

**ORGANIZATIONAL COMMUNICATION STRATEGIES
USED BY UNKI MINES FOR COMMUNITY
ENGAGEMENT AND DEVELOPMENT**

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ABSTRACT

The focus of this study is to assess the organizational communication strategies used by Unki Mine for community engagement and development. Under the umbrella term of “Organizational Communication”, this study discussed related literature such as effective communication, corporate communication, public relations and stakeholder engagement. Further, the study applies triangulation through the use of both qualitative and quantitative research methods to obtain information for empirical and validity purposes. The study is based on Unki Mine, one of the corporate mining companies in Zimbabwe. This article will attempt to respond to the extent to which Unki Mine communication strategies enable them to achieve effective communication with the community in which they operate. Furthermore, the article will also assess the communication strategies used by Unki Mine in relation to their effectiveness when communicating with surrounding communities. The study will extensively assess the challenges and prospects on communication strategies and channels used by Unki Mine Community Engagement and Development (CED) department, when communicating with local communities. Communication strategies such as development newsletter, the Anglo Social Way and the Community Engagement Forum and many others will be explored. The study will be informed by three theories namely development communication, Cognitive dissonance and two-way symmetrical model of communication. Interviews were carried out with Village 17

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community members, Chironde Primary and Secondary Senior members, the Community Engagement Forum members and the Unki Mine management employees who participated in the study.

Key Words: Communication, Communication strategies, organisational communication, corporate communications, public relations, community engagement and community social investment.

INTRODUCTION

Effective communication is essential in enhancing mutual understanding, creating shared meaning and experiences. Implementation of good organizational communication strategies contribute to building, maintaining and protecting positive corporate reputation. Organizational communication is used by Riel (1995) to refer to all forms of communication used by an organization. Effective organizational communication can be achieved through implementation of corporate strategies that involve stakeholder participation that address the needs of the community. It is accepted that corporations are social entities. What they do has an impact on the community (Dilenschneider 2000:125). Corporate strategy is a functional and operational strategy that is concerned with how corporate communication can develop communication programmes towards different stakeholders. Masuku and Zulu (2014:2) state that organisational communication focuses on the place of communication in an organization set up, and has been defined as a process where an organization sends, receives, encodes and decodes messages amongst its internal and external publics. Most companies take issues to do with external stakeholders to be of less importance thereby concentrating on the business side.

This study focuses on the effective communication strategies employed by Unki Mine in community engagement and development. Strategies refer to the way and means in which the corporate objectives are to be achieved and put into effect (Riel 1995:25). Masuku (2011:20) argues that corporate social investment (CSI), implies a long term commitment in a project, with strong focus on returns. Social returns are defined from the outset and measuring outputs and evaluating impact are important project components. Companies are increasingly being judged on their treatment of the environment, their involvement in the communities where factories and offices are located, their support of charities and social cause, and their respect for the natural

environment (Alsop 2004:70). The study would focus on the following communication strategies that can be perceived as the best approach to enhance community developmental needs: Newsletters, Anglo Social Way and the Community Engagement Forum (CEF). These formal communication strategies are facilitated by Unki Mine through the Community Engagement and Development (CED) department, which acts as an interface between the organization and local communities. Newsletters are published and circulated internally online and distributed to the CEF members on a quarterly basis. The CED department raises awareness of the Anglo Social Way policy to employees, contractors and CEF members as and when necessary. The CED hosts the CEF meeting on a quarterly basis to discuss community expectations, corporate social responsibility programmes, community grievances and other related issues.

The article also seeks to find out if the communication strategies used by Unki Mine when dealing with local communities, are the best communication approaches that corporate organizations can implement. Both quantitative and qualitative research methods will be used to examine the kind of information being disseminated, and the criteria used to communicate with the targeted communities. Data collection methods such as interviews, questionnaires and participant observation would be used. Focus would be on Village 17, Chironde community, the Community Engagement Forum representatives and the Community Engagement and Development department. Village 17 and Chironde communities are some of the host communities by proximity, mostly affected by the operations of the mine, and are beneficiaries of the corporate social responsibility programmes by Unki Mine. The CED department is responsible for managing communication between the mine and external stakeholders, facilitating the corporate social responsibility programmes and handling community complaints and grievances. Alsop (2004:71) states that corporate virtues go by many names these days such as: social responsibility, environmental stewardship, sustainable development, and the triple bottom line, among others. The CEF representatives meet with the CED department on a quarterly basis, to address community needs and plans by Unki Mine for the community. These representatives include chiefs, town clerks, local government authorities and interest groups.

The study will be informed by the following theories: Development communication theory, Two-way symmetrical model and Cognitive dissonance theory. The development communication theory brings out the importance of engaging community participation in

planning developmental issues that address their needs. The two-way symmetrical model explains the relevance of dialogue which involves feedback that would assist in building mutual understanding between Unki Mine and the local communities. The cognitive dissonance theory talks about communication's social influence on community behavior, attitude and emotions which may affect their view and understanding of Unki Mine's reputation and image. The above theories will enable the study to assess the communication strategies used by Unki Mine to improve community engagement and development for the benefit of both the organization and the host communities.

Communication is rooted in communities. Berger (1995:14) asserts that communities are held together by communication and it is through this process that culture is passed from one generation to another. According to Carrey (1989:13) communication is a process whereby messages are transmitted and distributed in space for control of distance and people. Reddi(2009:129) talks of the seven 'C's for effective communication. This refers to the 'credibility' (creation a climate of belief for the receiver to have confidence in the sender, 'context' (message to be conveyed within the appropriate environment, 'content' (messages must be of value to the receiver, 'clarity' (message must be conveyed in simple terms for the same understanding between sender and receiver), 'continuity and consistence' of message, 'channel' (should be accessible to the targeted audience) and lastly 'courtesy' (to strengthen relationship). This explains that the CED communicators must be able to explain and convince the listeners, use proper communication channel that is convenient for the targeted community and convey the message within the right context.

