforcement refers

to enacting laws, which support the adoption of CSR practices by companies and enforcing those laws. Endorsement denotes cases where governments declare their incapacity in dealing with social issues and attempting to increase businesses' awareness of CSR by using various initiatives such as launching websites and publishing informative leaflets.

In addition, governments can guide and support various self-regulatory tools such as management standards as a means of facilitating CSR implementation by firms. Finally, partnering bears governments' attempts at promoting and applying the concept by formulating partnerships with businesses. As the European Union (2007) stressed, companies fulfil their responsibilities to the community through CSR by assisting in the resolution of the socio-economic problems of such communities. The next section discusses the concept of CSR as one of the tools used by companies to enhance community development.

2.4 The concept of corporate social responsibility

2.4.1 History of corporate social responsibility

Corporate social responsibility can be traced back to the 1800s (Carroll, 2008). Iatridis (2011) stated that in this period, businesses which implemented CSR were criticised since CSR was not widely accepted, especially by shareholders. Carroll (2016) stated that in the 1800s, some scholars and commentators regarded CSR as wrongfully using shareholders' funds for the community. The 1950s developed modern CSR, resulting in its documentation and popularity, particularly in the United States (Bowen, 1953). Even though CSR was popular then, the concept was mainly through a word of mouth, with hardly any concrete actions (Carroll, 1999; Galvão, Mendes, Marques & Mascarenhas, 2019). Literature showed that the post-1950s' CSR evolved from the state of religion or philanthropy to a business strategy, with companies starting gradually to incorporate business strategies into their organisational plans (Freeman & Dmytriiev, 2017; Hoffman, 2007; World Bank, 2003). Freeman and Dmytriiev (2017)

associated this era with Bowen's (1953) view that businessmen should consider the needs of society when making decisions demonstrating a shift from the earlier views about CSR.

Regardless of CSR being popular in the 1950s, Husted (2015) indicated that some companies had no interest in investing in CSR or its benefits. Nonetheless, some companies appreciated and understood the benefits, in terms of the CSR businesses' understanding and implementation of their responsibilities to the community in the long run (Carroll, 2016). Hoffman (2007) and Husted (2015) pointed out that companies that did not associate themselves with CSR were criticised since it was now common for many companies to help society through profits accumulated. Today, CSR has grown prominently on the global corporate agenda and has become an important field of business practice and academic inquiry.

2.4.2 Defining corporate social responsibility

Despite its elevated position on the corporate and research agenda, CSR has increasingly been debated among scholars (Windsor, 2006). This has resulted in many scholars presenting different definitions of CSR since it featured in literature in the 1950s (Carroll, 1979, Crane et al., 2008; Smith, 2003). Smith (2003) argued that CSR may mean different things to different people. The author maintained that although it is acknowledged that CSR addresses the societal responsibility of corporations, it is less clear exactly what these commitments might entail. These include initiatives that support culture and the arts, health and safety at work, civil rights and equal opportunities, education, employment and training, urban renewal and development, philanthropy, pollution abatement, high-quality goods and services, resource conservation and recreation and medical care, among other things (Hopkins, 2014).

According to Davis (1960), CSR means going beyond the company's economic interests to a certain degree through actions and decisions taken purposefully. Fernández-Guadaño and

Sarriá-Pedroza (2018) added that when companies implement CSR, they concentrate on shareholders' interests and on building good relations with other stakeholders, a feature which has been regarded as a voluntary action taken by companies (European Commission, 2001). The European Commission (2001) presented two different parts of CSR: internal and external. On the one hand, internal CSR constitutes social responsibility within the company; investing in health, safety and human capital including employees. On the other hand, the external dimension refers to social responsibility for external stakeholders such as customers, society, suppliers and the environment. Gonzales-Morales (2021) observed CSR as not just a voluntary action, contributing to the sustainable development of societies, but rather as a strategy for companies.

Carroll's (1979) view highlighted four main dimensions of CSR. Typical instances are economic, legal, ethical, and philanthropic or discretionary activities. The author stated that the economic element of CSR is concerned with the benefits, including job creation and taxation provided by a business to society. Further worth mentioning is that the economic dimension serves as the foundation for the other components of CSR, suggesting that all other dimensions can only be implemented if the company is economically stable. Legally, CSR relates to the rules of right or wrong by which organisations should operate within a given context. Philanthropic responsibilities imply that a company goes above and beyond its ethical and legal obligations to help citizens to improve their quality of life.

Unlike Carroll (1979), who argued that CSR has four dimensions, Freeman and Dmytriiev (2017) presented three key characteristics to consider when engaging in CSR. These include economic, social and environmental responsibility, with the viewing companies as being economically responsible (Carroll, 1979; Freeman & Dmytriiev, 2017). Similarly, Maldonado-Astudillo, Maldonado-Astudillo, Maldonado-Astudillo and Méndez-Zavala (2021), also corroborated Freeman and Dmytriiev (2017), viewing corporate social

responsibility as necessitating a company's attention to the values and behavioural patterns of the society in which it operates. In this view, companies that are socially responsible can meet the requirements and desires of their host communities. Maldonado-Astudillo et al. (2021) further noted that companies should consider environmental issues in their CSR. On this basis, environmental responsibility means protecting the environment by reducing pollution, increasing reliance on renewable energy, recycling items, and planting trees, all of which contribute to long-term growth.

2.4.3 Reasons for implementing corporate social responsibility

Scholars have also shown CSR implementation as driven by local and multi-national companies (Heard et al., 2017; Lozano, 2015). Examples offered by Iatridis (2011) and Lozano (2015) are internal and external drivers of CSR within a company. Lozano (2015) described internal drivers as those CSR activities implemented within the company. For Heard et al. (2017) and Lozano (2015), one of the internal drivers of CSR implementation by companies is a business strategy, which was confirmed by the study conducted in Australia on certain energy companies (Arena, Azzone & Mapelli, 2016). As such, CSR is a business strategy for many multinational companies, most of which implemented it to protect their interests in the long run.

Studies that emphasize the role of external factors in businesses' decision to engage in CSR activities seek to connect the adoption of CSR practices to external pressures such as shareholder demands, regulations, or peer pressure (Muller & Kolk, 2010). For instance, Deegan, Rankin and Tobin (2002) contend that the volume of media attention is related to the social and environmental initiatives done by businesses. According to their research, there is a correlation between the media's coverage of certain topics and the attention that businesses pay

to the same issues. The academics assert that corporations' involvement in CSR is likely to be a result of ongoing media attention, particularly negative media coverage.

Furthermore, the formal adoption and implementation of CSR by businesses may be connected to the managers' shifting personal values (Hemingway & Maclagan, 2004). Some studies connect managers' moral convictions with ethical behaviour (Hemingway & Maclagan, 2004; Nakamura, Takahashi & Vertinsky 2001; Swanson, 2008; Wood, 1991). The foundation of this strategy can be found in Williamson's claim that managers will behave in their own best interests and utility when organisations' finances are good (Williamson, 1964). In this situation, managers might pursue moral behaviour to allay their moral worries.

As a result, managers have been portrayed as very influential individuals who are guided by their own ethical principles and have the power to alter the way firms function. This viewpoint gives managers a more active role, rather than seeing them as employees whose job is to increase shareholders' profits. The view also sees managers as the pioneers of corporate social responsibility initiatives. Other researchers attribute high education, inspiration and morality, to the new generation of managers, thus knowing the important facets of their industry (Hemingway & Maclagan, 2004).

