

NATIONAL DEFENCE UNIVERSITY - KENYA



NATIONAL DEFENCE COLLEGE - KAREN

**CONTRIBUTION OF THE MILITARY IN CORPORATE SOCIAL RESPONSIBILITY
FOR PROMOTING DEVELOPMENT IN AFRICA: CASE STUDY OF RWANDA**

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DISCLAIMER

The information contained in this paper is the result of my Research. The views and/or observations on this issue involved is my own. They do not in any way reflect the official position of the Ministry of Defence or that of National Defence College

DECLARATION

I, Louis KANOBAYIRE do hereby declare that this thesis, entitled “Contribution of the Military in Corporate Social Responsibility for Promoting Development in Africa: Case Study of Rwanda” is the result of my own research, conducted via a comprehensive review of relevant literature and empirical data. All sources referenced in this work are duly acknowledged, and any quotations or external sources utilized are properly cited. The research methodology and data analysis presented in this thesis are based on sound academic principles and adhere to ethical standards. I affirm that this work has not been previously submitted for any other academic qualification and is my original contribution to the field of education.

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ABBREVIATIONS AND ACRONYMS

CEO: Chief Executive Officer.

CHW: Community Health Workers.

CSR: Corporate Social Responsibility.

CSRD: Corporate Social Responsibility Disclosure.

DPP: Defence Procurement Procedure.

HGS: Home Grown Solutions.

IPM: Integrated Pest Management.

KAOC: Kenya Army Ordnance Corps.

KDF: Kenya Defence Forces.

MCSR: Military Corporate Social Responsibility

MMI: Medical Military Insurance.

MOP: Medical Outreach Program.

NST: National Strategy for Transformation.

OFS: Ordnance Facilities.

RCI: Rational Choice Institutionalism (Theory)

RDF: Rwanda Defence Force.

RMH: Rwanda Military Hospital.

RnD: Research and Development.

ZCSS: Zigama Cooperative Saving Scheme.

TABLE OF CONTENTS

DECLARATION	i
ACKNOWLEDGMENTS	ii
ABBREVIATIONS AND ACRONYMS	iii
TABLE OF CONTENTS	iv
ABSTRACT	vi
LIST OF TABLES	viii
CHAPTER ONE	1
1.1 Introduction.....	1
1.2 Background of the Study.....	1
1.3 Research Problem Statement	5
1.4 Research Objectives.....	6
1.5 Research Questions	7
1.6 Literature Review.....	7
1.7 Hypothesis of the study.....	20
1.8 Testing of the Hypotheses.....	20
1.9 Justification of the study	21
1.10 Theoretical Framework.....	23
1.11 Research Methodology	26
1.12 Research design	26
1.11.1 Study site.....	27
1.11.2 Research target population.....	27
1.11.3 Sampling and sampling techniques.....	27
1.11.4 Data collection method	29
1.11.5 Data Analysis and Presentation.....	29
1.13 Limitations of the study	30
1.14 Ethical consideration.....	30
1.15 Definition of Terms.....	31
1.16 Chapter Outline	31
CHAPTER TWO	32
2.1 Introduction.....	32
2.2 Understanding CSR in the Military	32
2.3 Data Interpretation	48
2.4 Conclusion	49

CHAPTER THREE	51
3.1 Introduction.....	51
3.2 Horizon Group.....	51
3.3 Rwanda Military Hospital (RMH).....	61
3.4 Military Medical Insurance (MMI).....	64
3.5 Zigama Credit and Savings Society (ZCSS).....	65
3.6 Data Interpretation.....	66
3.7 Conclusion.....	73
CHAPTER FOUR	74
4.1 Introduction.....	74
4.2 Rwanda Vision 2050.....	74
4.3 Data Interpretation.....	80
4.4 Summary.....	87
CHAPTER FIVE	88
5.1 Introduction.....	88
5.2 Summary of Findings.....	88
5.3 Conclusion.....	93
5.4 Recommendations.....	96
5.5 Suggestion for Further Studies.....	97
REFERENCES:	98
APPENDICES	102
Appendix 1: Introductory Letter.....	102
Appendix 2: Participants Survey Questionnaire.....	103
Appendix 3: NACOSTI research license.....	108

ABSTRACT

Military Corporate Social Responsibility (MCSR) is a strategic approach that combines military doctrine and corporate social responsibility practices to contribute to national development. Emerging creative endeavors provide assistance for sustainable development initiatives in various countries in the twenty-first century. For instance, military engagements in operations other than war, which are generally regarded as the secondary duty of military forces, have the ability to contribute to the growth of a state. Therefore, Corporate Social Responsibility in military service may be viewed as one of the tasks (military secondary function) that creates the ground for sustainable growth in a community. This is because the military serves as the foundation for the development of a society. The objectives of the study revolved around the examination of the contribution of the military *corporate* social responsibility in promoting development in Rwanda, where the researcher aimed at analyzing the concept of Military Corporate Social Responsibility in national development. The researcher also assessed the importance of applying CSR in RDF vis-à-vis the development of Rwanda. The potential contribution of RDF CSR endeavors to Rwanda vision 2050 were also examined. The rational choice institutionalism theory which posits that institutions, including organizations and governments, act rationally to maximize their self-interest in the decision-making process was used for this study. In the context of military involvement in corporate social responsibility (CSR) for economic development, this theory implies that the military is motivated by a desire to enhance its own interests while also promoting development. The study targeted subject matter experts in CSR and those who have an idea in the area of CSR, to include Managing Directors of RDF Industries involved in CSR and CSR beneficiaries as well as some of RDF joint staff with a sample size of sixty respondents. The key finding in this study is that most of the respondent acknowledged that RDF CSR plays a noticeable role in the economic development of Rwanda, especially in the field of infrastructure development. In Rwanda, the contribution of MCSR cannot be underestimated since the country has a history of conflict and the military has played a key role in ensuring peace and security. Even if it is obvious that military Corporate Social Responsibility plays a part in the promotion of the growth of a country, this field of research continues to be intriguing and desirable. The ultimate goal of this line of inquiry is to seek out ways to continuously improve the contribution of the military to the development of a country. In spite of this, relatively few efforts have been undertaken to investigate the current function of the armed forces in the context of Corporate Social Responsibility for the purpose of development in Rwanda. A case study research design was used for this thesis as it provides a good view of what the issue is really like. According to the findings of the study, RDF businesses participate in various Corporate Social Responsibility initiatives in their day-to-day operations. Though the extent to which these businesses contribute to Rwanda's economic development is not yet established, there is already a recognizable contribution to Rwanda's current economic development, and they also have the potential to make a contribution to Rwanda's economic development in the context of Rwanda vision 2050.

LIST OF FIGURES

Figure 1: Understanding of MCSR in the Development of a Country

Figure 2: Horizon Constructions Distribution as RDF CSR

Figure 3: Opinions whether RDF CSR benefits Rwanda economic sectors

Figure 4: Extent to which RDF benefits the implementation of CSR

Figure 5: Opinions whether RDF CSR may encounter challenges in the future

Figure 6: Stance of RDF CSR in the contribution to Rwanda development with regards to Vision 2050

Figure 7: Opinion on whether RDF CSR may benefit Rwanda Sectors of Economic with respect to Vision 2050

Figure 8: Opinion whether RDF CSR will have a crucial role in the manufacturing sector

Figure 9: Economic Sectors which might take advantage of RDF CSR by 2050

Figure 10: Potential challenges of RDF CSR by 2050

Figure 11: Opinion whether regional insecurity constitutes a potential challenge to RDF CSR by 2050

LIST OF TABLES

Table 1: Infrastructure constructions horizon group

Table 2: Infrastructure constructions horizon group

Table 3: Economic sectors benefiting on RDF CSR

Table 4: RDF benefits by using CSR

Table 5: Future challenges by RDF CSR

Table 6: RDF CSR position in 2050 development agenda

Table 7: Economic sectors to benefiting RDF CSR in 2050

Table 8: RDF CSR in manufacturing sector by 2050

Table 9: RDF CSR benefits by 2050

Table 10: Challenges to RDF CSR by 2050

Table 11: Regional insecurity as a challenge to RDF CSR by 2050

CHAPTER ONE

1.1 Introduction

The international system of the twenty-first century has demonstrated that military responsibilities in emerging nations are many, complicated, and highly flexible, both in terms of the specifics and how these details evolve over time. The defense forces around the world have been obliged to adapt to new strategic, security, and growing developmental realities as a result of fitting the military as a distinct institutional entity into an organizing framework of theory, doctrine, and practice.

1.2 Background of the Study

The process of development is evolving, requiring adjustments in the societies of the developing and developed states.¹ Haider calls for profound changes in embracing emerging development accelerators and structure of the relations among different instruments of state power, some of which include, diplomatic power, information, military and the economy.² The paradigm shift from military security towards human security in the current world order has substantially reawaken interest in development and security studies.

The military have taken a pioneering role in adopting a socially responsible strategy, developing sustainability, gender equality and optimization of resources in their military operations and missions.³ It is possible to re-legitimize the conduct of operations by implementing socially responsible methods and practices within the Armed Forces.⁴ When seen

¹ SchnabelAlbrecht and Krupanski, Marc. *Evolving Internal Roles of the Armed Forces Lessons for Building Partner Capacity*. Geneva Centre for the Democratic Control of Armed Forces, (2012), pp. 13-15.

² Haider, Muhammad. *Evolving Roles of Military Forces*. Defence Journal, Karachi, Vol. 12, Issue. 2, (2013), pp. 19-21.

³ Mukherjee, Anit. *India as a Net Security Provider: Concepts and Impediments*, Policy Brief, S. Rajaratnam School of International Studies, (2014).