Organisational communication and community engagement conceptual framework

Development communication theory

Development communication refers to the systematic application of processes, strategies and principles of communication to bring about positive change by supporting sustainable change in development operations. The theory was propounded on the idea to put modern media of social communication at the service of development. Mefalopulus (2008) asserts that development communication involves communication programs for a community driven development. In organizations, development communication theory is applied to function in establishing

conducive environments, assessing risks and opportunities, disseminating information, inducing positive behavior and social change. Unki Mine uses the Anglo Social way to motivate positive behavior from both internal and external stakeholders, explains the expected behavior adhering to organizational policies and procedures thereby bringing social change. Anglo Social Way training aims at making a lasting positive contribution to the communities, to be a partner and employer of choice.

Communities that moved to occupy former commercial farms during the fast track land reform and resettlement program during the early 2000 year period found themselves without basic social amenities such as schools and clinics. Unki Mine is therefore engaging itself in corporate social responsibility projects through the Tongogara Community Share Ownership Trust and the Chairman's Fund so as to improve the standards of living for the surrounding affected areas.

Development communication implies respect for the human person; respect for his intelligence and his right to self-determination. The world capitalist system uses mass communication as a tool to manipulate public opinion. Issues that are published in the Newsletters and raised at the Anglo Social Way, will be positive about the company and have some degree of calculated facts to suit organizations ideologies. According to Hall (1997), audiences are not passive but active participants, who encode and decode messages differently.

Development can also be explained through three core values; the sustenance of life, the enhancement of self esteem and promotion of freedom from servitude. This includes tackling issues of poverty, unemployment and inequality, while advancing four universal freedoms; the freedoms from want and fear including the freedoms of expression and belief. Unki Mines' CED promotes the reduction of unemployment in the local communities by assisting in the recruitment of unskilled labour on behalf of contractors, and this contributes to reduction of poverty as well. Freedom of expression is accommodated at meetings, such as the CEF meetings, and through the CED department where local communities come to express their grievances and complaints.

Two-way symmetrical model : Dialogue strategy

The two-way symmetrical model of communication consists of a dialogue strategy between the organization and its publics. Reddi (2009:48) asserts that the two-way symmetrical model of communication is 'based on the ideal of mutual understanding. The model allows

communication to flow both ways between the organization and its stakeholders thereby enhancing mutual understanding. Both parties are capable of being persuaded to modify their attitudes of behavior as a result of public relation activity (Reddi 2009:48). This model is relevant to this study of organizational communication, in that it allows equal opportunities for expression and free exchange of information through adverts, training, campaigns, newsletters and face-to-face communication.

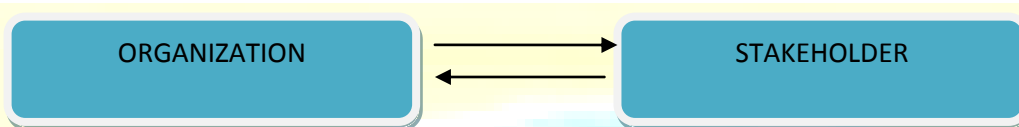


Fig 1

(Cornelissen 2008:56)

Cornelissen (2008:56) asserts that a rich communication involves that ability to provide immediate feedback between the two parties, the ability to personalize and adapt messages based upon responses, and the ability to express and articulate the messages in a different way. Rich media is used for discussing ambiguous, sensitive, controversial and complex issues with stakeholders of the organization. On the other hand, media of low 'richness' restricts immediate feedback, and they are less appropriate in resolving these issues. The researchers will assess the communication strategies used by Unki Mine (Anglo Social Way, Community Engagement Forum meeting and CED Newsletters) are adopting the two-way symmetric model of communication.

Two-way symmetric model forces organizations to design programmes and policies that are of issue management and development of corporate policy that suit the needs of the stakeholder (Reddi 2009:48). Unki Mines' CED department consults the stakeholders and seeks their view points and evolves corporate and public policies as acceptable to them.

Grunig and Hunt (1984) explained the two-way symmetric model as an approach 'where both parties are capable of being persuaded to adjust and modify their attitudes and behaviors according to the needs as a result of public relations effort or programme. By managing to persuade and modify attitudes and behaviors through its communication strategies and consultations with the local communities, Unki Mines would have applied the dialogue strategy (two-way symmetrical model). Unki Mine would then be able to understand how the public

perceives the organization through their responses and to determine the consequences that organizational action might have on the public.

Cognoscente Dissonance theory

Cognitive dissonance theory was developed by Festinger (1957) and it is concerned about relationships among cognitions. It is a communication theory adopted from social psychology. Baran (2005:424) points out that dissonance increases as the degree of discrepancy among cognitions increases. Therefore there is need for communication strategies that create mutual understanding which does not contradict with the situation on the ground to avoid conflicts.

Carey (1975) cited in Baran (2005:419) says ‘mass communication leads to a paradigm shift, a fundamental even radical, rethinking of what we believe to be true. The paradigm shift can be technological advancement or new media where rethinking would be based on print communication systems, that they view on television or hear on radio especially on issues of Indigenization. Another paradigm shift can be due to commitment and pursuit for democracy, people seeking change after they now compare Unki Mine and other surrounding mines. Through regular interaction, the organization would know what the community thinks, and in turn both will work together for the better.

Media messages must be conveyed in a manner that brings out the intended interpretation. In cognitive dissonance, people tend to seek consistency in their beliefs and expectations. This explains that Unki Mine must strive to meet its promises, and always allow two-way symmetric communication, so that stakeholders are always up to date to avoid leaving them in suspense or triggered to investigate. There would be speculation among Unki Mine ex-employees, current employees, contractors, the rest of the local community members and those from competing mines like Mimosa and Zimplats with regards to the way they contribute towards corporate social responsibilities.