2.4.4 Benefits of corporate social responsibility to companies

Literature has found CSR to significantly benefit the development of companies globally (Książak, 2016; Kurucz, Colbert & Wheeler, 2008; Ng Wae Yee, 2012). As Kurucz et al. (2008) indicated, while businesses attempt to solve the problems encountered by societies, they also have more opportunities and resources than companies which are not socially responsible. Książak (2016) and Ng Wae Yee (2012) argued that CSR activities help companies to generate profits in the long run. Ng Wae Yee (2012) provided that people trust and buy from companies that are socially responsible for a good image. Similarly, Kurucz et al. (2008) stated that a

company can do well by doing good, that is, it can perform better financially by attending not only to its core business operations, but also its responsibilities towards creating a better society.

Azman and Mustapha (2018) and Książak (2016) presented many benefits of CSR for companies. These included attracting investors, building rapport with stakeholders, and avoiding legal actions and risk mitigation, among others. Azman & Mustapha (2018) emphasised that CSR activities serve as a bridge to tighten companies' and stakeholders' relationships. According to Celik, Abdul-Kareem and Yilmaz (2019), companies that recognise the value of CSR develop policies, methods, and strategies that link their goals to socially responsible activities. In this view, companies that are socially responsible embrace business practices that go beyond the minimum legal requirements and look for ways of ensuring the well-being of persons and groups in their communities.

2.4.5 Benefits of corporate social responsibility to the community

Studies have established many benefits of CSR to communities (Carroll & Buchholtz, 2008; Hlojeng, 2020; Perry & Towers, 2013). Carroll and Buchholtz (2008) attested to the company's philanthropic actions to the poor, assisting the needy, and fostering trust. Besides, Okyere (2019) reported CSR's services for customers, hence motivating and satisfying employees. As most of the workforce in the facility is usually drawn from the surrounding areas, people from local communities are provided with better employment opportunities through CSR (Carroll & Buchholtz, 2008).

Hlojeng (2020) established that agricultural projects sponsored by the Letšeng Diamonds Mining in the Mokhotlong district in Lesotho benefited the communities. The author maintained that the projects provided creation of jobs, supply of conduct business, and the

availability of dependable, fresh items for nearby consumers. In addition, Migdad's (2017) qualitative study in Palestine assessing the contribution of Palestinian Islamic Banks' CSR to community development established that CSR is highly valued by the banks. The author indicated that the project had a positive impact on the community's socio-economic development, even though it was marginal or limited.

2.4.6 Criticisms of corporate social responsibility

Even though some scholars view CSR as imperative for the development of companies and communities, others have criticised it for having challenges in certain aspects (Banerjee, 2007; Ksiak, 2016; Strotmann, Volkert & Schmidt, 2019). Strotmann et al. (2019) stressed a lack of reliable evaluation results of CSR's effectiveness and efficiency. In this view, while CSR could positively impact the lives of the poor in communities, some CSR initiatives do not sufficiently promote the well-being of the poor. Added was the view that some companies do not just engage in CSR for society. Instead, they actually buy the communities' goodwill at the cost of improving CSR for the well-being of the community Ksiak (2016).

Hlojeng (2020) and Mehahad and Bounar (2020) pointed out that some CSR projects are not sustainable. For Mehahad and Bounar (2020), CSR projects implemented in Gantour Basin, Morocco by a certain phosphate mine were not only unsustainable but also overlooked the needs of the host community. As such, community development could be realised by community empowerment and sustainability. The authors observed that CSR initiatives carried out by the mine focused only on philanthropy, financial aid and charity which had short-term development of communities. Thus, Mehahad and Bounar (2020) viewed the mine as promoting dependence on it through the project implemented, thereby failing to empower the local host community.

With reference to business ethics, Rhodes and Pullen (2017) concluded that corporations engage in CSR for three primary reasons. First, they do so when there is a compelling business case to do so. Second, they use CSR as a form of impression management to present a positive and beneficial corporate image and identity among stakeholders. Third, organisations position themselves as ethically self-regulatory in order to avoid regulatory demands. Critics argue that organisational decisions to engage in CSR are not only economically rational but are also value-laden and that public decisions made in corporate sites distort social and economic development.

Added is that corporate responses are piecemeal, temporary, and of limited benefit beyond profit objectives. Some sceptics label this unwillingness to address environmental concerns as "greenwashing," demonstrating the business world's insincerity (Gatti, Seele & Rademacher, 2019). Concerning the socially responsible aspects of CSR investments, critical theorists believe that influential standards such as the Global Reporting Initiative and the International Organization for Standardization (ISO) ensure corporate efficiency and effectiveness in addressing social issues, though with little effect on business operations and fewer oversight mechanisms over organisational reforms. Besides, companies that prepare reports using GFI and other guidelines do not necessarily act responsibly because the negative consequences of their activities are rarely reported (Horsley, Prout, Tonts, & Ali, 2015; Szczepankiewicz & Mućko, 2016).

2.5 Chapter summary

This chapter has reviewed the literature related to the study. The chapter has thus examined arguments and justifications for community development, CSR and stakeholder engagement in CSR from various perspectives. Also discussed in the chapter has been the theoretical framework of the study.

Chapter Three: Research Methodology

3.1 Introduction

This chapter presents the methodology adopted for this study. The chapter discusses the research approach, research design and a description of the study area. Also included are the targeted population, sample and sampling, data collection methods and tools employed, data analysis, validity and reliability and ethical considerations, inclusion and exclusion criteria, and the limitations of the study for this study.

3.2 Research approach

This study employed the qualitative research approach. According to Bryman (2016), the qualitative research approach is the most appropriate design to use when conducting research to comprehend a phenomenon or to investigate probable relationships between two or more phenomena. Bryman (2016) emphasised that qualitative research provides a better and more in-depth understanding of the events being examined in the context in which they occur. Lune and Berg (2017) stated that qualitative research gives events or things meanings, descriptions, definitions, concepts, qualities, and symbols. The authors further viewed a qualitative approach as required to understand our lives and determine the meanings assigned to events and things by their attributes. Many researchers have employed this strategy in their research (Hlojeng, 2020; Wang, 2017). Wang (2017), for instance, conducted a qualitative study to investigate stakeholder involvement in CSR decision-making within a global garment firm.

With the qualitative approach, the researcher was able to describe and interpret the information gathered from the respondents. The qualitative approach allowed the researcher to describe information and develop specific insights into the reasons for MGC's engagement of

stakeholders in the HFC project. Specifically, the participant community's meanings ascribed to various activities of the project could be interpreted. The qualitative approach, unlike the quantitative approach, further allowed the researcher to explore and have a deeper understanding of experiences and emotions conveyed by participants on MGC's CSR in Mantšonyane, Ha Leronti. This was achieved by asking questions that addressed 'how' and 'why'. Most importantly, a qualitative approach, allowed the researcher to use a smaller sample which was of great benefit since this study was intended to be completed in a short period of time.

Besides, with the qualitative approach, the researcher had direct and close contact with participants, hence sharing the situation and phenomenon under investigation. This was helpful because the researcher had a chance of obtaining real-life interactions with and addressed the issues raised and discussed by respondents, which could not be experienced in the numerical data and statistical analysis used in the quantitative approach.

3.3 Research design

The qualitative case study research design was employed in this study to understand the contribution of MGC's CSR on community development in Ha Leronti, Mantšonyane. Yin (2009) stated that case studies allow researchers to keep holistic and meaningful characteristics of real-life events like individual life cycles, small group behaviour, organisational and managerial processes, neighbourhood change, school performance, international relations, and industry maturation. Yin (2009) added that case study research design closely examines a single unit in order to gain a better knowledge of a wider group of similar units observed at the same time or over a set period of time. Using the case study, the researcher focused on a single phenomenon, which is CSR and local companies in Lesotho.