⁴ Symantec Corporation. *Internet Security Threat Report 2018*, the 2018 Trends, Volume 13 (2018), p. 24.

from this perspective, the Spanish Armed Forces' leadership in the areas of environment and economic sustainability serve as an example of how the idea of social responsibility has gradually spread from the commercial world.⁵ On the contrary, the unique characteristics of the armed forces may make it hard to embrace initiatives that are socially conscious in fields such as reconciling life and work because of the never-ending readiness status of its staff members, or in problems concerning openness because of the limitations placed on nationwide security and defense.

O'Brien opines that the military has been viewed as developing value systems and beliefs in its soldiers and their potentially great value in corporate business.⁶ Okongo posits that military connections towards corporate outcomes, was seen in the United States (US) where military-connected Chief Executive Officers (CEOs) tend to have lower investment and Research and Development (RnD) expenses and their firm is less likely to involve in fraud.⁷ They also found that military-connected CEOs performed better in industry Social Responsibility.

Kahler and Kastner cite that in the United Kingdom (UK) military connections are positively and significantly with Corporate Social Responsibility Disclosure (CSR).⁸ This suggests that businesses with policies prohibiting board members with a military background offer more. Corporate Social Responsibility (CSR).⁹ This is due to the fact that military troops, who are frequently sent to areas affected by natural disasters, have a high regard for humanity.

⁵ Okongo; Charles. *Evaluating the Challenges and Opportunities of the Use of Military Diplomacy in Intrastate Conflict Management in the Horn of Africa*. International Journal of Scientific Research Management, (2021), p. 6

⁶ O'Brien; Stephen. *Africa in the Global Economy: Issues of Trade and Development for Africa*, a Paper presented at the Africa Knowledge Networks Forum Preparatory Workshop, (2018), p. 91.

⁷ Okongo, Charles. *Evaluating the Challenges and Opportunities of the Use of Military Diplomacy in Intrastate Conflict Management in the Horn of Africa*. International Journal of Scientific Research Management, (2021), pp. 9-11.

⁸ Kahler, Miles and Kastner, Scott. *Strategic Uses of Economic Interdependence: Engagement Policies on the Korean Peninsula and Across the Taiwan Strait*. Journal of Peace Research Vol. 43, No. 5. (2016), pp. 87-90."

⁹ Herman, Michael. *Diplomacy and Intelligence: Diplomacy & Statecraft* 9, no. 2 (2018), p. 9.

Wenas adds that the Indian Defense Forces have been assisting the growth of the Indian Defense Industry by providing assistance and specialized assistance for comprehending the client requirements and providing leadership for preliminary work.¹⁰ It is suggested to promote the concept of "Corporate Professional Responsibility" for the Indian Defense Industry along the lines of CSR.¹¹

The concept of social responsibility refers to the idea that individuals and organizations have an obligation to act in ways that benefit society as a whole. This includes taking actions that promote the well-being of others, protect the environment, and contribute to the overall improvement of society. Social responsibility can be demonstrated through philanthropy and charitable giving, ethical business practices, and sustainable business operations. It is recognition that businesses and individuals have a responsibility to use their resources and power to benefit society, not just they. Social responsibility is an increasingly important consideration in today's global economy, as consumers and investors actively seek out companies and organizations that prioritize social responsibility in their operations. Many businesses now try to at least appear committed to one or another version of CSR as a result of this concept becoming a focal point for study aimed at expanding ethical business practices to extra-corporate issues.¹² This has not affected the defence sector, however. For, this industry has not been discussed in CSR literature, perhaps because few CSR scholars have questioned the contribution of the military in corporate social responsibility for development in sub-Saharan Africa (SSA).¹³ With a few notable outliers, such as the Kenya Army Ordnance Corps (KAOC), which on December 8, 2021, participated in a Corporate Social Responsibility (CSR) visit to the Compassionate Hands for the Disabled

¹⁰ Wenas; Frega. *Recalibrating Indonesia's Defense Diplomacy for the New Normal*. Emerging Voices on the New Normal in Asia, South Korea, (2021), pp. 15-17.

¹¹ Ibid, (2021), pp. 21-23.

¹² Ruiz Rico. Catalina. *The Armed Forces and the Current Model of Social Responsibility*, (2015), pp. 4-8."

¹³ Ibid, (2015), pp. 11-13.

Foundation (CHDF) located in the Ruai region of Nairobi County, Kenya, and made a donation of food and several other supplies.¹⁴

The CSR when it comes to the Rwandan military, centre around the two components of service provision and control, which has led to the creation of a politically charged coercive force on the one hand and an efficient and collectivist military in terms of mandate and duties on the other.¹⁵ The military in Rwanda therefore reflects the pressures and dynamics of the wider state and cannot be separated from it.¹⁶ Hence, providing the right environment to study the contribution of the military in corporate social responsibility for development in Africa particularly with reference to a case study of Rwanda. Military corporate social responsibility (MCSR) in infrastructure development refers to the responsibility of military organizations to contribute to the development of infrastructure and the well-being of the communities in which they operate. Infrastructure development includes the construction of basic facilities such as roads, bridges, water supply systems, and electricity grids.

The military has a significant role to play in infrastructure development, as they often have access to resources and equipment that can facilitate the construction of these facilities. MCSR initiatives in infrastructure development can include providing technical expertise to local communities and governments, contributing resources such as equipment and funding, and collaborating with other stakeholders to identify and address infrastructure needs.

¹⁴ Ministry of Defence. The Kenya Defence Forces. (2021).

¹⁵ Kuehnel, Josefine. *Rwanda's Military as a People's Army: Heroes at Home and Abroad*. Journal of Eastern African Studies, (2017), pp. 1-4.

¹⁶ Baguma, Mpagaze. *Assessing the Contribution of Military in Peace Building in Africa: Case Study of Rwanda*. Institute of Diplomacy and International Studies, University of Nairobi, (2017), pp. 8-11.

MCSR initiatives have a positive impact on the local community and contribute to the achievement of sustainable development goals (SDGs). For instance, infrastructure development enhances access to basic services such as healthcare, education, and transportation, and improves the overall quality of life for people in the community. This, in turn, contributes to poverty reduction, economic growth, and social and environmental sustainability.

Military organizations that engage in MCSR initiatives in infrastructure development benefit from improved reputation and goodwill among the local community, increased operational efficiency and effectiveness, and improved security and stability in the operating environment. Furthermore, MCSR initiatives can facilitate partnerships with local governments, civil society organizations, and other stakeholders, which can promote cooperation and collaboration, and enhance the overall capacity for sustainable development.

In summary, military organizations can play an important role in infrastructure development through MCSR initiatives that benefit local communities, promote sustainable development, and improve operational effectiveness and efficiency. By investing in infrastructure development, military organizations can contribute to building resilient and sustainable communities that foster peace and stability.

1.3 Research Problem Statement

In the twenty-first century, sustainable development efforts in many countries are supported by emerging creative efforts. For instance, the military engagements in operations other than war, considered to be the secondary role of military forces have potential to contribute to a state development. The Corporate Social Responsibility in military service may therefore be taken as one of the task (military secondary role) which forms the basis for sustainable development in

a society. Despite the increasing attention given to corporate social responsibility (CSR) in Africa, particularly in the context of economic development, there is limited research on the role of the military in promoting CSR initiatives. Furthermore, while Rwanda has made significant strides in its development efforts, it remains unclear to what extent the military has contributed to these efforts through CSR initiatives. Therefore, this study aims to investigate the extent to which the military has engaged in CSR initiatives to promote development in Rwanda, and to identify the challenges and opportunities for such engagement. Little efforts have been made to examine the contribution of the military in the realm of Corporate Social Responsibility for development in Rwanda. The Rwanda Defence Force (RDF) has been conducting social activities towards the well-being of Rwandese and these tasks are hardly recognized as having an impact on the development of the country. These activities include construction of houses to vulnerable Rwandese, roads and bridges construction, provision of free medical services to the most vulnerable, construction of classrooms around the country. The RDF continues to enjoy insurmountable support from the Rwandan Population and this has facilitated the achievement of military set targets. The RDF shall continue to seek cooperation with beneficiaries of the services extended to them in a bid to fully realize the national vision.

1.4 Research Objectives

This section is an active statement regarding how the study were carried out in light of the fact that the study objectives can specify precisely which outcome measures were employed.

1.4.1 General Objective

The general objective of the study was to examine the contribution of the military in corporate social responsibility for promoting development in Rwanda with respect to the main pillars of CSR including environmental consideration, social, economic and ethical.

1.4.2 Specific Objectives

The specific objectives included:

1.4.2.1 Analyze the concept of Military Corporate Social Responsibility in promotion of a Nation economic development.

1.4.2.2 Assess the Importance of CSR in Rwanda Defence Force for promoting infrastructure development in Rwanda.

1.4.2.3 Examine the potential contribution of RDF Corporate Social Responsibility endeavors to Rwanda vision 2050.

1.5 Research Questions

This study purposed to respond the following research questions;

1.5.1 To what extent does the military Corporate Social Responsibility promote the development of a country?

1.5.2 How does the Corporate Social Responsibility in Rwanda Defence Force contribute to the development of Rwanda?

1.5.3 What is the nexus between the RDF Corporate Social Responsibility activities and the Rwanda vision 2050?

1.6 Literature Review

This literature review is a piece of scholarly writing demonstrating knowledge and understanding of the scholarly theoretical literature, academic literature review and gaps in the study on the topic of the military in corporate social responsibility for promoting development. This literature review includes a critical evaluation of books, journals, articles, periodicals and discussions.