Fairclough (1992:96) says ‘the immediate origins and motivations of change in the discursive event, lie in the problematization of conventions for producers and interpreters’. In this case, the communicators are responsible in motivating change. Therefore Unki Mine through the CED department, must groom opinion leaders from the community to be ambassadors. For example, if the village head of Village 17 fails to agree with what Unki Mines will be calling for, he has the

power to influence his village members. Different people consume and interpret messages differently, depending on their social, psychological and cultural context.

Background of Unki Mine's Organizational Communication

Unki Mine's organizational communication is managed by the Community Engagement and Development (CED) department; which acts as a link between the company and its stakeholders. The CED department at Unki Mine strives to build a mutual, beneficial and sustainable environment with host communities and Unki Mines (Socio-Economic Assessment Toolbox Report; 2010). SEAT report is actually a planning tool that assists the Unki Mine Project with managing the identified social and economic impacts, implementing Community Development Plan (SEAT Report 2010:3). Consultations were made with the stakeholders to understand the social context, identifying the stakeholder, assessing social impact and analysis of existing community initiatives. In 2002, Unki Mine established a community liaison committee (CLC) comprising of community leaders and representatives to ensure full participation, planning and implementation of the SEAT report. The SEAT Report also seeks to ensure compliance with the Anglo Social Way by promoting dialogue with stakeholders which contribute to sustainable economic development (SEAT Report 2012:15). The CED department's communication activities on developmental issues are guided by the SEAT Report and the Community Development Policy (CDP), which falls under the responsibility of the Corporate Communications Manager and the Communications Officer Operations, based at the company's mother body Anglo American Platinum (Anglo Platinum) in South Africa.

It is stated in the CDP, that branding and communication opportunities relating to community development projects must be utilized to their full potential. Branding refers to all the activities that create and maintain a set of positive expectations associated with the Anglo Platinum name, thus building the company's reputation and enhancing stakeholder support (CDP 2009:9). The CDP (2009:7) also highlighted that in any community development project the major players to be consulted are the local communities as well as the local, provincial and national government authorities. Community development activities will focus on education and skills development, safety health and welfare, enterprise and infrastructure development. The researcher would seek to find out is the communication strategies being used are able to address these developmental issues in line with their policy mandate.

Organizational communication involves sharing information, creating relationships, making sense of the organization and constructing culture and values. Unki Mine uses the Anglo Social Way, Community Engagement Forum and the Newsletters as a means of communicating with the community members among other external stakeholders. Most of the targeted community members are illiterate, therefore they require personal communication strategies to ensure better understanding. The researchers will assess whether the community is appreciating the existence of the mine based on the historical background, which might have an influence on the company's image and reputation. Among the population under study, are: Unki employees, beneficiaries of their social responsibility projects, and those who were especially affected by the coming of the mine where it is placed, who are now under Unki Mine's resettlement programme. All community complaints and grievances are addressed through the CED department or at the CEF quarterly meeting.

The study observed that by not having a Communications department at Unki Mine, the community members will have been disadvantaged of the disseminated information they would have benefited from. Riel (1995) asserts that organizational communication covers areas of public relations (PR), public affairs, investor relations, labour market communication, corporate advertising, environmental communication and internal communication. The researcher has also noted that CED department has 3 personnel who may not be adequate to effectively manage all the organizational communication aspects. The CED personnel need to extend more time to engage with community and be able to provide regular feedback.

The Anglo Social Way is reviewed after every three years. Due to the variety of forms of media used the community members will be acting upon their cognition when they compare what other competing mines are currently doing. The researchers will assess how best the communication strategies being used by Unki Mine can remain effective with time. Communication strategies should be initiated or revised in line with how the organization needs to build and maintain relationships with its stakeholders for positive reputation.

Methodology

The study used triangulation, by integrating qualitative and quantitative research methods in order to attain results that are closer to validity and reality. Qualitative and quantitative data was used to check on the accuracy of conclusions reached at, about organizational communications

strategies used by Unki Mine for community engagement and development. Quantitative research methods helped to obtain the numerical representation of data, whilst qualitative analysis assisted in gaining insight into people's attitudes, behaviors, value systems, concerns, motivations, aspirations culture or lifestyle. (Oppenheim 1996:147). The population of the study was the Village 17, Chironde community, Community Engagement Forum representatives and the CED department. The researchers focused on the targeted sample of the population, who are part of the Resettlement Plan, beneficiaries of the Corporate Social Responsibility Projects and the representatives who attend the Community Engagement Forum. The CEF members currently consist of 25 representatives. Village 17 has 22 households. In order to gain understanding of the local communities and their interpretation of Unki Mine, the researchers used comparative and empirical research approaches. Again, this allowed the study to prove the extent to which Unki Mine is effective and successful in communicating with their community, using newsletters, community engagement forum meetings, Anglo social ways, corporate social responsibility projects and programmes, using empirical data drawn from the study population as evidence. The study used questionnaires; structured and unstructured interviews, focus groups and documentary analysis for data gathering purposes. The researchers conducted a focus group interview with the CEF members during their third quarter meeting held 13 September 2013 at Unki Mine. The greatest strength of focus group research is that it directly stimulates interaction among participants on the topical studies (Keyton 2001:306). Present were community representatives, such as 3 local Chiefs (Chief Nhema, Banga and Ndanga) Shurugwi District Administrator, Tongogara Rural District Chief Executive Officer, Shurugwi councilors, Shurugwi and Gweru Town clerks, representatives from Agritex and other interest groups. Questionnaires made it easy to collect large quantities of data from a considerable number of respondents who are the Unki Mine departmental Managers, CED Manager, SHE Manager, Human Resources Manager and the CED Clerk, Village 17, Chironde community, together with the other targeted population. The results collected through questionnaires were quantified. On the other hand, interviews enabled the study to extract simple factual information on the communication strategies used by Unki Mine when dealing with the community, challenges and prospects, faced by Unki Mine. Again, we randomly selected 24 CEF representatives, 19 people from Chironde, 4 CED Managers, 2 SHE Manager, 2 Human Resources Manager and the CED Clerk. Using "random sampling" the researchers ensured that each sample unit has an equal chance of being chosen to take part in the research (Holborn and Haralambos, 1995:831). In this case, the targeted audiences were divided into males and females, CED Managers, She Managers, Human resources Managers, Villagers and so forth. This enabled the researchers to control the variables seen as important. The questionnaires incorporated both structured and unstructured questions, that both probed the attitudes and behaviour of respondents and sought to quantify results. The results of questionnaires could be relatively easily quantified and the data can be analysed quickly and efficiently as a result (Haralambos and Holborn:837). Out of 78 questionnaires distributed, only 62 were adequately responded to and returned. The main question respondents needed to answer was on the extent to which Unki Mine communication