As such, the MGC was used as a case study to investigate the contribution of local companies' CSR to community development in Lesotho. In this case, the MGC, as one of the local companies that have frequently been implementing CSR in Lesotho, especially within rural communities, was the perfect case used for this study. Also noted were several local companies, such as Ramela and the Associates, Lephema Executive Transport and Nthane Brothers that engaged in CSR. While they could have been used for this study, the MGC was selected to form part of this study because the researcher's focus was on rural community development. Therefore, based at Mantšonyane Ha Leronti, Thaba-Tseka district, the MGC'S CSR was used to understand the contribution of CSR to rural community development. In addition, the study used the HFC project as a case among many projects MGC implemented in Mantšonyane such as the establishment of Bocheletsane Combined School and the multi-purpose stadium, some of which could be seen in appendix D.

3.4 The study area

The study was carried out at Mantšonyane, the constituency found in the rural areas of Lesotho, in the Thaba-Tseka district. Mantšonyane is located in the southeast of the Capital, Maseru. The area lies about 121km away from Maseru. The constituency has a population of about 13,092 as of the 2016 population census, with about fifteen villages, and covers the 1,159km area of Lesotho (Government of Lesotho, n.d). The project in question is located at Ha Leronti, one of the villages that constitute the Mantšonyane constituency.

3.5 Target population

According to Shukla (2020), research population refers to the collection or grouping of all the units to whom the research findings will be applied. Shukla (2020) continued, stating that the study's population is made up of all the units that share the variable characteristic under investigation and for which the research findings can be used. The Basotho men and women

who were directly and indirectly affected by the MGC's vegetable production project in Mantšonyane, Ha Leronti, as well as the MGC, constituted the population for this study.

3.6 Sampling technique

The study employed non-probability sampling to select participants for the study. Non-probability sampling is efficient, time-saving and accurate, especially for large populations. Unlike the probability sampling method, the non-probability sampling technique uses non-randomised methods to draw the sample. Instead of randomisation, participants are selected because of being easily accessible (Showkat & Parveen, 2017). Maluleke (2019) defined sampling as the process, followed by the researcher to select people from the population to participate in the research. Taherdoost (2016) stated that sampling methods are used to decrease the number of participants, especially because it is normally difficult to include all the populace in the study.

The purposive sampling technique was used to select the sample from which research questions were to be applied for this study. Purposive sampling is defined as a sample that represents a group of different non-probability sampling techniques; also known as judgmental, selective or subjective sampling. Purposive sampling relies on the judgment of the researcher for selecting the units, for instance, people, cases or organisations, events and pieces of data that are to be studied (Yin, 2009). The researcher used purposive sampling for it allowed her to purposefully select people who participated in the study. The participants were believed to have knowledge regarding the HFC project implemented by MGC at Mantšonyane, Ha Leronti.

3.7 Sample

According to Shukla (2020), the sample is a segment of the population that accurately represents the entire population. It encompasses a wide range of characteristics found in a

variety of demographic units. Maluleke (2019) noted difficulties experienced by researchers when collecting data from all cases; thus, the sample is used to represent the entire population. The researcher purposefully selected the Chief, Councillor, the MGC's CSR officer, field owners and Ha Leronti community members to constitute the sample. As mentioned above, these participants were selected for their hoped-for relevant information for this study. The characteristic associated with the participants was their involvement in the project as direct or indirect beneficiaries. The total number of the sample was twenty-four, which was not originally decided, but it was determined when the researcher reached the point of saturation when collecting data.

3.8 Inclusion and exclusion criteria

The current study focused on Matekane Group of Companies' CSR as a case study. Amongst all the CSR projects implemented by MGC in Lesotho, only those in Mantšonyane, Thaba-Tseka district were considered for this study, particularly the Highlands Farmers' Co-operative project in Ha Leronti. In the same manner, only participants from two villages in Mantšonyane (Ha Leronti & Ha Mokotane) and MGC's CSR officer were eligible for inclusion in this study, as they had insightful knowledge about the project. The methods of data collection were limited to interviews and focus groups.

3.9 Matekane Group of Companies' CSR and the HFC Project

Matekane Group of Companies (MGC) is a Lesotho-based local company established by a certain business personality, Mr Sam Matekane in 1986 as Matekane Transport Hire. As the company progressed and became a multi-sector corporation that constituted property development, aviation, mining, hospitality and farming, it was registered in 1992 and adopted the name 'Matekane Group of Companies. The company, with its corporate social investment

programme, has, for years, been giving back to the community with a focus on different aspects of life: education, sports and health, to mention a few (MGC, n.d).

In 2020, the founder of the MGC decided to establish a foundation called Sam Matekane Foundation (SMF), to focus on CSR projects that change, empower and sustain people. The Highlands Farmers' Co-operative (HFC) project is one of the agricultural projects implemented by the SMF at Mantšonyane, Ha Leronti (SMF, n.d). The project started in 2020 with twenty-eight residents and produced maize, fruits and vegetables (apples and cabbage), beans, pumpkin and potatoes seasonally, mainly for the market. Part of the project can be seen in Appendix C.

3.10 Data collection

This section presents the methods and tools used to collect the data. This study used primary data to answer the specific research questions and achieve objectives. Therefore, using interviews and focus groups, the researcher collected data, first, from the interviews and later from the target focus groups. This was to help the researcher to fill the gaps, possibly left out by the data collected from interviews. The information from one-on-one interviews and focus groups was recorded using a cell phone.

3.10.1 Interviews

In qualitative research, interviews are one of the most commonly used data collection methods. According to Lopez and Whitehead (2013), interviews involve information being collected through direct encounters between the researcher and the respondent. In this study, the researcher used a semi-structured interview. Lopez and Whitehead (2013) consider semi-structured interviews as having a guide that provides a series of discussion questions to help

the researcher to stay on track with the objectives. Semi-structured interviews also provide the researcher with the freedom to ask any other question based on the participants' responses.

One-on-one interviews were conducted to collect the data from four (4) key informants, namely the chief and councillor of Ha Leronti, the chairperson of the project's committee and the MGC's CSR officer. With the tool, the researcher had an opportunity to obtain a clear picture of the respondents' experiences as expressed through their emotions and sentiments. Having created rapport and trust with the participants, the researcher collected comprehensive and high-quality data from freely interactive respondents. While conversing with the respondents, the researcher could observe any hearsay and ask the respondents to verify, reject, defend, or expand on it (Tracy, 2013). The face-to-face interview schedule is attached in Appendix A.

3.10.2 Focus groups

According to Edmunds (2000), focus groups are guided or unguided group conversations about a topic of mutual interest or importance to the group and the researcher. Lune and Berg (2017) added that focus groups allow the researcher to analyse participants' rationalisation and justification more than any other method. The authors further stressed that several methods can be used to measure people's opinions, but focus group research challenges studies to explore and even defend those opinions. According to the authors, one effective application of focus group interviews is to validate results indicated by other methods. As key to data collection, focus groups provide outstanding possibilities for participants to engage, allowing them to reflect on, add to, pick up loose strands of their thoughts, and even question one another's ideas.