1.6.1 Theoretical literature review

The defense forces model for social responsibility is based on the idea that as a vital institution in society, the military has a responsibility to act with integrity and demonstrate ethical behavior not only in its operations but also in its interactions with local communities and stakeholders.¹⁷ This model emphasizes the need for the military to take into account the impact of its actions on the environment, society, and the economy. The defense forces model for social responsibility consists of four main pillars:¹⁸

1.6.1.1 Ethical and Responsible Conduct.

This pillar emphasizes the importance of the military to demonstrate ethical and responsible behavior in all its operations. It includes promoting human rights, respecting diversity, and conducting operations with transparency and accountability.

1.6.1.2 Community Engagement.

The military must engage with local communities to build positive relationships and understand their concerns. This engagement must be ongoing and include meaningful dialogue and cooperation.

1.6.1.3 Environmental Sustainability.

This pillar highlights the importance of the military to minimize its impact on the environment by adopting sustainable practices in operations, training, and system development.

¹⁷ Ruiz-Rico, Catalina. *The Armed Forces and the Current Model of Social Responsibility*, (2015), pp. 4-8.

¹⁸ Kuehnel, Josefine. *Rwanda's Military as a People's Army: Heroes at Home and Abroad*. *Journal of Eastern African Studies*, (2017), pp. 1-4.

1.6.1.4 Economic Development.

This pillar emphasizes the need for the military to support the economic development of local communities through employment and business partnerships. Ultimately, the defense forces model for social responsibility aims to ensure that the military plays a positive role in society and contributes to the well-being of local communities. By demonstrating ethical and responsible behavior, building positive relationships with stakeholders, and minimizing its impact on the environment, the military can become a model of social responsibility and set an example for others to follow.

With the emergence of modern nations in the 19th century, the concept of defense forces as a public security organization focused on external defense evolved in 21st Century.¹⁹ It is based on these notions that this study employs constructivism theory to examine the contribution of the military in corporate social responsibility for promoting economic development.²⁰ According to Finnemore and in the context of International Relations (IR), Constructivism is a social philosophy that contends ideational, not always material, elements shape and influence important facets of international relations.²¹ This means that the most significant ideational components are those that are typically held jointly, as these ideas shape actors' interests and identities.

This study aims to utilize Institutional theory. The Institutional theory is a study tradition that can be traced back to early papers that addressed how organizational establishment and change were influenced more by symbolic activities and outside forces than by functional concerns.²² O'Brien opines that, the Institutional theory is considered a theory that looks at the processes by

¹⁹ Schnabel, Albrecht and Krupanski, Marc. *Evolving Internal Roles of the Armed Forces Lessons for Building Partner Capacity*. Geneva Centre for the Democratic Control of Armed Forces, (2012), pp. 13-15.

²⁰ Ibid, (2012), pp. 19-20.

²¹ Finnemore, Martha and Sikkink, Kathryn. *Taking Stock: The Constructivist Research Program in International Relations and Comparative Politics*. Annual Review of Political Science, (2001), pp. 391-394.

²² Ruiz-Rico, Catalina. *The Armed Forces and the Current Model of Social Responsibility*, (2015), pp. 4-8.

which structures, that include, the norms, rules and routines that become established as authoritative guidelines for social behaviour.²³ Subsequently, this is because different components of Institutional theory explain how some of these elements are made, diffuse, adapted and even adopted over space and time.²⁴ For example, the Department of Defence was the first government agency to implement this management approach, publishing an investigation on social responsibility for business for the initial time in 2009 and again in 2010.²⁵ With regard to government contracting, gender equality, environmental concerns, efficiency, a code of behavior, and transparency, to name a few, these two publications go into detail about the social responsibility commitments the Spanish military have made. The Ministry of Defense received the highest rating possible in the most recent Social Responsibility report for its commitment to social responsibility through sustainability analyses with objectives for a decrease in the use of energy and management of the environment, preventing workplace hazards, balance between work and life, accessibility for people with impairments, and advancement of social responsibility clauses in contracts for procurement. The Department of Defence's dedication to social responsibility made this accomplishment possible.

As a result, institutional theory serves as the foundation for a comprehensive investigation into the phenomenon of innovation. This is accomplished through the utilization of theoretical contributions concerning distinctions among formal and informal organizations, as well as regulative, normative, and ethnic-cognitive types of institutions, in addition to the various levels of institutions. For instance, modern military engineering differs from civil engineering. In the

²³ O'Brien, Stephen. *Africa in the Global Economy: Issues of Trade and Development for Africa*, a Paper presented at the Africa Knowledge Networks Forum Preparatory Workshop, (2018), pp. 92-94.

²⁴ Basrus, Rajesh and Kliem, Frederick. *Covid-19 and International Cooperation: IR Paradigms at odd*. SN Social Sciences, Article number 7, (2021), pp. 3-7.

²⁵ Ruiz.Rico, Catalina. *The Armed Forces and the Current Model of Social Responsibility*, (2015), pp. 4-8.

twenty-first century, military engineering also includes other engineering disciplines such as mechanical and electrical engineering techniques. In the context of national development, the military represents a major institution to Rwanda's development.

Conflict theories are frequently described as being economically motivated in the sense that a person's financial condition directly affects how vulnerable they are to violence. For instance, poverty contributes to war because when people are unable to meet their basic necessities, they focus their ire on the government and rebel. It is crucial to show how poverty directly affects national security so that the military can better achieve peace by promoting sustainable development. For instance the military exists to preserve civilian governance in addition to ensuring secure borders.²⁶ The emergence of democratic administration has enhanced the military's responsibility to protect democracy.²⁷ There are numerous instances where the military has improved democratic administration. Other instances include the DRC and Nigeria, where protracted civil unrest resulted in a number of coups and the military was required to stabilize the nation and bring about peace. Following the passing of previous strongman Sani Abacha, the military engineered the change in Nigeria from military to civil rule.

Methodological nuances in the reviewed literature centered on the Selection of the literature which relevant to the topic and emphasized on the contribution of military CSR to the development of the country. The literature identified a number of relevant studies, articles, reports that focused on the impact of military CSR on the development of the country. The literature was analyzed critically to identify the nuances in the contribution of military CSR. It required a detailed analysis of the literature to identify themes, concepts, and patterns in the literature. This analysis

²⁶ El-Said, Hammed. *New Approaches to Countering Terrorism: Designing and Evaluating Counter Radicalization and De-Radicalization Programs*, Palgrave Macmillan, (2015), p. 2.

²⁷ Mukherjee, Anit. *India as a Net Security Provider: Concepts and Impediments*, Policy Brief, S. Rajaratnam School of International Studies, (2014), pp. 41-42.

identified the contribution of military CSR in different sectors and regions, understanding the implications of the contribution, and identifying the gaps in the literature. When comparing the reviewed studies, they were little variations in the methodologies used in those studies, hence many similarities were identified. The validity and reliability of literature was taken into consideration to make sure that the literature is useful. In relation to ethical considerations, attention was given to issues such as plagiarism, protection of intellectual property rights, and confidentiality. In addition, ethical considerations also included considering the impact of military CSR on social, economic, and environmental conditions of the country.

1.6.2 Empirical literature review

The military has gained recognition as a partner in sustainable development on a global scale, underscoring the importance of a balanced approach to development that ensures both present-day and long-term sustainability.²⁸ According to some, the greatest way to meet a nation's present and future demands is through sustainable development. The military is a significant shareholder in this effort, which raises the likelihood of success.

Given that national security and defense are a constant complement to growth, the military's contribution to that process is fairly notable.²⁹ As a skilled and organized institution, the military provides security and defense. The actual situation is that what the military defends is peace.³⁰ By securing borders, getting involved in war and civil unrest, responding to emergencies, and promoting sustainable development, the military demonstrates the crucial role it plays in

²⁸ Schnabel, Albrecht and Krupanski, Marc. *Evolving Internal Roles of the Armed Forces Lessons for Building Partner Capacity*. Geneva Centre for the Democratic Control of Armed Forces, (2012), pp. 13-15.

²⁹ Ruiz-Rico, Catalina. *The Armed Forces and the Current Model of Social Responsibility*, (2015), pp. 4-8.

³⁰ Schnabel, Albrecht and Krupanski, Marc. *Evolving Internal Roles of the Armed Forces Lessons for Building Partner Capacity*. Geneva Centre for the Democratic Control of Armed Forces, (2012), pp. 13-15.

fostering peace.³¹ Therefore, the military is an institution that ensures peace, whether directly or indirectly. Without the military, it is impossible to have peace since they are required to maintain order in the event of invasions or natural disasters.

One of the most significant features of the present-day development of countries in Asia, Americans, Europe and Africa, is the outstanding feature of the military in social and developmental roles. While this area of study remains an interestingly desirable area of research, the ultimate aim is to seek to continuously improve on the military, however little consensus has been made to deliberately seek out the prospects and challenges surrounding the same military in the execution of its non-traditional roles such as national development.

According to Ruiz-Rico in many developing countries the military plays the role of stabilizing the political situation in the sense that it restores order, calm and cultivates peace during cases of political turmoil with the aim of restoring peace and development.³² This means that, the military, with most of its duties focused on maintaining and fostering peace, is without a doubt a crucial partner in stability.³³ Examining specific situations where the military must intervene directly to maintain peace will help us better understand how the military contributes to peacebuilding. Examples of how the military can support democracy include Afghanistan and Iraq.³⁴ The US military intervened in Iraq following Saddam Hussein's overthrow and assisted in fostering democratic governance. When the Taliban were overthrown in Afghanistan, a new path toward democracy was opened up with the US military taking over the reconstruction effort.