strategies enabled the mine to achieve effective communication with their surrounding community. This enabled us to understand whether Unki Mine faced challenges or problems when communicating with the surrounding community especially on issues which dealing with corporate social responsibility projects and programmes.

Findings

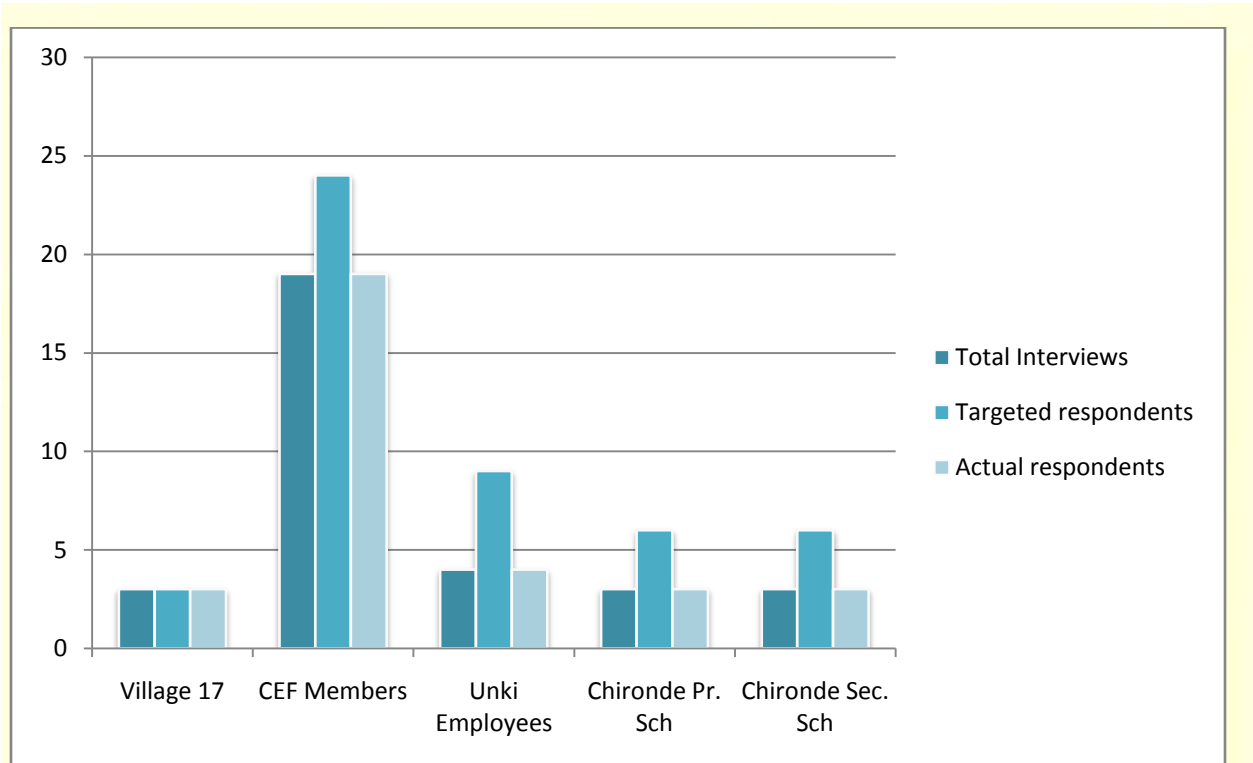
Questionnaires were designed differently depending on the interviewees. A total of 32 questionnaires were distributed to external and internal stakeholders. Out of 19 questionnaires distributed among the Community Engagement Forum members, all of them were completed returned. That was a high response rate. The researchers had targeted 24 respondents, from the list of invited guests but 5 of them were absent. Among these were the Shurugwi Assistant District Administrator, Local Member of Parliament, Ministry of Youth development Indigenization and Empowerment, Headman, local councilor and representatives from the Ministry of Lands and Rural Development among others. Most of them received hard copies, except the Assistant DA, Mr Mutimbairi, who was interviewed by the researchers.

Village 17 Head and other two members of the community responded to the questionnaires in Shona Language, which was then translated to English. From Chironde, the researchers managed to interview both Chironde Primary and Secondary headmasters and two senior staff members from each school. The other 4 questionnaires were distributed to Unki Mine management employees. The researchers conducted a focus group interview with the members of the Community and Engagement Forum (CEF) on 25 September 2013, during the third quarter CEF meeting held at Unki Mine Boardroom. This made it easy for the researchers to have the CEF members all at once, at the expense of the CED department. Printing costs for the questionnaires used for the CEF members were also met by the CED department which reduced the cost on our research budget.