Following face-to-face interviews with the key participants, focus group interviews were conducted to collect data from the Mantšonyane community members. These were owners of

the fields in which the project was being implemented and the other community members. The researcher thus could better understand the group participants' feelings about the HFC project and its contribution to the development of the Ha Leronti community. The focus groups were four, each of which had five members, totalling twenty participants.

3.13 Data analysis

Thematic analysis was used as the most commonly used method for descriptive qualitative projects (Hsieh & Shannon, 2005). Thematic analysis, as opposed to content analysis, emphasises, pinpoints, identifies, and records patterns or themes within the data. The content analysis examines who says what, to whom, and with what effect, counting the frequencies of what was said (Braun & Clarke, 2006). According to Hsieh and Shannon (2005), thematic analysis inspects all data to identify common issues that recur and identify the main themes that reflect the views collected. The researcher familiarised herself with data by repeatedly listening to the recordings from data collection. The recordings were then transcribed into text. The Atlas.ti 22 version was used to organise and develop preliminary codes and categories based on the study's research questions. Appendix B presents a sample of the report generated using Atlas.ti programme.

3.14 Rigour of the study

Like any academic study, this study guaranteed some rigour by paying attention to validity and reliability which typify qualitative research. Reliability is the degree to which results are constant over time and a precise representation of the entire population under study. A research instrument is deemed to be reliable if the study's findings can be replicated using a similar approach. Validity determines whether the research truly measures that which it was intended to measure or how truthful the results are (Noble & Smith, 2015). Pilot testing was conducted

to determine the feasibility of the study and to test the study methodology, instruments and processes.

3.14.1 Credibility

Credibility determines whether the research findings represent plausible information derived from the original data of the participants and whether they are a correct interpretation of the participants' original views (Noble & Smith, 2015). The researcher ensured credibility through triangulation, with multiple data sources being used and collect data at different times using different data collection methods. In this study, the data were collected at different times because key participants were interviewed first, while the focus group discussion was conducted later after a cursory analysis of the data from the key participants. The participants were interviewed at different places like the project's location, offices and their homes.

3.14.2 Transferability

This is the degree to which the results of qualitative research can be transferred to other contexts or settings with other respondents (Noble & Smith, 2015). Transferability was ensured by providing a detailed account of descriptive data such as the research context, setting, sample, sample size, sample strategy, demographic and socio-economic characteristics of participants and inclusion and exclusion criteria. For instance, the setting and context of the MGC and its CSR project were provided as the case for this study.

3.14.3 Dependability

The consistency of findings over time bears dependability which involves participants' evaluation of the study's findings, interpretation, and recommendations. All these are supported by data collected from study participants (Goladshani, 2003). Throughout the study inquiry,

the researcher increased dependability by providing a detailed description of how data were collected, categories were formed, and decisions were made.

1.10 Ethical considerations

This study observed the appropriate ethical conduct. Anonymity and confidentiality of all participants were ensured in this study. The participants were preserved by not revealing their names and identity in the data collection, analysis and reporting of the study findings.

1.11 Limitations of the study

The study collected data from two villages of Mantšonyane (Ha Leronti and ha Mokotane), with more participants from Ha Leronti, which is the home of the CEO of MGC, Mr Matekane. Therefore, the respondents might have been biased when responding to some of the questions thus affecting the validity and reliability of this study. In Addition, most of the field owners were interviewed while they were working in the fields, therefore the researcher did not spend adequate time with them leading to some hurriedly providing answers which may not necessarily reflect the true picture of the contribution of the project to community development.

1.12 Chapter Summary

This chapter presented the methodology adopted for this study. The research approach and research design were discussed. The chapter also presented the study area and targeted population, sampling technique and sample. The inclusion and exclusion criteria for this study were discussed, followed by the case used for this study; the Highlands Farmers' Co-operative (HFC). The data collection and analysis methods were discussed. The rigour of the study, ethical consideration, limitations and chapter summary was presented.

Chapter Four: Data Presentation, Analysis and Interpretation

4.1 Introduction

This chapter presents the findings of the data collected from various stakeholders in the Highlands Farmers' Co-operative (HFC) project at Mantšonyane. The first section presents the socio-demographic characteristics of the participants. This is followed by a framework summarising the themes and categories that emerged from the data analysis. The subsequent sections present a detailed presentation, analysis and interpretation of each theme using categories and codes generated during the analysis. Short and long quotes are used from different participants of the study to illustrate that varied participants contributed to the categories and themes.

4.2 The participants

This section presents the demographic profile of the key participants who participated in one-on-one in-depth interviews. For confidentiality, the participants were labelled P1, P2, P3 and P4 to show individuality. The table below presents their demographic profiles.

Table 1. Demographic profile of the key participants

Participants	Position	Age	Sex	Place	Marital status	Highest level of Education
P1	Project Chairperson	45-55	M	Ha Leronti	Married	Cambridge Overseas Syndicate Certificate (COSC)

P2	Councilor	40-50	M	Ha Mokotane	Married	COSC
P3	Chief	45-55	M	Ha Leronti	Married	Junior Certificate
P4	MGC CSR officer	50-60	M	Ha Leronti	Married	Degree

Source: Interview data 2022

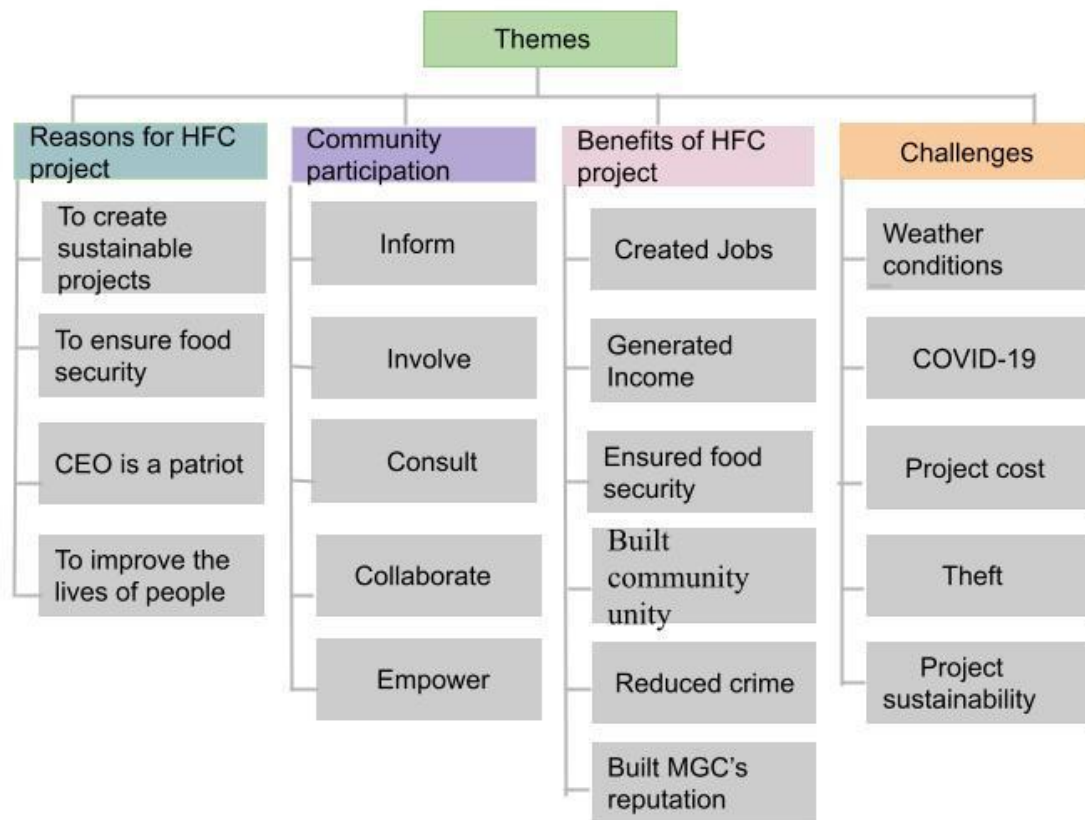
Besides the key participants, the study collected information from four focus group discussions consisting of eight men and twelve women from the villages of Ha Leronti and Ha Mokotane at Mantšonyane. The participants in the focus group discussions were labelled according to the number of the groups and individuals in the group for confidentiality. For instance, focus group discussion 1, participant 1 was labelled (FGD1 P1).