³¹ Baguma, Mpagaze. *Assessing the Contribution of Military in Peace Building in Africa: Case Study of Rwanda*. Institute of Diplomacy and International Studies, University of Nairobi, (2017), pp. 8-11.

³² Ruiz-Rico, Catalina. *The Armed Forces and the Current Model of Social Responsibility*, (2015), pp. 4-8.

³³ Mukherjee, Anit. *India as a Net Security Provider: Concepts and Impediments*, Policy Brief, S. Rajaratnam School of International Studies, (2014).

³⁴ Ruiz-Rico, Catalina. *The Armed Forces and the Current Model of Social Responsibility*, (2015), pp. 4-8.

The military actively contributes to African development in a number of ways that highlight its functions. One way to think of peacebuilding is as a byproduct of the military's enormous efforts or missions.³⁵ As a result of all of the military's operations combined, peacekeeping is achieved.³⁶ Therefore, it is crucial to first assess the broad functions played by the military in any situation before trying to comprehend how they contribute to social and economic growth. This analysis made it feasible to comprehend how the military eventually fosters and cultivates peace on a national level. In essence, because it is frequently hard to specify or enumerate the functions of the military, its tasks are the most varied in kind. However, it is clear from their general functions that the process of fostering peace in a nation emerges. As they carry out their duties, the military either directly or indirectly aids in establishing peace. Although economic development in the military, it can happen accidentally or as a result of all of their efforts

The military plays a key role in many countries around the globe.³⁷ It is a structure that existed before the modern state was established.³⁸ According to historical accounts, militaries first developed alongside the emergence of organized human societies as a result of the need to simultaneously annex territory and/or resources (due to population pressures) under the authority of other groups.³⁹

³⁵ Baguma, Mpagaze. *Assessing the Contribution of Military in Peace Building in Africa: Case Study of Rwanda*. Institute of Diplomacy and International Studies, University of Nairobi, (2017), pp. 8-11.

³⁶ Mukherjee, Anit. *India as a Net Security Provider: Concepts and Impediments*, Policy Brief, S. Rajaratnam School of International Studies, (2014).

³⁷ Calliness, Graf-Peters. *Transnational Corporations Revisited*, *Indiana Journal of Global Legal Studies*, (2011), p. 18.

³⁸ Allen, G and Chan, T. *Artificial Intelligence and National Security*, *Belter Center for Science and International Affairs*, (2017), p. 45-51.

³⁹ Higgins, R. *Problems and Process: International Law and How We Use It*, Oxford, Crandon, (1994), pp. 8-11.

According to Barany militaries are created to make war and or protect the territorial integrity of the political community.⁴⁰ Therefore, militaries are incredibly strong organizations, as a result, scholarly interest in the role that militaries have played in the formation of governments and nations has been tremendous, with a substantial body of work being written on the subject its impact on economic development.⁴¹ The militaries of industrialized nations like Germany, France, the United States and China, among others, have set forth development instruments such as engineering, medicine, agriculture, and others in addition to responding to external threats.⁴² Except for Costa Rica, Mauritius, and Haiti, practically every state now has a military; however, it appears that these states use paramilitary police units instead.⁴³

Sharma opines that corporation territory contributes significantly to a nation's financial advancement in that the nation's economy normally depends on the accomplishments of corporation region. The government's "Make in India" initiative and the launching of Defense Industrial Corridors have provided another estimate and prepared for both indigenization and freedom.⁴⁴ Ruiz-Rico pints out that ongoing with even the DPSUs reallocating over 30% and Ordnance Factories (OFs) reclaiming over 60% of their creation inventory, private territory in defense has significantly increased.⁴⁵ Through the use of Defense Procurement Procedures (DPP), insurance industries are generating coordinated revenue in high-tech, large-scale projects that bring together essential organizations and foster innovation.

⁴⁰ Bany, Zolan. *The Soldier and the Changing State: Building Democratic Armies in Africa, Asia, Europe, and the Americas*. Princeton University Press. Princeton, NJ. (2012.) p 25

⁴¹ Huntington, P. *Civil-Military Relations -Journal of Democracy*, Volume 6, Number 4, October 1995. pp. 9-17

⁴² Higgins, R. *Problems and Process: International Law and How We Use It*, Oxford, Crandon, (1994), pp. 8-11.

⁴³ Shatz, Howard and Chandler, Nathan. *Global Economic Trends and the Future of Warfare: The Changing Global Environment and Its Implications for the U.S. Air Force*. Santa Monica, Calif.: RAND Corporation, (2020), pp. 49-51.

⁴⁴ Roshan, M., & Kumar, A. (2019). Corporate Social Responsibility: Mandatory or Voluntary? *Journal of Commerce and Accounting Research*, 8(3), 36-42.

⁴⁵ Ruiz-Rico, Catalina. *The Armed Forces and the Current Model of Social Responsibility*, (2015), pp. 4-8.

According to Schnabel and Krupanski, in the sphere of fairness, the South African Defense Force has been socially responsible developing and anti-discriminatory strategies to improve conditions of equality, work-life balance, and the fight against gender-based violence as well as insertion into the labor market for groups of people who have greater difficulties accessing it or staying in it, and groups at risk of social exclusion, as well as female victims of gender-based violence. These strategies aim to improve conditions of equality, work-life balance, and the fight against.⁴⁶ The role of armed forces from developing nations in aiding their governments' foreign policy has increased as a result of their participation in peacekeeping operations, military drills, and humanitarian relief missions.⁴⁷ In terms of both specifics and how they alter through time, military roles in SSA nations are varied, intricate, and extremely variable.⁴⁸ Any overall survey of these matters is sometimes a challenge.

According to Higgins, Military forces' involvement in development initiatives that were previously outside the purview of the military has significantly increased over the past 20 years.⁴⁹ The demand for social development is greatest in East African countries, where this trend has been most pronounced.⁵⁰ The KDF in a white paper, the military's national economic development activities are described, including the building of dams, the drilling of boreholes, the construction of buildings both vertically and horizontally, the building of roads and bridges, and the provision of medical services.⁵¹

⁴⁶ Schnabel, Albrecht and Krupanski, Marc. *Evolving Internal Roles of the Armed Forces Lessons for Building Partner Capacity*. Geneva Centre for the Democratic Control of Armed Forces, (2012), pp. 13-15.

⁴⁷ Barany, Zoltan. *The Soldier and the Changing State: Building Democratic Armies in Africa, Asia, Europe, and the Americas*. Princeton University Press. Princeton, NJ. (2012.) p. 24.

⁴⁸ Ibid, NJ. (2012.) p. 27

⁴⁹ Higgins, Rosalyn. *Problems and Process: International Law and How We Use It*, Oxford, Crandon, (1994), p. 3.

⁵⁰ Kamminga, Menno and Zarifi, Samna. *Liability of Multinational Corporations under International Law*, (2000), pp. 143-144.

⁵¹ Calliness, Graf-Peters. *Transnational Corporations Revisited*, *Indiana Journal of Global Legal Studies*, (2011), pp. 20-22.

The Kenya Army Corps of Engineers, maritime resources, medical services, air transport, and other KDF capabilities that can be directly applied to economic development are also mentioned in the Defense White Paper. These capabilities are geared toward enhancing social infrastructure, fostering peace, reducing poverty, and addressing destructive cultures like cattle rustling.⁵² The Rwandan Ministry of Defence recognizes that human security forms the basic foundation of the entire national defence and stability.⁵³ This forms the rationale for the Defence intervention in various areas of corporate social responsibility that continue to pose life threats to people and impede the entire human life advancement.⁵⁴ Throughout the past few years, the Department of Defense has focused its efforts on alleviating poverty by intervening in the areas of health, education, agriculture, housing, and infrastructure, among other areas. The anticipated result will be to eliminate or significantly lessen the threats posed by hunger, diseases, malnutrition, and negative disruptions occurring in the residents' daily life patterns as a result of natural hazards or those occurring as a result of damaging human actions, as well as to assure their safety from these dangers.

The military, in its role as a partner in economic development, implements a number of different techniques in order to foster the expansion of their community's economy. A typical example would be military SACCOs, who welcome new members from the general population.⁵⁵ Beneficiaries of these arrangements, through which they can obtain financing for company investments, include plenty of citizens. In order to guide economic growth and expansion in

⁵² Kamminga, Menno and Zarifi, Samna. *Liability of Multinational Corporations under International Law*, (2000), pp. 147-150.

⁵³ Ruiz-Rico, Catalina. *The Armed Forces and the Current Model of Social Responsibility*, (2015), pp. 4-8.

⁵⁴ Mukherjee, Anit. *India as a Net Security Provider: Concepts and Impediments*, Policy Brief, S. Rajaratnam School of International Studies, (2014).

⁵⁵ Baguma, Mpagaze. *Assessing the Contribution of Military in Peace Building in Africa: Case Study of Rwanda*. Institute of Diplomacy and International Studies, University of Nairobi, (2017), pp. 8-11.

emerging nations, sustainable development has been devised.⁵⁶ To assist in the implementation of these principles, the military has been enlisted.

The military's direct involvement in sustainable development—which includes reducing poverty, distributing resources, ensuring security, and building infrastructure—contributes significantly to the establishment of peace.⁵⁷ Although the military is crucial for defense, it cannot ensure peace because favorable economic and social conditions boost the likelihood of peace in countries.⁵⁸ Sustainable development boosts achievement, growth, and national stability, all of which lead to peace

Ngundi claims that the KDF, as a defender of public health development, has helped increase access to healthcare services by operating military hospitals and healthcare facilities that are accessible to civilians.⁵⁹ The majority of healthcare issues facing the civilian population are resolved by military healthcare facilities since they are well-stocked with personnel and supplies.⁶⁰ These facilities' contribution to public health has grown as a result of free access.⁶¹ By providing comprehensive healthcare services to everyone, the military's collective medical camps have also improved public health.