Interview response rates were very satisfactory and showed that respondents exercised freedom of expression. Development communication explains that people should practise their democratic right to express their views without cohesion. As for respondents who could not understand English, the researchers had to explain the questions in Shona then they would respond both verbally and in written form. This shows that the CED department is aware of barriers to effective communication, such as language. Using Shona language was a way of soliciting participation, and allow respondents to express their views in the language they fully understand for communication to be effective.

All the responses were back on time which allowed the researcher to analyze content taking relevant information and the dominant ideas. Unki Mine Management who volunteered to send back via email. The researcher used purposive, proportional stratified and simple random sampling in selecting respondents. Following is the bar graph on distribution and response levels on both external and internal employees.

Bar graph 1: Questionnaire distribution and response levels



Communication strategies used by Unki Mine when dealing with the community

Through interviews conducted with the Community Engagement and Development (CED) department, the study deduced that, to them communication strategies are a means of getting information to the targeted groups of individuals. From the questionnaires responses, the Unki Mine management defines communication strategies as the different ways of communicating; employed in order to portray a message or messages to people. Unki Management's questionnaire responses pointed out that the CED department is the current department that is responsible for the implementation of communication strategies for community engagement and development on behalf of the organization. This influenced the researchers to focus on the CED

department for much of the supporting documents such as copies of the Anglo Social Way, 2012 and 2013 Newsletters and the current and previous CEF meeting minutes.

The study also found out that the CED department at Unki Mine's communicates with the local communities on developmental issues, through various means. These include interpersonal communication, the Community Engagement Forum meetings, information dissemination via CED Newsletters and national media, as well as holding liaison meetings with community representatives, Corporate Social Initiative Supplements, formal letters and via emails. Communication is done both verbally and in written form.

In the face to face interview and in his responses the questionnaire, the CED manager highlighted that the main communication strategies used to communicate with the local communities are the CED newsletter, Community Engagement Forum and the Anglo Social Way. By studying the CED calendar of events, the researchers discovered that the CED Newsletter is produced on quarterly basis to coincide with the CEF meetings held on a quarterly basis. From the responses by the Unki Management, the researchers found out that the CED department is not regularly interacting with the local communities as they should be doing. This was evident after analyzing the CEF meeting minutes.

Interview responses from the CEF members, indicated that CEF meetings as a communication strategy, have helped the local community representatives to relate their needs to the organization. In efforts to continuously build strong relationships with host communities and stakeholders, planning and execution of programmes, focus on the hierarchy of needs of the local communities as would have been discussed in the CEF meetings, were possible.

The researchers attended the third quarter CEF meeting and noticed through participant observation, that there was a two-way symmetrical mode of communication between Unki Mine and the CEF members. The two way symmetrical communications is important in effective organizational communication, as it involves an open dialogue and exchange of views contributing to informed decisions that are favorable to both parties.

Through observation, the researchers also deduced that CEF meetings allow room for Unki Mine to control the level of dissonance among targeted local communities, through attending to their community grievances and acting accordingly. As indicated by Baran (2005) that effective

communication strategies help to create mutual understanding as the information that would be communicated relates to the situation on the ground. The study found out that Unki Mines' CED department also manages cognitive dissonance by updating stakeholders and reminding them of the objectives of Unki Mine, through the CED Newsletter, as well as the Anglo Social Way. When the stakeholders know what is going on, it reduces suspicion and negative perceptions on the other.

The study also found out through historical data that Unki Mine is supposed to be guided by the Socio-Economic Assessment Toolbox report, that regular consultations are required with key stakeholders, to ensure community driven local needs and development challenges.

CED Newsletters as a communication strategy by Unki Mine

The study findings indicate that CED newsletter is compiled and printed by the CED department. The researchers also noted through content analysis that the newsletter, comprising of a standard eight paged document, published, produced and distributed on a quarterly basis as hard copy and via Unki Mine internal website, communication was effective. Its targeted audiences are Unki Mine management, the Community Engagement Forum meetings and internal employees, who have access to internet. The study also found out that, the Village 17 members, Chironde Primary and Secondary schools, do not have access to the Newsletter, yet most of the news would be concerning them. Unki Mine's CED clerk pointed out in an interview, that the department has been receiving requests through the Anglo Social Way, from other Unki Mine employees interviewed that they had not even seen the edition, and did not know it existed. This shows that the Newsletter has failed to catch attention of internal employees yet alone the external stakeholders. Corporate communication would have failed to ensure top down communication.

Through face to face interviews with the CED department, the researchers noted that the Newsletters are being done by students on attachment, edited by the CED Manager (Evelyn Mawimba) before being approved by the General Manager (Walter Nemasasi). The face to face interview with the CED Manager after the CEF meeting, indicated that the attachment student currently with the CED department is from Great Zimbabwe University in Masvingo studying for a Degree in Development Studies. The student has no experience in journalism and public relations. This left the researchers doubting about the attachment students' competence in

reporting news, as well as ethical considerations when producing publications for public consumption, such as producing balanced stories and being an informer of reality. After analyzing the contents of the 2013 CED Third Quarter newsletter, the study concluded that most of the stories are like press releases, because most of the stories do not include interviews.

Questionnaire responses from the Unki Mine management indicated that the purpose of the CED Newsletter, is to serve the community and internal employees with update of all departmental and project progress, as well as meetings held with the communities. Media content relates to all the five filters of the Propaganda Model by Herman and Chomsky (1988) which explains the influence of ownership and control, advertising, sources of news, flak and anti-communism. This has adversely affected the content of the Newsletter in a way.

From the interviews held with the CEF members, the study noted obtained that the news content does not address the needs of the community, as well as not representing the culture of the local communities. Since Unki Mine is controlled by Anglo American, a foreign mining conglomerate, the Newsletter content does not expose the ills of the organization to the public, and community issues are not valued as news.