The age of the participants varied from twenty-one to sixty-five years. A high school certificate (COSC/LGCSE) was the highest qualification among the participants, most of them had primary education while few had gone up to secondary school. Most of the participants were adults, while a few were youths.

4.3 Themes and categories

During data analysis, several codes and categories emerged under each predetermined theme. Figure 4.1 presents a visual summary of the themes and their categories followed by sections that present their detailed analysis and interpretation.

Figure 1. Themes and categories of the study



Source: Own construction from data analysis June 2022

As figure 1 shows, there were four themes: the reasons for MGC’s HFC project implementation, community participation in the project, the benefits brought by the project to its stakeholders and the challenges facing the implementation of HFC project.

4.4 Reasons for the MGC’s implementation of the HFC project

The study revealed that MGC implemented the HFC project at Ha Leronti for several reasons. The respondents indicated that the MGC implemented the HFC project because the MGC’s owner had realised that projects designed to develop communities in Lesotho collapsed within a short time explaining in this way:

MGC engages in CSR to help people with projects that will be sustainable. We want them to stop living on food parcels; they should do something that will help them for a

long time. Projects have been failing soon after they have been implemented in Lesotho (P4).

The respondents further ascribed MGC's engagement in the HFC project to the personality of its owner and CEO, mentioning that he loved everybody. Thus, when implementing the project, he wanted every person to benefit leading to one participant from the FGD to say: *"His aim is not for one person to be rich when he helps people, he is not choosy; he helps everyone (FGD2 P3).*

Most respondents emphasised that Mr Matekane engaged in the HFC project because he had long been passionate about helping people, suggesting that he had always been helping people and that implementing the project at Mantšonyane was due to his love for people, saying: *'He likes to help people. He is someone who is interested in seeing people engage in projects that will make a living for them (P2).* Another participant from a focus group sharing the same sentiments added: *'I think he loves helping people and he is compassionate about the people of Mantšonyane because he started helping people a long time ago.'* (FGD3 P5).

Some participants described the MGC's owner as a patriot, not only for his home village but also for the whole country. One participant said, referring to the idea of implementing the project in their village:

When he explained the plan to us, Mr Matekane said his aim was to start an agricultural project in Ha Leronti, and later on he expects the project to expand to other parts of the country, starting with the Thaba-Tseka district. He does not want to see this country poor; hence he always helps in things which he believes will improve the lives of the Basotho. Mr Matekane is actually a patriot; he loves his country and people. (P1)

Several codes emerged during data analysis explaining the reason why the MGC implemented the HFC project at Mantšonyane, Ha Leronti, particularly showing that the area was the company's founder's hometown. The participants identified many projects that were implemented in his rural town, including Bocheletsane Combined School, the multi-purpose stadium and the street lights. The number and intensity of the projects are reflected in Appendix D. The following two excerpts illustrated the point showing the MGC's implementation of the HFC project in Mantšonyane, the hometown of the founder/CEO:

Charity begins at home. We decided to start in Mantšonyane before we can go anywhere else. And to show people that if they do things by themselves, they can achieve something better (P4).

Mr Matekane is from Mantšonyane and he wanted to improve the lives of the Mantšonyane community because it is his hometown. (FGD4 P4)

One of the categories that emerged when the participants were asked to present their opinion about the reasons for the MGC's implementation of the HFC project was food security. In this way, the MGC noticed that the community at Ha Leronti and many highland villages were engaged in subsistence farming, oscillating around the production of a few crops like maize, wheat and peas which faced many environmental challenges. Noting the challenges of food insecurity facing the community for many years, the MGC wanted to change the status quo by introducing commercial farming. The following excerpts illustrated some of MGC's reasons for implementing the HFC project focusing on producing vegetables for sale to improve food security:

People at Ha Leronti were not harvesting enough to sustain themselves throughout the year; therefore, he decided to help them with a vegetable project to secure food security (P1).

Another participant sharing the same sentiments stated:

He realised that we do plough our fields every year but there is no difference, we still experience food insecurity. Our main aim has always been to make money through agriculture, but we never had a surplus so he noticed that we were not doing well as individuals (P3).

The participants were asked whether they thought the MGC was implementing the project to build its reputation as much of the literature would indicate. The findings revealed that the participants did not consider the MGC to be implementing the project to build its reputation. One participant argued, *'Our main aim with this vegetable project is to help people to improve their lives. Building a brand image from this CSR project is not one of the reasons'* (P4).

The findings show the reasons for implementing the HFC project were related to improving the livelihoods of the people. According to Carroll and Buchholtz (2008), companies implement CSR to serve the less fortunate, assist the needy and foster trust. This is proven by the findings of this study as most respondents mentioned that MGC's main aim for implementing the HFC project was to help the needy with sustainable projects. Apparently, the findings do not associate the MGC's implementation of the CSR project with building its reputation which is contrary to much of the debate concerning reasons for CSR (Ng Wae Yee, 2012; Okyere, 2019). In addition, although several studies have addressed CSR and the personal characteristics of companies' managers and/or CEOs (Borghesi, Houston & Naranjo, 2014; Pham & Tran, 2020; Weng & Chen, 2017), the findings of this study are unique to the case of Lesotho. This is the first study of its kind, illustrating how the personal attributes of managers or CEOs lead to CSR implementation and how the motive for CSR contributes to community development.

As the literature on community development shows (’Musi, 2019) less fortunate communities should be assisted by outsiders like the government, NGOs and the business community to enhance and sustain their needs. Hence, the findings showed that the participants believed that the MGC implemented CSR using HFC to meet the needs of the rural communities at Mantšonyane. However, the findings should be read with care because, during the study, the MGC seemed to be the first local company investing in CSR in Mantšonyane, which may have led the participants to talk positively about the owner/CEO’s personality. Before then companies that were operating in the area were MNCs that had very little interaction with the local community. Secondly, the study area was the hometown of the MGC’s owner and CEO which could easily influence the opinions and perceptions of the participants and the community about the MGC’s contribution to community development.

4.5 Community participation

This study revealed that concerning community participation, the MGC engaged the community in almost all the stages even though the highest stage of empowerment was yet to be fully accomplished. Categories emerged that could be easily associated with the stages of community participation. Initially, the MGC informed the field owners and later the whole community about the project. The participants mentioned that a community gathering was held to inform the field owners that the company would like to implement an agricultural project, and requested to use their fields. In addition, the respondents indicated that the place for the project was chosen based on its accessibility saying “*the MGC introduced the project to us as field owners. They told us that they wanted to do an agricultural project in an easily accessed area*” (FGD4 P2).