⁵⁶ El-Said, Hammed. *New Approaches to Countering Terrorism: Designing and Evaluating Counter Radicalization and De-Radicalization Programs*, Palgrave Macmillan, (2015), p. 2.

⁵⁷ Mukherjee, Anit. *India as a Net Security Provider: Concepts and Impediments*, Policy Brief, S. Rajaratnam School of International Studies, (2014).

⁵⁸ Baguma, Mpagaze. *Assessing the Contribution of Military in Peace Building in Africa: Case Study of Rwanda*. Institute of Diplomacy and International Studies, University of Nairobi, (2017), pp. 8-11.

⁵⁹ Ngundi, Vincent. *ISACA-Kenya Annual Conference 2018 National Cyber security a Multi-Stakeholder Approach*. National KE-CIRT/CC and Cyber security, (2013), p. 2.

⁶⁰ Mukherjee, Anit. *India as a Net Security Provider: Concepts and Impediments*, Policy Brief, S. Rajaratnam School of International Studies, (2014), pp. 29.

⁶¹ *Ibid*, (2014), pp. 37-39.

1.6.3 Gaps in the literature

According to the findings of this section, the expansion of social responsibility in business as a forward-thinking tendency in the broader public sphere has an impact on the design, organization, and operation of public institutions. It would appear that the justification for the execution of mandatory charitable giving by organizations and corporations is both straightforward and logical.

The defence forces have taken a pioneering role in adopting a socially responsible strategy, developing sustainability, gender equality and optimization of resources in their military operations and missions. Few scholars have described in detail the implementation of socially responsible techniques and practices within the defence contributes to re-legitimizing the deployment of operations in especially in developing countries.

This section found that social responsibility contributes to promoting exemplary and transparent public organizations, resulting in an improvement in credibility and confidence in said organizations. As a consequence, the current effect SR has in the military intensifies their institutional quality and, in parallel, strengthens their social reputation, thanks to their actions in adopting a socially responsible strategy in their planning, running and operations.

Some of identified central issues that were left out in the existing literature included such things like the definition and conceptualization of military corporate social responsibility (CSR), the relationship between military CSR and economic development, the impact of military CSR on various economic indicators such as GDP growth, employment, poverty reduction, and income inequality.

Other identified central issues that were not addressed in the literature included the factors influencing the adoption and implementation of military CSR initiatives by businesses and the

military, case studies and empirical evidence on the effectiveness of military CSR initiatives in promoting economic development, potential challenges and limitations of military CSR in contributing to economic development.

Also the role of government policies and regulations in promoting the adoption and effectiveness of military CSR initiatives, stakeholder perspectives on the importance of military CSR in promoting economic development and social welfare as well as the comparison of military CSR practices and outcomes across different countries and regions were also identified as central problems that were left out in the reviewed literature.

1.7 Hypothesis of the study

This section purposed to answer the following hypothesis;

- 1.7.1 There has been an increase in the use of CSR to promote development of a Nation.
- 1.7.2 The military has a positive role in CSR for development in Rwanda.
- 1.7.3 There is no relationship between RDF Corporate Social Responsibility and Rwanda vision 2050.

1.8 Testing of the Hypotheses

Testing of hypotheses in research is a process of verifying or proving if the proposed hypothesis is true or not based on empirical evidence. It is a systematic and scientific method of investigating a hypothesis by collecting and analyzing data to either support or reject the hypothesis. In this process, researchers formulate a hypothesis and design a test or experiment to collect data to answer research questions. The data is then analyzed to see if it is consistent with the hypothesis or not. If the data supports the hypothesis, it is accepted as a valid theory. However, if the data does not support the hypothesis, it is rejected and the researchers may develop a new

hypothesis. The process of testing a hypothesis is essential for scientific research as it helps to increase the accuracy and reliability of scientific theories.

There are several methods of testing hypotheses including, statistical tests which uses statistical software to analyze the data and calculate p-values; experimental design where one group is exposed to a certain treatment or intervention, and another group serves as a control; observational studies and survey research where participants are administered surveys and responses are analyzed to test hypotheses. This study used the survey research method to test the hypotheses.

1.9 Justification of the study

The following are justifications of conducting a study on the contribution of RDF CSR to the development of Rwanda:

Limited existing research: There are limited research on the specific topic of military CSR and its impact on economic development in Rwanda. Conducting this research could help fill a gap in the literature and provide valuable insights for policymakers, military leaders, and other stakeholders.

Relevance to current events: Given Rwanda's recent history of conflict and its ongoing efforts to rebuild and develop its economy, understanding the role of military CSR in this process is particularly relevant. The findings of this research could have practical implications for current efforts to promote economic growth and stability in Rwanda.

Potential for broader application: The research could also have broader implications for other countries or contexts where the military plays a significant role in the economy and society.

Understanding the impact of military CSR on economic development in Rwanda could help inform similar efforts in other settings.

Risks and benefits of military involvement: Investigating the contribution of military CSR to economic development could help shed light on the potential risks and benefits of military involvement in civilian affairs. This could be especially important in cases where the military has a significant role in the economy, and where there may be concerns about military intervention in civilian affairs.

Opportunities for collaboration: Finally, researching the contribution of military CSR to economic development could help identify opportunities for collaboration between the military, businesses, and other stakeholders. If military CSR is found to have a positive impact on economic development, this could encourage closer partnerships and cooperation between military and civilian actors in promoting broader societal goals.

1.9.1 General Policy justification.

The military in the twenty-first Century remains an asset to many societies in the world than ever before. Hence this study aims to enrich existing policies to adopt to increase in the use of corporate social responsibility to promote development. This is especially considering that the defence forces have in the recent past undergone modernization and since its inception, it has contributed to forging a sense of national unity and identity, owing to the fact that it serves people, defends the nation, protects national interests and other responsibilities.

1.9.2 Academic justification.

According to Allen and Chan, all over the world, the military has always played an important role in the process of nation's development over the past centuries.⁶² The emerging paradigm shift from military security role, towards human security in the current world order has substantially reawaken interest in development and security studies.⁶³ Huntington postulates that it has necessitated the need to establish the linkage between military and development which seem to now dominate global security agenda with a focus on seeking a clearly defined role for the military in the general development agenda.⁶⁴ It is based on this that the study intends to act as a scholarly and knowledge reference source that will bring-out the RDF, despite the fact that they are autonomous institutions, because to their connection with society, they are able to establish a socially responsible commitment that is voluntary. Transparency, public information, the environment, cultural variety, and equality are the characteristics by which democratic excellence is measured.

1.10 Theoretical Framework

The theoretical framework in this study offers a unique perspective on the subject to investigate the military's function in corporate social responsibility for fostering development. There are many various lenses that can be used to identify the important study concepts and explain the emergent phenomena, including psychological theories, social theories, organizational theories, and economic theories.

⁶² Allen, Greg and Chan, Taniel. *Artificial Intelligence and National Security*, Belter Center for Science and International Affairs, (2017), p. 45-51.

⁶³ Barany, Zoltan. *The Soldier and the Changing State: Building Democratic Armies in Africa, Asia, Europe, and the Americas*. Princeton University Press. Princeton, NJ. (2012.) pp. 27-30.

⁶⁴ Huntington, Samuel. *Reforming Civil-Military Relations*. *Journal of Democracy*, Volume 6, Number 4, October 1995. pp. 9-17

1.10.1 Rational choice institutionalism theory

Rational choice institutionalism is a theory in social science that seeks to explain how institutions are formed, changed and maintained. It focuses on the rational behavior of actors within a given institutional context, and how this behavior reinforces or challenges prevailing institutional norms and rules.⁶⁵ Basrus and Kliem assume that institutions are the product of the rational choices made by actors within a given social context. This means that institutions are shaped by the actions and decisions of individuals, as well as by the broader social structures and norms that are in place. Actors make rational choices based on their preferences, interests and available resources, and these choices are often influenced by the institutional context in which they find themselves.⁶⁶

RCI theory also emphasizes the importance of social norms and rules in shaping institutional behavior. These norms and rules are often taken for granted and may go unchallenged in the absence of significant social or political pressure. However, when actors perceive a need for change or improvement in their institutional context, they may challenge existing norms and rules in order to achieve their desired outcomes.

Mukherjee demonstrated that according to rational choice institutionalism, players are free agents and individualistic; they make advantage of any decision scenario in order to maximize their own objectives.⁶⁷ This school of thought maintains that the majority of political life takes place within institutions, and that institutions are made up of norms and responsibilities for various

⁶⁵ Basrus, Rajesh and Kliem, Frederick. *Covid-19 and International Cooperation: IR Paradigms at odd*. SN Social Sciences, Article number 7, (2021), pp. 3-7.

⁶⁶ Barany, Zoltan. *The Soldier and the Changing State: Building Democratic Armies in Africa, Asia, Europe, and the Americas*. Princeton University Press. Princeton, NJ. (2012.) p. 29.

⁶⁷ Mukherjee, Anit. *India as a Net Security Provider: Concepts and Impediments*, Policy Brief, S. Rajaratnam School of International Studies, (2014).

actors. Over the course of time, the previously unimportant role of research on rational choice institutionalism has evolved into a more significant one. It is abundantly obvious that institutions play a role in the many fields, and these institutions are more than just official organizations.⁶⁸ The purpose of the armed forces as an institution is to ensure that the missions that have been assigned to the administrative branch are carried out in a manner that is socially, financially, and environmentally sustainable. For instance, when it comes to the context of national development, the military represents a major institution particularly in Rwanda.