In an interview with the CED department, the study found out that the circulation of the newsletter is limited to internal stakeholders and members of the Community Engagement Forum only. As a result, the larger community of Shurugwi cannot fully appreciate the Corporate Social Responsibility (CSI) contribution, due to lack of wide publicity. To cater for the wider audience, the department compiles CSI supplements for publication in national newspapers half yearly. Still, the ordinary people from the local communities are not able to access the national newspapers because of their illiterate and poor social status. Most of them cannot afford to buy bread and buying a newspaper would be like wasting money.

Community Engagement Forum Meetings by Unki Mine

The research found out through semi structured questionnaires and interviews, that the CED department hosts Community Engagement Forum (CEF) meetings on a quarterly basis, with the CEF members. The CEF meetings are a mandate for the CED Department, as it is stated in the Anglo Social Way 2010 and the Socio-Economic Assessment Toolbox Report, that regular consultations with external stakeholders should be maintained. The researchers were present in

the third quarter meeting which was held on the 25th of September, and conducted a focus group interview with the members.

The research findings indicate that, for the benefit of local communities, the CEF meetings are conducted in both English and the main local language which is Shona. Relevant company policies were also explained in Shona. This is vital in effective organizational communication, because messages communicated in a common language, ensure better understanding, and this also showed that there is consideration of a common local culture in the studied community. Responses from interviews, revealed that CEF members understand communication strategies in relation to how the organization communicates with the stakeholders. This was also seen through the questionnaire responses that they expected regular updates of projects from the Tongogara Rural District Share Ownership Trust committee, and not to wait for the CEF meeting proceedings.

The study also found out through the focus group interview, that most CEF members do not know the relevance of the CEF meeting, because questions were being raised by some members of the community with regards to stakeholder representation and mandate of the CEF. The Unki Mine CED Manager in responding to these questions, clearly explained the composition and functions of the Community Engagement Forum. From the CED Manager's response, the researchers noted that the CEF is not a committee that can accommodate everyone, but is a forum comprising of key stakeholder representatives. Key stakeholders comprise the 3 local authorities (such as Tongogara Rural District Council, Shurugwi Town Council and Gweru City Council), 3 Chiefs of Shurugwi, District Administrator and relevant government departments at district level, local Member of Parliament, Shurugwi Development Association, Community Trust, Local councilor, representatives from communities around the mine and relocated communities.

Research results obtained in the interview held with the CED Manager indicate that, CEF meeting operates on the principle of collective ownership of identified challenges and collective responsibilities, to address these challenges. In this way, no one institution is over-burdened with the expectation to meet community needs. The CEF facilitates collaborative partnership in addressing and identifying community needs.

The study also found out through focus group discussions and observations that, selection of external stakeholders for the CEF meeting is defined in the Community Engagement Forum Procedure. After analyzing the previous CEF meetings, the CED Manager chairs all CEF meetings. The study also deduced that, after the CEF third quarter meeting department ensured good relations, encouraging socialization among CEF members with Unki Management, and reinforces corporate communication by treating guest with lunch and reimbursement of fuel. The reimbursement of fuel is mentioned in the Stakeholder Engagement Procedure, which states that all stakeholders invited by the company must be reimbursed of the fuel they used as well as travelling costs they incurred. This maintains good dissonance, as members will not feel they are at an expense in travelling costs. While the members were being treated with lunch, it also allowed other issues that were not mentioned in the meeting to arise, and it also created a social bond among present members through socialization.

It was also noted that the CEF meeting, as a communication strategy, is not meant to replace the existing government structures, but provide opportunities for sharing ideas and integrating planning. This is important in organizational communication as it helps the company to include stakeholders' views and opinions regarding their needs. The CEF is guided by a vision to promote sustainable development. To achieve this, members both collectively and individually, need to deliberately contribute to building strong relations through mutual respect. Questionnaire responses from CEF members highlighted the need to develop partnerships, enhance collective responsibility and provide accurate feedback through reporting to respective constituencies. This would ensure the effectiveness of the two way symmetrical communications among Unki Mine stakeholders.

Anglo Social Way as a communication strategy at Unki Mine

It has been found in the study that the CED department also communicates expected social behaviors from local communities through the Anglo Social Way. The Anglo American's Social Vision is to make a lasting positive contribution to the communities associated with its operations, and to be a partner of choice for host governments and communities as well as to be an employer of choice.

Through content analysis, the researchers found out that Anglo Social Way also involves company policies and procedures which are hegemonic, and aimed at bringing control, stability and at the same time encourage stakeholders to be responsible and accountable for their actions.

The researchers also established that local communities are encouraged through the Anglo Social Ways to act responsibly, valuing and caring for each other as one team. There is also a two way symmetrical model of communication in the Anglo Social Way Training, which has resultantly improved better understanding of the company's values and objectives. Stakeholders get a chance to understand Unki Mine's contribution to the society, and decrease the dissonance that the organization is one of those organizations that are after the exploitation of the country's mineral resources to their benefit. Also people's attitudes are shaped and behaviours motivated as the company explains some of its values such as 'We are one team' and encouraging words for everyone to 'take responsibility' for what they do. The study also noted that Unki Mine engages local communities in behavior change programmes, such as HIV/AIDS awareness campaigns which teaches local communities and employees to be positive about being negative, and not to stigmatize those suffering from HIV/ AIDS.

Effectiveness of communication strategies applied by Unki Mine in dealing with the community

Through interviews carried out with the CED managers, the study found out that the CED department has an open door policy that allows concerned individuals, institutions and groups to present their issues in person, through written reports, which will be investigated by the department through feed back, to affected parties. One good such example is for example, through the Community Complaints and Grievance Procedure which stipulates how issues to do with local communities can be handled?