Among other things which the field owners were informed about were the terms and conditions of the contract. The company presented them with the idea that the project would be a crop-sharing project; producing maize, beans, cabbage, potatoes and pumpkin for the market; and it would be piloted for the first three years (2020-2023). The MGC further informed the field owners that the company was going to contribute to the purchase of all production inputs while the field owners were expected to provide the fields and labour. Concerning the sharing of the proceeds, the MGC explained that the company was going to take forty per cent of the sales to buy production inputs, while the field owners would share sixty per cent of the sales among themselves. A participant explained:

While we were informed about the project, the MGC told us the working terms which we were to consider before agreeing to work with them. These included the period for the project and proceedings to follow when sharing the money made from the sales (P1).

The MGC went beyond by engaging the stakeholders who were directly affected by the project by engaging other stakeholders who were not directly affected by the project as one of the participants explained *'The whole community was informed that there would be a vegetable production project after the field owners accepted giving away their fields to be used for the project' (FGD4 P2).*

In literature, consultation is presented as the second lowest stage of community participation. The data revealed that the MGC consulted the field owners to decide on what type of crops to grow. Even though the MGC had already suggested the type of crops to produce, the field owners were given a chance to choose or add to the list as some said:

Mr Matekane made a request to the people and proposed how he would love the project to be done. He also gave people a chance to air their views on what they would want

to produce and they all agreed with his suggestions (maize, beans, pumpkin, potatoes and cabbage) (P3).

The findings of this study showed that after the project commenced, the MGC actively involved the community in planning and decision-making. This was confirmed by the participants who felt that the field owners were effectively involved in decision-making saying, “*We plan and decide on when to do activities like hoeing*” (P3). One participant added that the project’s committee consisting of the field owners always got involved in deciding on matters of the project saying ‘*We have the committee which always represents us in everything that affects the project. It reports back to us on all matters*’ (P1).

Additionally, the participants indicated that the MGC collaborated with the field owners in operating and administering the HFC Project. They maintained that responsibilities were shared amongst the stakeholders as they described some of the activities in this way:

We work together with them through their committee. We all bring ideas and decide together before taking the products to the market. When looking for the market, we go together with some committee members (P4).

Empowerment is the highest stage of participation. Regarding this stage, the findings of the study showed that even though the project has not existed for a long time, the aim was to leave the field owners to completely run it after three years; they would buy agricultural inputs and make decisions without involving the company. The MGC’s CSR officer explained:

The aim is to help them in these three years and leave the project to them in 2024. During these three years, we will buy them agricultural inputs and run the project together with them. We help them to get and understand market issues (P4).

Literature on CSR and stakeholder engagement showed the importance of engaging stakeholders for the success of CSR projects (Nikolova & Arsić, 2017). Moreover, the stakeholder theory suggests that stakeholders should not only passively benefit from such projects, but should also be involved in their implementation (Evans et al., 2013). The findings of this study are supported by the literature as it has been revealed that the Ha Leronti community was engaged in almost all the stages of project implementation, resulting in the success of the project. Ismail (2009) opined that empowerment entails the provision of skills and knowledge to the people for improving their lives. Hence, the findings show that the MGC was in the process of empowering the community helping them to participate in all the activities of the project like working in the fields, determining prices and searching for the market. These activities seemed important and key to community empowerment.

4.6 Highlands Farmers Cooperative project's benefits to stakeholders

The MGC contributed to the development of the Ha Leronti community through the HFC project. This assertion was supported through several categories that emerged from the data, with the participants acknowledging that:

This project has ensured our food security. We produce varied crops; cabbage, maize, beans, pumpkin and potatoes and we can feed our families throughout the year (P1).

The participants from the focus group discussion emphasised that because they produced on a larger scale than in the years before the project was introduced, the harvest has been enough to sustain them saying: *'The produce from this project is enough to sustain us to the next harvesting season after sending some to the market.'* (FGD3 P1). Further, the participants' opinion was that the project did not only ensure food security for the field owners, but it also fed the whole community arguing it like this: *"Not only do the field owners benefit from the project but also the whole community because they sometimes give us the vegetables without*

selling to us” (FGD1 P1). Other participants attested to the view that the whole community benefited from the project stating that during the COVID-19 pandemic MGC’s vegetable project donated some of the products to the whole community in the area and other parts of the country.

The participants added that the HFC project improved their health. They pointed out that subsequent to being part of the project, their families had a balanced meal stating ‘*Since the project started, we now have a balanced meal because there is maize meal, vegetables, potatoes and beans” (P1).*

Crime rates normally decrease when people are active. This was stated by participants who felt that the HFC project has reduced the crime rate at Ha Leronti. One participant explained:

Crime has been reduced because people are busy. They don’t have time for stealing from one another or being jealous of others because they all have something to do (FGD2 P3).

Similarly, the participants’ opinion about the benefits of the project was that it has built unity within the Ha Leronti community. For them, even people who had clashed before the project were living in peace because they worked together arguing “*The HFC Project has improved the spirit of oneness in this village because they now work together, even those that had clashes were forced to make peace.” (FGD1 P2).* They explained that before the project the subsistence farmers used to plant their fields individually leading to competition and conflicts but the project brought them together to plant the same crops and work together.

Two interrelated themes that emerged during data analysis highlighting the importance of the HFC project to the community were job creation and income generation which improved different aspects of their lives. The participants stated that from the sales of the cabbage, the MGC and the field owners got forty per cent and sixty per cent respectively, while the entire

community of Mantšonyane was hired to help in activities like hoeing, with some buying the vegetables in stock and selling for profits. The emphasis was that before the project, they used to practise subsistence farming, but that changed when they became part of the HFC Project. The participants further reported being able to meet basic needs such as paying for their children's education from the profits of the project. A participant from a focus group stated:

We used to practise subsistence farming, but since Mr Matekane introduced this project; we are self-employed and practising commercial farming. Therefore, the project is generating income for us which helps us to pay school fees for our children (FGD3 P1).

Based on the benefits of the HFC project, the participants' perception was that the project model should be replicated in the whole country. They observed that the HFC project proved that agriculture had the potential to improve the socio-economic development of the country. One participant stated '*Agriculture is the pillar of economic development. Projects like this one should be replicated because they are capable of improving the development of this country*' (P2).

Apart from benefiting the Ha Leronti community, the HFC project has also benefited the MGC. The findings revealed that even though the MGC's primary objective was not for the company to benefit from the project, the implementation of the project has built a good image for the company. The MGC officer, who is responsible for the HFC project, explained saying, '*The project has contributed to building the brand image of MGC and Mr Matekane as a person. However, that was not the aim when implementing it, the benefit came as a bonus*' (P4). The participants explained that the projects that CSR projects that MGC was implementing including the HFC had given the company national and international recognition which they were not expecting as one of the participants stated '*The MGC is known all over the country*

and the whole world because of its contribution to the underprivileged communities. We were sampling helping poor people without expecting any reward but that has indirectly benefitted the company' (P4).

The benefits of the HFC project have shown that CSR projects contribute to community development. Among others, the project has created jobs, thereby improving the livelihoods of the people of Ha Leronti. Literature suggests that community development can be achieved through the help of the government, non-governmental organisations and/or the corporate sector, enabling communities to implement and run developments for themselves ('Musi, 2019). The findings of this study resonate with the previous studies, with the MGC having played a crucial role in enhancing the community development of Ha Leronti through its CSR and the participants commended the MGC for many developmental benefits like securing food security, income generation and diversification; and contributing to other aspects of life like health and education.