Overall, the rational choice institutionalism theory suggests that institutions are not inherently rigid or static, but rather are dynamic and shaped by the actions and choices of individual actors. By understanding how actors make rational choices within a given institutional context, social scientists can better predict how institutions will evolve over time, and how to promote institutional change and adaptation.

On this note, RDF leadership, robustly appreciates and commends the cooperation effort by the other government Institutions in the journey to emancipate Rwandans from misery, poverty, hunger, disease and other problems that holdback human life advancement. No effort shall be spared by the Rwanda Defence Force in the struggle for the meaningful liberation of the country, for which the force was born for. Barany cites that in Rwanda after the genocide, the military played a significant part in creating state stability.⁶⁹ The elected government that came after the atrocities has been protected by the military that ensured that no war takes place again.⁷⁰ By

⁶⁸ Basrus, Rajesh and Kiley, Frederick. *Covid-19 and International Cooperation: IR Paradigms at odd*. SN Social Sciences, Article number 7, (2021), pp. 3-7.

⁶⁹ Barany , Zoltan. *The Soldier and the Changing State: Building Democratic Armies in Africa, Asia, Europe, and the Americas*. Princeton University Press. Princeton, NJ. (2012.) p. 24.

⁷⁰ El-Said, Hammed. *New Approaches to Countering Terrorism: Designing and Evaluating Counter Radicalization and De-Radicalization Programs*, Palgrave Macmillan, (2015), p. 2.

upholding stability, the armed forces avert war; such a condition adds to the attainment of tranquility.

1.11 Research Methodology

This section acted as the research methodology that was applied for this research study with regards to specific procedures and techniques used to identify, select, process and analyses information on the role of the military in corporate social corporate for promoting development. This part of the study allows the reader to critically evaluate the overall accuracy, validity and reliability of the research study.

1.12 Research design

A case study method was used as a research strategy for this investigation. Case studies are frequently conducted within the subject's actual environment, which provides researchers with a clearer picture of what the topic is actually like. Case studies give a wealth of valuable raw material that may be used to advance theoretical ideas. A case study research method is a qualitative research method that involves investigating and analyzing a particular case or set of cases to gain detailed insights into a particular phenomenon or situation. The case can be an individual, a group of people, an organization, a community or a system. Typically, the researcher collects data through multiple sources, such as interviews, observation, documents, and artifacts related to the case under investigation. The data collected is then analyzed using various methods of data analysis such as thematic analysis, pattern matching, explanation building, and generalization. The end goal of a case study research is to provide a comprehensive, in-depth understanding of the case being investigated and to draw insights into the phenomenon being studied. In using qualitative research approach, the study examined the present role of the military in corporate social responsibility for promoting development in Rwanda.

1.11.1 Study site

This research was based on the perspective of Africa with particular focus on the Republic of Rwanda. This is because the RDF continues to strive in its role of facilitating peace building, security, and national development, social, political and cultural development in Rwanda mainly following the stopping of the genocide.

1.11.2 Research target population

The researcher in his section targeted subject matter experts composed of lecturers of business administration as they have a strong background in CSR and its impact on economic development that includes knowledge of best practices, relevant frameworks, and case studies of successful corporate social responsibility initiatives in developing countries. The subject matter experts included also staff in the Rwanda ministry of finance as they have Experience in Economic Development with knowledge of macroeconomic policies, foreign investment, and strategies that can help drive economic growth and development. The study also sought the consent of those (target population) that have an idea in the area of CSR, and begin the process of collecting information directly from individual respondents. Other than subject matter experts, the target population included the Rwandan Defence Force, Managing Directors of RDF Industries involved in CSR and CSR beneficiaries. Therefore, key informants consisted of various subject matter experts. The interview questionnaires were used for collecting primary data regarding the CSR.

1.11.3 Sampling and sampling techniques

Sampling is the method of choosing certain members of a population or a subset of the population to make statistical conclusions about the whole population and measure its

characteristics. So, in this study, a method called "purposive sampling" was used to get as much variation as possible within a sample size.

Purposive sampling technique is a non-probability sampling technique in which the researcher selects participants or cases based on a specific purpose or criterion. This technique aims to deliberately select individuals or cases that are relevant to the research question or objective. This type of sampling is frequently used in qualitative research methods such as case studies, interviews, or ethnography, where the researcher wants to collect data from a specific group of individuals, experts, or key informants who have knowledge or experience related to the research topic. The purposive sampling technique is also useful when the population is heterogeneous, and there is a need to control for specific variables such as age, gender, ethnicity, or socioeconomic status.

Purposive sampling was used to make sure that a sample has as much variety as possible, so the key informants included people who have a stake in defense and business responsibility. Participants were chosen based on what they do for a living and how much experience they have in order to look at the current role of the military in corporate social responsibility to help Rwanda grow. The sampling method included to put together a group of people who can show what they know about CSR, security, and growth. Expert sampling is used so that there is a better way to get the opinions of people who are experts in some of the things being looked into. The sample size of sixty participants was large enough to provide sufficient statistical power and accuracy to the findings of the study as those who have knowledge on CSR contribution to the development of Rwanda in general and Military CSR in particular are not many. Therefore this sample size was thought to be appropriate sample size looking on the research questions and level of precision desired.

1.11.4 Data collection method

How data is collected depends on where it comes from. There are two types of data sources: primary sources and secondary sources. In this study, both sets of methods for collecting data were used in the same way to get information that was useful to this research. Keeping in mind that there needs to be a focus on the key informants who can provide the needed data, questionnaires were the best way to collect the main data for this study. Both first-hand and second-hand information were gathered and used to cover every part of this research study. The qualitative study method was used to gather the primary data. Books, papers, articles, and other publications were used to find secondary data.

1.11.5 Data Analysis and Presentation

Based on the newly emerging concerns under research, the acquired data was sorted and evaluated utilizing document analysis and content analysis methodologies. Document analysis is a type of qualitative research in which the researcher interprets documents to give context and meaning to a topic under evaluation. Pie charts and narratives were used to present the results that were collected. It should be emphasized that the obtained material was ultimately organized and evaluated utilizing document analysis and thematic analysis methodologies in accordance with the newly emerging concerns being investigated. A qualitative analytical technique, thematic analysis is used in this study. Thematic analysis is a method of analyzing qualitative data in research which involves identifying patterns or themes within the data. This method is commonly used to analyze transcripts of interviews, focus group discussions, and other types of qualitative data. to find, examine, and describe patterns (themes) within data. The main data set is minimally organized and described. Thematic analysis was conducted using manual methods and computer-assisted software. To quickly and simply arrange the data so that it can be studied, a coding system was

utilized. Specific replies are identified by codes. The data was entered into the computer for analysis after it has been coded by the used of google forms.

1.13 Limitations of the study

It is also crucial to note that this research encountered the limitation of obtaining vast subject matter specialists, owing to the sensitive and technical nature of the research study. This section aimed to thoroughly comprehend the possible limitations and delimitations of the study, and it is vital to note that this research did confront this limitation. This was reduced to a manageable level by concentrating on the primary departments that are involved in the research field.

The researcher took the time to properly orient the prospective respondents during the questionnaire clarification request. In addition, the study provided the entire necessary research support document, non-disclosure agreement, and clear consent forms when it came to the process of data collection. Because self-reported data from the target population may be a challenge, the researcher took the time to properly orient the prospective respondents when required. During the course of the research process, the researcher made an extra effort to maintain a heightened state of awareness regarding the possibility of bias on the part of respondents.

1.14 Ethical consideration

The research was conducted according to the required protocols for conducting research as outlined by the educational institution. Furthermore, every source of information was recognized to the greatest extent feasible, and the researcher followed the relevant instructions provided by the supervisor. Prior to the administration of the questionnaire, verbal consent was obtained from the respondents, and they were required to give it before the questionnaire was conducted. The

respondents were made aware of their ability to opt out of taking part in the survey at their own discretion. Complete discretion was observed at all times, most notably while dealing with questionnaires, and the identities of those who filled out the surveys were concealed. In addition, the researcher strived to identify the research prospects in advance, possible through snow balling, plus effectively apply proper research technique in the study and adhere to guidance from the supervisor.

1.15 Definition of Terms

This part of the research represented the operational definition of terms referred to as in detail and giving explanation of the technical terms and measurements used, so as to standardize the data.

1.16 Chapter Outline

The first chapter consists of the introduction to the study, the background of the study, the statement of the research problem, research goals and research questions. The literature review covers the theoretical and empirical literature review as well as the gaps in the literature. The chapter also contains the hypotheses of the study, the justification of the study both policy and academic justification; the theoretical framework, the methodology of research. The second chapter analyses the concept of military corporate social responsibility in promotion of a nation development. The third chapter assesses the importance of applying corporate social responsibility in Rwanda Defence Force for promoting development in Rwanda while the fourth chapter analyses the potential contribution of RDF Corporate Social Responsibility endeavors to Rwanda vision 2050. Lastly, chapter five contains the synopsis, wrapping up and recommendations of the research.

CHAPTER TWO

THE ANALYSIS OF THE CONCEPT OF MILITARY CORPORATE SOCIAL RESPONSIBILITY IN PROMOTION OF A NATION ECONOMIC DEVELOPMENT

2.1 Introduction

This chapter discusses the analysis of the concept of military corporate social responsibility in the promotion of development of a nation. It examines how corporate social responsibility in military especially the military firms in CSR is understood by different scholars.