The member of the Community Engagement Forum in responding to the questionnaire indicated that the CED newsletter is not being effective enough, as it only covers the big corporate responsibility projects only, and ignores other issues happening in the local communities. The study also noted that the needs of the community are not being addressed. Contents of the Anglo Social Way, revealed that the policy only reminds the local communities about behavior expected from them and previous projects completed by Unki Mine, and not addressing

problems being faced by the mine and local communities. As explained by Fielding (2009) effective organizational communication looks at management practices effects and their efficiency in motivating communication. Anglo Social way must also serve this purpose.

The study also established through content analysis that most of the projects being used as examples in the Anglo Social Way, are not news worth to the community. For news to have value there has to be human interest, proximity and prominence to the targeted audiences. For example, the newsletter disseminates updates of its donations to Mutoko's Mutemwa Leprosy Centre and All Souls Children's Home in the 2012 first quarter edition which has nothing to do with the local communities. The 2013 newsletters reflect on projects and awards being won by the Unki Mine, team and to a lesser extent, issues related to the minority of the local community.

The local communities are of the view that the Newsletter should empower targeted audiences, entertain and inform them on issues that are of concern, for example the shortage of clean water in Village 17 and how they are contributing to poverty alleviation in the community. Most of the issues addressed in the CEF meetings should also be indicated to cater for those that could not attend. Village 17 Head said that there are disease outbreaks such as diarrhoea which are not being addressed by their communication strategies.

This study noted that the CED Newsletter is only covering events by the CED department, and as a result is short of other departments' issues which could also be of interest to the stakeholders. For example, there are issues on the entertainment, First Aid Competitions and Sports Day which was introduced this year. Since the CED department is conducting Public Relations, it should cover all departments to be effective. The Human Resources Manager, Mr Antony Chadyiwa, said that the organization lacks a vibrant newsletter which represents all departments. It so happened that the Village 17 community members and the Chironde Primary School, only know of CED as if it is the only department at Unki Mine. The SHE Manager, Mrs Betty Dube argued that the communication strategies being used by Unki Mine through the CED Department are very effective, and that the methods have to be used together and not in isolation as one method is not effective on its own.

From the interview responses, students from Chironde Primary and Secondary schools revealed that they do not know about the Newsletter, Anglo Social Way, as well as the CEF forum. This shows that the Newsletter is not being effective, since the people to which news is being disseminated, are not able to receive copies of the Newsletter. Last year the CED department carried a Road Safety Awareness Campaign, together with both the Chironde Primary and Secondary Schools. The purpose of the campaign was to address the problem raised by Unki Mine management, of pupils jaywalking from the 17 kilometers peg to the mine when crossing the road from their respective villages to school. That was the only campaign to communicate on behaviour based change.

Challenges faced by Unki Mine in communicating with local communities

Communication with local communities is via a committee of community leaders such as the chiefs, village heads and councilors, hence some of the messages do not reach intended recipients, as they are lost along the way. Messages are delivered via hand post, e-mail and community liaison meetings, such as the Community Engage Forum and other consultations.

The CED department highlighted in the questionnaires responses, that language is one of the barriers to effective communication, especially when writing responses for some of the members of the community who cannot read nor understand English, the official language of corporate business. Considering the literacy rate of the targeted communities, most of the messages written in English would have to be translated in Shona and Ndebele. Mediation always has its own weaknesses in translation. The translators communicated from the manner they understand the messages, which may not be the actual meaning. According to McQuail (1994:118), mediation refers to the “relaying of second hand or third party versions of events and conditions which we cannot directly observe ourselves.

When addressing local traditional leaders such as chiefs, the CED department highlighted in the focus group interview, that there is need to consider respecting the culture of the society, for example greeting whilst clapping hands. These challenges are mitigated by facilitating hand deliveries, where the CED department representative will also verbally explain the contents of the written documents that is understood by the concerned party.

The study also deduced that although most of the community leaders have mobile phones, there are also problems of network connection which forces the CED department to contact the receiver of the message in person. The communities are also not able to meet regularly to discuss the briefings from the meetings that the community leaders or representatives would have had with Unki Mine.

The findings established that the CED Newsletter does not have a permanent face. It keeps on fluctuating every year. The researcher noticed that the 2011 editions of the CED Newsletters were published using Microsoft Publisher. On the other hand, the 2012 editions were published on Corel Draw, and the 2013 editions are now on Microsoft Word. The changing face confuses the readers, making it difficult for them to identify from afar, unless they read. This can be blamed on CED department lack of permanent Public Relations personnel responsible for external communication.

The study also found out through focus group interviews with the CEF members, that communities were not being consulted, and as a result the projects were not addressing the real needs and priorities of communities they were earmarked to serve. The study also noted that there was concern that the Tongogara Community Trust is just spending and not generating income. Some of the issues discussed in the CEF meetings are not being addressed, especially those on health and poverty related issues.

The study further found out that, from questionnaire responses that there is a low level of community awareness of TRDC Trust projects, because of communication gap challenges. This is because the CED department is not implementing effective strategies to communicate with the stakeholders, besides waiting for the quarterly meetings. Village 17 and Chironde communities were not being represented at Community Engagement Forum.

Prospects related to enhancing effectiveness of communication strategies by Unki Mine

Basing on the study findings from face to face semi structured interviews with Unki Mine management, the researchers suggested that, the current communication strategies needed to be reviewed in order to find opportunities for improvement. This meant that forms of communication such as newsletters had to be written in local languages, to enhance better understanding through strategies that reach the targeted communities.

The Unki Mine management interviewed, shared the view that the CED department required more personnel, so that the communications responsibilities are not affected. The time spent out of the office inspecting projects, leaves no one manning the offices, whereas the Public Relations(PR) personnel must always be available for internal and external communication purposes. The study found out that communication with stakeholders is vital to Unki Mine. The researchers saw the need for Unki Mine to invest in information technology to benefit local communities. A technologically empowered community is more effective in implementing developmental practices.