4.7 Challenges facing the Highlands Farmers Cooperative project implementation

Though the study did not set out to assess the challenges facing the HFC project, the analysis of data constantly revealed that the project was facing challenges. The challenges included weather conditions, constraints brought by COVID-19, project costs, theft and some discontent among some stakeholders. The participants showed that the major challenge was the weather condition, while other challenges were minor. They reported heavy rains as delaying some activities such as hoeing, which affected the richness of the vegetables. They explained:

Heavy rains affected the vegetables, as a result of which the harvest was poor. Activities such as pesticide application were delayed because the rain would wash away the substance (FGD1 P3).

One participant added that the heavy rains affected both production and sales. He stated:

The cabbage that was grown last year got destroyed due to the heavy rains; therefore, few cabbages were sold leading to drops in income (P4).

The participants added that besides being challenged by heavy rains, the project uses fields located in a very wet place, which also affects the vegetables explaining ‘*The kind of place where the fields are located is wet and that affects our production. When heavy rain falls, it becomes too wet and takes a long time to allow any activity (P4).*’ The impact of rain on the project could be understood because, during the study, Lesotho and the southern region of Africa were facing abnormally heavy rains during the 2021-2022 season.

Even though most participants mentioned that there was no theft, few participants pointed out that people stole vegetables even though this was not extreme. The vegetables were reportedly stolen regularly in 2021, though the rate of theft was declining. They pointed out that since the project started, the stealing had decreased. One participant confirmed:

There are still people who steal these vegetables; however, it is not extreme. We used to guard here last year, especially because we thought our fields were just too close to the road. However, this year, the rain was just too much restricting us from guarding the fields (P1).

Some participants expressed their unhappiness with the way the project was run. They wanted the project to rotate amongst the community members, instead of using fields from the same people every year while other participants wanted the project to cover all the communities in the Mantšonyane constituency. One participant argued:

I really wish the project could rotate; it shouldn't be the same people every year because we also want to be part of the project and enjoy the benefits (FGD1 P1).

The high cost of running the project emerged as a category during data analysis. The participants stated that the MGC had bought expensive machinery to run the project easily, which they felt was costly, with one stating that *“The production inputs are very expensive; the pivot, fertilizers and many others; as a result, the company does not benefit from the project”* (P4).

The observation made other participants doubt whether the community would be able to run the project when the MGC pulled out arguing that *“the irrigation system and other machinery used are expensive. I do not think when the MGC pulls out of the project we will manage to maintain and run the project”* (FGD2 P2). Some of the equipment that the participants complained about could be seen in the background from Appendix C.

The data also revealed that the COVID-19 pandemic negatively affected project performance. The participants pointed out that most people would not show up to weed and do other activities during lockdown because they were afraid to catch COVID-19. One participant declared *“COVID-19 became a problem as people did not show up to weed because they were afraid to catch the sickness”* (P3). Some participants blamed the government's total shutdown for negatively affecting the project performance arguing *‘production was negatively affected during the days when all economic activities were prohibited; we could not go to the fields’* (FGD4 P4). The government of Lesotho directed a total shutdown of the economy for weeks which according to the participants was not good for the type of crops they were producing. They argued that when crops were not taken care of in a few weeks' time, some of them get destroyed easily and the weed grows faster to a point where they could not manage it easily.

The findings assert that the major challenge facing the project implementation was the heavy rains. However, other challenges were reportedly not extreme and they did not significantly affect the harvest. Even though studies (Aseghehey, 2018); suggest that companies experience

conflicts and corruption, for MGC it was different as the participants had stated that the conflicts were minor, and they have not experienced corruption. This could be attributed to the fact that MGC engaged the stakeholders in all stages as the literature recommends. Similarly, MGCs projects could be lucky to have avoided conflicts and corruption reported in the literature (Andriof & Waddock, 2002), because the project was new during the study as it was being incubated.

Literature suggests that one of the challenges for CSR implementation is that some projects do not bring any significant benefits to companies (Azman & Mustapha, 2018). The findings of this study showed that MGC did not significantly benefit from the project, however, this cannot be regarded as a challenge since it has never been the company's aim to benefit from the project. Previous studies also reported that CSR implementation is expensive (Azman & Mustapha, 2018). This is similar to the findings of this study as it was revealed that the MGC spent more on production inputs. The issue of CSR projects' sustainability is not a new thing in developing countries, including Lesotho (Hlojeng, 2020). The findings of this study suggest that the HFC project is likely to be unsustainable as the participants felt that running the project without the MGC's assistance might be expensive, and would make the project collapse.

4.8 Chapter Summary

This chapter presented the findings of the study from a qualitative one-on-one interview and focus group discussions. The introduction and demographic profile of the participants have been presented. The findings of the study have been presented in the themes that emerged from thematic data analysis. Supported by the information categorised from data and extracts from participants, the themes have been quoted to show the responses to the research questions. The framework summarising the themes and categories from the findings has been presented showing four themes emerging from data analysis. Though the themes were predetermined

using the research question, data analysis lead to challenges facing the HFC, a theme which was not anticipated but included in the analysis as per the thematic analysis adopted for this study.

Chapter Five: Summary, Conclusions and Recommendations

5.1 Introduction

This chapter presents the summary of the key findings, conclusions and recommendations based on the findings and objectives of the study as outlined in chapter one which was to:

- *assess MGC's reasons for implementing the HFC project in Mantšonyane*
- *investigate community participation in the HFC project in enhancing community development*
- *assess the benefits of the HFC project to community development*

5.2 Summary of key findings

It has been established that the MGC implemented the HFC project for the benefit of the people of Mantšonyane and not for the company. Thus indicating that MGC implemented CSR projects for community development than for the company's benefit as the literature would suggest. This was revealed by the first theme where most participants asserted that the MGC's engagement in CSR is mostly influenced by the personality of the company's founder, Mr Matekane. The categories that supported this theme were that Mr Matekane is a patriot, who wanted to run sustainable projects for his hometown, Mantšonyane, especially agricultural projects because he had realized that the people of Ha Leronti had unstable agricultural practices. However, part of the data revealed that nonetheless, MGC benefits from its CSR project leading to some participants arguing that the company's image had improved both locally and internationally.

The study also revealed that the Ha Leronti community was engaged in all the stages of the HFC project implementation, even though to the last highest stage; empowerment was not fully exercised. The findings showed that the field owners and the entire community were informed

about the project. The findings further indicated that throughout the project implementation, the field owners were consulted for ideas and suggestions on running the project. The findings also showed that the company collaborated with the field owners through the committee to make crucial decisions on the project. These findings were supported by the stakeholder theory which suggests that stakeholders should be involved in activities that affect them. Through the HFC project, the findings showed that the community was empowered to a certain degree; skills and knowledge were acquired, and control over the project was given, even though the MGC was yet to give the field owners full control of the project in 2023.

This study has discovered that the participants had several perceptions about the project concerning its benefits for the community. This theme was supported by the categories that emerged from data analysis; job creation, income generation, reduced crime and building community unity. Even though the project was not mandated to the benefit itself, the findings indicated that the project significantly impacted building the company's image.

Further established from the findings of this study are the challenges facing the HFC project. The major challenges that were faced as presented by the participants were the heavy rains and COVID-19 restrictions. The findings showed that there was also theft even though it was not extreme, affecting the harvest significantly. However, questioning the project's sustainability, the participants argued that once given full responsibility by the MGC, the community would not efficiently run the project because they thought the production inputs were too expensive.