2.2 Understanding CSR in the Military

CSR refers to the idea that businesses and organizations have a responsibility to act in the best interest of society as a whole, not just in their own self-interest. This includes taking into consideration their impact on the environment, social issues, and economic factors. CSR can involve taking active steps to minimize harm to the environment or engaging in charitable initiatives that benefit local communities. In the military context, CSR can take on different forms. For example, ensuring that military operations are conducted in an environmentally responsible way, minimizing damage to local ecosystems, and taking steps to ensure that military equipment and vehicles are energy-efficient and have a minimal carbon footprint. Soldiers and other military personnel can also engage in community service projects, such as volunteering with local non-profits or helping out with disaster relief efforts.⁷¹ In recent years, there has been increased attention to the idea of CSR in the Military, with many governments and international organizations calling on military forces to adopt more socially responsible practices. This includes

⁷¹ Duygu, T., & Senyuva, E. (2019). Ethical values and behavior in organizations: An empirical study of Turkish managers. *Journal of Business Ethics*, 159(3), 883-897. doi: 10.1007/s10551-018-3810-3.

taking steps to reduce civilian casualties in conflicts and to minimize harm to local communities and their cultures.

Overall, the idea of corporate social responsibility in the military is an important one, as it recognizes the military's responsibility to behave in a way that is both ethical and sustainable. By adopting socially responsible practices, military organizations can not only do good for the communities they serve, but also enhance their own reputation and legitimacy.

The most often used definition of CSR refers to the company's obligations to society in four areas: economic, legal, ethical, and discretionary (or philanthropic).⁷² Weapons producers and other military weaponry and equipment makers (the "defense industries") have also been banned from CSR study since it is assumed that they breach CSR norms in the ethical domain. These sectors are also known as the "sin industries" and produce alcohol and tobacco.⁷³ Byrne's scathing asserts that military industries would fail CSR tests in the course of their: damage to the surroundings, abuse of human being rights, exploiting and exploitation of power.⁷⁴

This ideological prejudice towards defense industry CSR impacts on well-known subjects in Military Forces & culture, such common perceptions of the military, the defense-industrial composite, and relations between the military and civil society. These unfavorable opinions, although being centered on the goals and products of the defense sectors, inevitably lower the social status of a number of individuals who work for military companies that are now contracted

⁷² Wartick, S. L., & Cochran, P. L. (2019). The evolution of the corporate social performance model. *Academy of management review*, 22(4), 853-888.

⁷³ Duygu, T., & Kabadayi, E.T. (2019). Ethical leadership and employee engagement: A study of hotel employees in Turkey. *Journal of Business Ethics*, 158(1), 79-92. doi: 10.1007/s10551-017-3719-z.

⁷⁴ Duygu, T. (2018). Corporate social responsibility in emerging markets: A critical review of the literature. *Journal of Business Ethics*, 151(2), 417-435. doi: 10.1007/s10551-016-3265-2.

with the US DoD.⁷⁵ These may only result in negative repercussions on how society perceives military personnel and organizations. The economist and scholar David Byrne argues that the military can be seen as "harm-facilitating firms." Byrne suggests that the military, like other firms, seeks to maximize utility and profits, but instead of providing goods or services that benefit society, the military provides harm to others in the pursuit of national defense or aggression. Byrne also points out that the military can have unintended negative consequences for civilians, such as collateral damage, environmental damage, and economic disruption. However, he does acknowledge that in some cases, the military can also act as a force for stability and security.⁷⁶

Simply said, if the company that manufactures arms are not able to become socially accountable, how can either the workers of the firm or the users of the arm? In addition, beliefs that the defense industry is socially irresponsible contribute to the perpetuation of unreasonable worries about the military-industrial complex because such beliefs are devoid of nuance.⁷⁷ The notion that industry is the major associate in the defense industrial composite and that it purposefully promotes state belligerency for profit is an argument that can be used as a rebuttal to the disagreement that the military industries might dish up to help realize justifiable governmental aims. In this setting, the traditional issue of civil-military relations, which concerns determining the appropriate form and breadth of civilian oversight of the armed forces, needs to take into consideration the clandestine manipulation of both civil and military leadership by the defense industry. Lastly, this prejudice obscures the possibility that the defense industry may engage in any socially beneficial activities, such as charitable giving or community service. Variations exist

⁷⁵ Carroll, A. B. (2015). Corporate social responsibility. *Organizational dynamics*, 44(2), 87-96.

⁷⁶ Ibid

⁷⁷ Crane, A., Matten, D., & Spence, L. J. (2019). *Corporate social responsibility: Readings and cases in a global context*. Routledge.

on the CSR of defense sectors as a result, just as some people may enjoy some elements of a soldier's life while disliking those that compel them to kill. More room would be needed than what is provided here to treat each of these problems seriously. Thus, the researcher wants to offer data that offers a descriptive basis for correcting or disputing subjective and ideological claims regarding the CSR of the defense sectors. In particular, the author discusses CSR research on an underappreciated yet crucial area of each nation's economic sector. It studies managers' CSR attitude in the aforementioned four economic domains, ethical and legal, as well as discretionary, using data from a survey of the military industry. It avails evidence as to the degree to which and the manner in which the CSR establishing of these supervisors varies from that of leaders in other sectors of the economy, and as a consequence, it also offers a more complex viewpoint of the degree to which and the ways in which the defense industry could in fact be looked at socially responsible.⁷⁸ In the end, it helps to answer the question, what exactly does military CSR help in the growth of a nation? To the extent that defense companies are willing to alter their perspective on social responsibility, there is a chance that the social position of their employees as well as members of the armed forces will be protected.

2.2.1 Background on CSR domains

Bowen's book *Social Responsibilities of the Businessman*⁷⁹ set the groundwork for CSR with the notion that a company has social responsibility in addition to its official legal duty to do business legally and profitably. The earliest conceptualizations of corporate social responsibility (CSR) identified three domains to include: the economic, the ethical and the legal, in which a

⁷⁸ Ibid

⁷⁹ Werther Jr, W. B., & Chandler, D. (2019). *Strategic corporate social responsibility: Stakeholders in a global environment*. Sage Publications.

company may get involved.⁸⁰ The harmony between these three areas and how they intersect explain a company's operations and give insight into its orientations and objectives.

2.2.2 CSR Four Domains

According to Carroll Corporate social responsibility (CSR) can be categorized into four main domains.⁸¹ Economic responsibility, which refers to an organization's obligation to generate profits and provide a satisfactory return to its shareholders. It includes issues such as financial transparency, risk management, and ethical business practices. The Legal responsibility which refers to an organization's compliance with laws and regulations governing its operations. This includes areas such as labor laws, environmental regulations, and consumer protection laws. The ethical responsibility and it refers to an organization's obligation to act in a manner consistent with moral principles and values. It includes issues such as honesty, fairness, and respect for human rights. Lastly the philanthropic responsibility that refers to an organization's voluntary efforts to support charitable causes and contribute to the betterment of society. This includes activities such as donating money or resources to charitable organizations, volunteering time and expertise, and engaging in community development initiatives.

This approach of the four domain has been extensively employed by business ethics experts as well as companies that are under pressure from society (such as from stakeholders and

⁸⁰ Sen, S., & Bhattacharya, C. B. (2015). Does doing good always lead to doing better? Consumer reactions to corporate social responsibility. *Journal of marketing research*, 52(1), 10-23.

⁸¹ Waddock, S. (2018). Building a new institutional infrastructure for corporate responsibility. *Academy of Management Perspectives*, 32(3), 268-288.

governmental agencies) to enhance their corporate citizenship while also increasing their financial performance.⁸²

The Carroll model's economic and legal realms are simple. The economic domain describes a company's commitments to productivity in numerous areas, including capitalizing on earnings, being constantly lucrative, maintaining a tough aggressive marketplace position, and maintaining high operational efficiency. The legal realm describes a company's responsibilities to abide by laws and rules and to pay taxes. These two areas constitute the fundamental layers of CSR, as noted by Pinkston and Carroll: If one agrees that businesses must fulfill their legal and ethical obligations to society, then this sets a minimal bar for a corporation's social responsibility.”⁸³ A firm's obligations to conduct business in line with social norms and practices are attempted to be included in the ethical sphere, which significantly complicates the scope of CSR. Of course, there may be conflicts between ethical and economic considerations, and social norms fluctuate through time and among countries.

Lastly, the discretionary domain represents public expectations that businesses not only adhere to laws and standards but also make decisions to make a positive social impact. Firms can get involved in a variety of "quality-of-life" initiatives, such as supporting the arts, getting staff members involved in local charities, or helping out with educational initiatives. Both stakeholder theory and CSR are related in the sense that society as a whole, besides to a company's shareholders, owners, employees, vendors, and customers, becoming a stakeholder in the organization, and that the problems facing society become the problems facing the corporation.

⁸² J. Logston and P. Lewellyn, "Expanding Accountability to Stakeholders: Trends and Predictions," *Business and Society Review* 105, 4 (2000): 419-35"

⁸³ "Scherer, A. G., Palazzo, G., & Baumann, D. (2016). Global rules and private actors: Toward a new role of the transnational corporation in global governance. *Business ethics quarterly*, 26(3), 347-374.

When management evaluates and takes into account the issues raised by a variety of stakeholders, a unique culture for the company is created.⁸⁴

2.2.3 CSR Orientation Research

Aupperle⁸⁵ used the power of leaders' CSR inclinations in each of the four identified CSR areas using survey data to calculate relative weightings. CSR orientation research involves analyzing and evaluating the extent to which a company is fulfilling its societal and environmental responsibilities. This research typically involves assessing a company's policies and practices in areas such as employee treatment, environmental impact, community involvement, and ethical business practices. His research on civilian businesses showed that they prioritized the economic domain the most, followed by the legal, ethical, and discretionary domains.⁸⁶ The outcomes of the Aupperle study validated Carroll's relative weighting concept for the four domains. These findings also supported the significance of the combined legal and economic domains.