The findings also proved that the CED department's Newsletter has been running for 4 years without a house policy or guideline. The study suggests that Unki Mine should have a house policy that provides a guideline on how the newsletter should appear like, with regards to the news content. The study also noticed that considering the literacy rate of the targeted external stakeholders, the CED newsletter did not cater for the illiterate local community members who do not understand English.

Unki Mine Management, who responded to the questionnaires, argued that the CED newsletter is not effective, hence effectiveness is compromised. There are opportunities that the publication can be produced monthly, to avoid people receiving stale news. From the findings, as well as from analyzing Unki Mine's investments in developmental communities, the organizational need to provide necessary support services and materials to assist the local community representatives, as they perform the role of opinion leaders from the CEF meetings is needed. For example, giving them copies of the newsletter so that the community members (opinion followers) would understand what will be transpiring at the CEF meetings. Also support of fliers and stationery to makes their meetings a success, are a necessity. This would encourage two-way communication between the opinion leaders and followers as the opinion followers would also have a chance to contribute their views for consideration in future meetings.

Local community members interviewed in Village 17 and Chironde, requested in their questionnaire responses, for the need for implementation of regular communication strategies with Unki Mine, so that they relate their problems of priority to be addressed. After surveying the area under study, the researchers recommend placement of a suggestion box at Chironde Business Centre, Village 17 and other local villages, so that community members will participate

in the communication process. The CED department would in turn check every day for posted letters from the box. For those who can access internet, the CED Department should create a website that is open for debates and discussions with the local communities. Two-way communication enables effective management, since issues of interest and importance are addressed on time, thereby maintaining the mutual relationship between the local community and Unki Mine.

Seidel (1985) goes on to liken these discourses in context of the political communication, he argues that “any discourse is a site of struggle and therefore a terrain where social meanings are produced or challenged.” This means that CEF would sift information and put it in the cultural and social context. If they were thinking Unki Mine is not catering for their communities, then they will obviously become jealous of those that have already benefited. Therefore CEF members and local community members must look at issues objectively.

The CED department must assist the local communities by creating programmes and calling for regular meetings so that they reveal developmental challenges, needs and priorities. The CEF members suggested that the TRDC Trust should also establish a similar Community Engagement Forum, to bridge communication and community awareness gaps.

How Unki’s Corporate Social Responsibility projects and programmes contribute to the development of local communities.

Unki Mine contributes to local socio-economic development through implementation of Community Social Investment Initiatives (CSI), procurement and employment opportunities for locals. The communities largely depend on Unki Mine as the main employer and funder for the development of infrastructure in the area.

The study found out that Village 17, which is one of the host communities affected by the Resettlement Exercise, last year benefited from a compensation of two bed roomed houses constructed by Unki Mine. This has improved the living standards of the community members. Village 17 consists of 22 households. These household members who initially had a negative perception about Unki Mine after being affected by the resettlement plan, are now expressing their gratitude. Mr Sekani, the Village 17 Head said, ‘It was a blessing in disguise to have been

part of the resettlement plan, now Unki Mine have built us state of the art two-bed roomed houses that we were never going to be able to build for ourselves’.

The study also found out through interviews with the CED department, that Unki Mine also manages the implementation of the company’s corporate social responsibility initiatives, spending over US\$1 million a year on projects. In 2011, Unki Mine donated US\$10 million to the Tongogara Rural Distrust Community (TRDC) Share Ownership Trust. This year, US\$1 million has been committed to community projects.

Table 1: *Ongoing projects funded by the Unki Mine and TRDC Ownership Trust*

Project Description	Completion Status
Unki CSI Initiatives	
Implementation of Shungudzevhu Irrigation Project	95%
Construction of Gweru Provincial Hospital Casualty Ward	52%
Community Trust Projects	
Construction of Musasa Primary School Phase 1	100% (Pending Handover)
Upgrading of Donga-Pakame Road	100% Road Formation
Upgrading of Donga-Tongogara Road	50% Road Formation
Implementation of irrigation gardens for the chiefs	Materials in place fixing in progress 85%
Construction of Zvamabande Rural Hospital Mortuary	25%
Implementation of Donga Water Reticulation Project	On-going
Rehabilitation of 179 community boreholes	Pending interviews for Drill Rig
Drilling and equipping of 160 community Boreholes	Operator and Assistants conducted

From assessing the CED files the study discovered that Unki Mine, through the CED department, is proud of a historic record of socio-economic achievements that has won it recognition by attaining the Regional 1st Runner Up Position for Corporate Social Responsibility For Year 2010 and 2011. This year the company achieved the second place for the Corporate Social Responsibility for 2012.

Conclusion

Unki Mine's organizational communication strategies currently being implemented such as the CED Newsletter, Anglo Social Way and the Community Engagement Forum meeting have proven, not to be effectively addressing the needs of local communities. Basing on the findings of the study, the researchers deduced that the CED department should regularly engage local communities in order to address their needs hierarchically. They should improve the diversity of news by including issues that are of news value to the local communities. The local communities should also get copies of the CED newsletter, so that they know what Unki Mine is reporting on, by addressing for example, the Chironde Primary and Secondary headmasters and the Village Heads from the local communities. Unki Mine should provide effective stakeholder engagement and practise effective public relations in their communication strategies, implementations and in planning. Unki Mine should establish Public Relations Department or a Communications department that oversees the communication strategies. This would enable the event management of the CEF forum to be organized and gain deep insight with the PR personnel. The Newsletter, CEF meetings and the Anglo Social Way should also include issues that contribute towards the health of the community members on issues such as HIV/Aids, reporting on community complaints and grievances. Again Unki Mine's CED department should, from a media perspective, come up with a house policy for the newsletter that determines what content is to be included for a specific audience.

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