5.3 Conclusions

Based on the findings, the study concludes that the reasons for the MGC's CSR implementation though associated with the founder's personality was largely for community development. The findings suggested that businessmen are likely to implement CSR in their hometowns to develop them. The MGC has been found to be engaging the community in all stages, suggesting

that active community participation in the project has led to its success. However, the findings indicated that the last and highest stage of participation, empowerment, as presented by the IAP2 was not fully accomplished. While the field owners engaged in decision-making, they did not have full control over the project probably because the project was under incubation. The HFC project has proved to promote community development, creating jobs and generating income for the people of Ha Leronti. It has been discovered that the HFC project has imparted knowledge and skills on commercial farming to the community as they used to practise subsistence farming before. In line with the thematic analysis adopted in the previous chapter, the findings revealed that long-term CSR projects are likely to benefit the community and the entire country. This notion was supported by findings from participants who maintained that the HFC project has saved them from living on food parcels from the government, businesses and NGOs because they produce and sell the vegetables every year; thus, they recommend such projects in Lesotho.

In addition, it is concluded that the HFC project was facing challenges. Heavy rains and COVID-19 significantly impacted production exacerbating the wet conditions in which the project was located. Besides, the sustainability of the project was worrisome to the participants. The argument was that there was a possibility of failure when MGC handover the project because of expensive production inputs.

5.4 Recommendations

Recommendations for this study are categorised in accordance with relevant stakeholders in CSR and community development. Recommendations for the government, MGC, local and multinational companies and NGOs in Lesotho are presented in turn below. The government should make laws and regulations to enforce mandatory sustainable CSR projects by companies. If such policies could be implemented the corporate sector could significantly

contribute to community development because each company could be forced to invest in a particular community.

It is further recommended that companies and non-governmental organizations should implement sustainable CSR projects based on the needs of the stakeholders, not those that are only in the best interest of companies. The engagement of stakeholders in such CSR projects should also be key. Since the participants had concerns about the sustainability of the project due to its cost, MGC could help the field owners to use solar energy to operate the machine so that in the future the community will not struggle to run the project in absence of MGC

5.5 Areas for future research

Based on the findings and conclusions of this study, the researcher recommends that other scholars should assess CSR projects implemented by people who are strangers to the community. This is to establish whether the findings may link to that of this study as participants seemed emotionally related to Mr Matakane. Also, an assessment of multinational companies' CSR in Mantšonyane is recommended.

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Appendices

Appendix A: Face to face interview schedule

Participant	Place of Interview	Interview Date	Interview Time	Duration of Interview
P1	HFC project	01 May 2022	1000 hrs.	50 min
P2	Home of the participant	01 May 2022	1400 hrs.	30 min
P3	Work place	02 May 2022	1100 hrs.	25 min
P4	Office	15 May 2022	1100 hrs.	48 min

Appendix B: Atlas.ti Report

Reasons for Highlands Farmers' Co-operative Project

○ Reasons for CSR (HFC project): key informants

Created by Moleboheng Mathosi on 20-May-22

8 Quotations:

1:2 ¶ 19 in Participant 1- Chairperson of the committee

Why do you think Mr Matekane implemented the HFC project at Ha Leronti?

He also wants us to practice commercial farming.

1:3 ¶ 20 – 23 in Participant 1- Chairperson

Why did Matekane chose to implement this project in Ha Leronti?

- He is a resident of Ha Leronti.
- He wanted to start in Ha Leronti, make a pilot before going to other places in Thaba-Tseka and Lesotho at large, especially because it is believed that the soil in Mantšonyane is not conducive for farming certain types of fruits and vegetables.
- To change the status quo of farming in Ha Leronti. People in Ha Leronti were not harvesting enough, hence he decided to help them

1:4 ¶ 18 in Participant 1- Chairperson

He also wants the people of Ha Leronti to be able to feed their families, and with the surplus they should supply other villages in Thaba-Tseka and whole of Lesotho.

 **2:1 ¶ 9 in Participant 2- Councilor**

He likes to help people. He is someone who is interested to see people engaging in projects to learn how they work and for them to make a living.

 **3:1 ¶ 9 – 12 in Participant 3- Chief**

Why do you think MGC implemented the project in Ha Leronti?

- He realized that we do plough our fields but there is no difference, we still experience food insecurity. Our main aim is to make money so he saw that we are not doing well as individuals.

What kind of farming were people practicing before?

- We were still ploughing but you could find that we don't used improved seeds. We would use the maize we harvested in the previous year as our seeds, but now he has brought improved seeds. Now we don't just plough, we also use fertilizers.

 **3:3 ¶ 19 in Participant 3- Chief**

His aim was to pilot here at Ha Leronti before going to other villages. learn first.

 **4:2 ¶ 12 in Participant 4- MGC CSR officer**

To fill the gap between Ntate Matekane's live as a resident of Ha Leronti and other people from Ha Leronti. We thought like, what use does it make to have someone who is rich and yet he can't help other people in his village to get out of poverty?

 **4:5 ¶ 20 – 22 in Participant 4- MGC CSR officer**

To help the people of Ha Leronti to improve their farming since they were still farming but it was not effective and sustainable. We also want to change from ploughing normal vegetables and fruits. The agreement between field owners and Sam Foundation is that the foundation will help them for 3 years and then after that they will run the project by their own.

- We also want to influence people to use the resources they have because most of them had fields but they were not being used effectively.
- Charity begins at home. We decide to start there before we can go anywhere else. And to also show people that if they do things by themselves, they can achieve something.

○ **Reasons for HFC Project: Focus group discussions (FGD)**

Created by Moleboheng Mathosi on 30-May-22

4 Quotations:

- **1:1 ¶ 11 – 13 in Focus group discussion 3**

Why do you think MGC/ Mr Matekane implemented the HFC project at Ha Leronti?

FGD3 P1: To help the people of Ha Leronti with farming. He wanted them to produce at larger scale because they were just producing for their families and it was not even enough. So, he wanted them to have a better live through agriculture.

FGD3 P2: He is someone who likes helping people. He always pays attention to the needs of the people so he realized that our production is not good enough to improve our lives and sustain us so he decided to help us. He has not done only vegetables, there are also fruits there and all are for us to sell and improve our lives.

 **2:1 ¶ 16 – 18 in Focus group discussion 1**

FGD1 P1: To improve the lives of people.

FGD1 P2: He wants people to not engage in criminal activities like stealing, and for them to not think of doing any other ridiculous activities that can lead them into prison. He also wanted them to have a way of living. I also think he wanted to start from his home town before he can go to other places because maybe he realized that this place is backward with developments.

FGD1 P3: I think it is just to help the people of Ha Leronti to not struggle to have something to feed their families.

 **3:1 ¶ 26 – 29 in Focus group discussion 2**

FGD2 P4: I don't think it was just for put to have something to eat with porridge. I think he wanted to help people with something that will improve their lives. Also, for us to stop selling the fields, rather we should make a living out of those fields. I think the main aim is for people to be able to live through the project.

FGD2 P5: He realized that people struggle to have some vegetables to eat every day. Yes, even as a way of improving people's lives.

 **4:1 ¶ 26 – 27 in Focus group discussion 4**

FGD4 P4: He wants to improve the lives of people from his home town.

FGD4 P5: I really think Mr Matekane is a God sent. It was just luck. But again, as I look at his character, I have realized that he doesn't want to see hungry people, it is like he wants all of us to be rich like him.

Appendix C: The Highlands Farmers' Cooperative project at Ha Leronti



Source: Sam Matekane Foundation

Appendix D: MGC's CSR projects in Mantšonyane



Source: Sam Matekane Foundation