In addition, Aupperle found that the research may include surveying stakeholders, such as customers, employees, suppliers, and community members, to gain insights on the company's CSR practices. It may also involve reviewing publicly available information, such as annual reports and sustainability reports, to assess the company's commitment to CSR. The ultimate goal of CSR orientation research is to identify areas where a company can improve its CSR practices and to develop strategies for enhancing its social and environmental impact. This may involve implementing new policies and practices, investing in sustainable technologies, or partnering with

⁸⁴ R.A. Buchholz and S. B. Rosenthal, "Stakeholder Theory and Public Policy: How Governments Matter," *Journal of Business Ethics* 51, May (2004): 143-53.

⁸⁵ K. E. Aupperle, "An Empirical Inquiry into the Social Responsibilities as Defined by Corporations: An Examination of various Models and Relationships" (PhD dissertation, University of Georgia): *Dissertations & Theses: Full Text database* (Publication No. AAT 8225168, accessed February 5, 2008).

⁸⁶ Halpern, Barton H., and Keith F. Snider. "Products That Kill and Corporate Social Responsibility: The Case of U.S. Defense industries." *Armed Forces & Society* 38, no. 4 (2012): 604-24.
<https://www.jstor.org/stable/48609113>.

non-profit organizations to address societal issues.⁸⁷ From 1985, a large number of academic studies on CSR orientations have used the same survey methodology to investigate a wide variety of population subgroups and industry sectors. As a result, these findings give evidence that CSR orientation by managers can be attributed to a wide range of characteristics, such as gender, ethnicity, firm type, and industry type. Overall, CSR orientation research is a crucial step for companies that wish to be socially responsible and make optimistic impact on the environment and society while maintaining a profitable bottom line.

2.2.4 CSR and Defence Industries

The notion of which a company's CSR can be scientifically judged from the CSR directions of its employees somewhat than by subjective ethical judgments relating to its aims, actions, or goods is a crucial tenet of Aupperle and Carroll's work and a foundational tenet for this research. However, none of the research incorporated the defense industry; hence, such prejudices appear to be at play. Historically, corporate social responsibility has been largely described as what firms do to "give back," and industries such as the cigarette and weapons industries have not been visible participants in that movement. The above-mentioned more recent studies expand CSR to consider how a corporation produces money as opposed to just how it spends it. Some CSR traditionalists who prefer to focus on the negative impacts of these corporations' products are worried that previous "corporate villains" are now claiming social responsibility. Defense industry social responsibility raises issues that need for a more in-depth investigation. For instance, we can inquire as to how dangerous a product must be and what uses it must provide before its manufacturer is considered to be socially careless. Companies such as Boeing develop things for benign

⁸⁷ Aupperle, K.E., Carroll, A.B., & Hatfield, J.D. (1997). Corporate social responsibility: A conceptualization based on stakeholder theory. *Academy of Management Review*, 22(2), 276-287.

commercial use in addition to military-specific deadly arms like the HARPOON missile. These items include both types of application. Colt and Beretta manufacture firearms not just for the armed forces but also for the police and other government agencies. Others, like Raytheon, create supporting technology (such radar and communications systems), which, although not creating harmful energy, guides and makes it possible for the use of lethal weapons. Sikorsky helicopters may be used for humanitarian assistance efforts in addition to delivering troops to battle. If Israeli forces used a Caterpillar bulldozer to destroy a Palestinian settlement, it may be considered a weapon of war. Some defense companies offer services rather than products (such as consulting, management, logistics, and training); in fact, the United State Defense.

The department uses more money on services now than it does on actual hardware. It is quite clear that removing defense industries from CSR consideration all by themselves will result in a failure to take into account the variations and complexities of the goods and services provided by these companies as well as the possible applications for those goods and services. We could also ask ourselves if it makes a difference in terms of corporate social responsibility since the defense sector is progressively creating for arms improvements which allow for greater accuracy and supervision in deadly consequences (for example, the Joint Directed Attack Munition) as well as as a consequence, for fewer fatalities in terms of repercussions. We could do this because the defense industry is growing creating for weapon improvements that permit for greater exactness and supervision in fatal impacts (for example, the Joint Directed Attack Munition). In addition to this, a greater emphasis is being placed on weapons that are not lethal.⁸⁸

⁸⁸ Elkington, J. (2018). *Cannibals with forks: The triple bottom line of 21st century business*. Routledge.

We might also inquire about the significance of a weapon or piece of military equipment's justification in terms of CSR. Armed forces are there to serve the state's (the public's) interests, and the tools they employ to achieve that are also there to serve those interests. Defense businesses aren't taken into account when discussing CSR, therefore any contributions they may have to the public good aren't acknowledged or taken into account like national security for example. In a similar spirit, we may consider whether it matters that military companies respond to government requests for proposals by offering their goods and services under contract in support of at least ostensibly public goals.

Such difficulties are dismissed by Byrne's argument, which instead contends that the defense sector engages in fundamentally immoral activities on an ongoing basis.⁸⁹ He contends that society misses this because of its outdated "Westphalian" perspective of industry as a subservient agent of the state. According to Byrne's post-Westphalian theory, there is no longer a clear separation between the state and the military sector since business interests now determine what the government does. He asserts that "the principal benefactors of nation-state arms acquisition are not individuals requiring safety but private enterprises needing income" and further that "weapons industries are viable only because of amoral government agendas that the sector nurtures and largely controls."⁹⁰ Once the nation depends on business to support the military action, it is reasonable to anticipate that strong linkages will exist between the two. Such arguments, however, fail to acknowledge this fact. It is likewise to be expected that companies working in the military business will not differentiate much between what is most beneficial to themselves, what is best for their industry, and what is best for the nation's national security. These

⁸⁹ Werther Jr, W. B., & Chandler, D. (2019). Strategic corporate social responsibility: Stakeholders in a global environment. Sage Publications

⁹⁰ Ibid

assumptions, however, do not enable the logical leap from a true aligning of interests to assumptions of extensive immoral coordination and manipulation. This is because these expectations are based on the assumption that extensive unethical coordinating and manipulation already exists. One could simply reject Byrne's criticism. His hostility to violence in any form based on his ideology however appears to mirror the mainstream viewpoint given that no one has responded to him and that no new studies to study CSR of defense corporations have been published. This viewpoint would, in the absence of any pushback, keep excluding defense companies from CSR research. However, as was said up top, the predominant school of thought in CSR research recognizes that the CSR of an industry is mostly controlled by the CSR perspective of its managers. We evaluate the managerial orientation of these organizations and evaluate it to the CSR of other companies in order to validate or disprove the popular wisdom that excludes defense enterprises.

2.2.5 CSR-Related Studies and Developments in Defense Industries

With the increasing awareness about ethical practices and sustainability, the concept of Corporate Social Responsibility (CSR) has gained immense significance in the defense industry. Although, the primary objective of the industry is to protect national security and defense interests, they have identified that it is equally important to address social, environmental, and ethical aspects. The defense industry has initiated programs that focus on the well-being of stakeholders, employees, and the community in which they operate.⁹¹ CSR in defense is not limited to philanthropic activities; rather, it includes policies and actions that aim to minimize the negative impact of defense operations on the environment and society. The industry makes efforts to reduce

⁹¹ Wood, D. J. (2010). Measuring corporate social performance: A review. *International journal of management reviews*, 12(1), 50-84.

its carbon footprint, decrease waste, and ensure responsible use of natural resources. Additionally, defense firms focus on the welfare of their employees, ensuring ethical conduct, and maintaining fair labor standards.⁹² CSR has also become a critical factor in determining the reputation and credibility of defense companies. Recently, several defense firms have made public pledges to enhance their CSR initiatives to gain a competitive advantage. Customers, investors, and stakeholders are increasingly conscious of the CSR practices of companies and prefer to engage with firms that uphold high ethical standards.⁹³

Overall, CSR has brought about a significant shift in the defense industry taking on an added responsibility to improve societal and environmental outcomes. It is expected that CSR will continue to play a vital role in shaping the defense industry, and firms will strive to integrate CSR principles into their operations, policies, and practices.

2.2.6 Findings related to CSR Orientation

Several analyses conducted by Aupperle disproved the idea that defense industries had weak CSR. What causes the variations in the CSR orientations in military and other enterprises, one would wonder?

2.2.6.1 The Legal Domain

The disparity in mean scores among defense firms and other businesses, such as Forbes, and between defense companies and all other groups that are the subject of an investigation is greatest in the legal sector. The requirement that defense companies be operating under and adhere with the rules of the Federal Acquisition Rules and the Defense Federal Acquisition Regulation Supplement is arguably the most significant aspect of this difference. This requirement is not

⁹² K. Penska and K. V. Thai, “Regulation vs. Self-Governed Compliance in Government Procurement: The Perceived Impact of DII,” *Journal of Public Budgeting, Accounting, & Financial Management* 12 (2000): 462-96.

⁹³ Kurland, *The Defense Industry Initiative*, 137-45.

imposed on companies which engage in customary commercial contracting. All federal contracting, as well as all defense contracting with the Defense Supplement, is governed by the Federal Acquisition Regulation. They are legally binding due to their status as federal rules.⁹⁴ They include specific rules and limitations that apply to all parts of the contracting procedure, such as solicitations, proposal submissions, supplier choices, awarding contracts, and contract administration. The fifty-three components of the Federal Acquisition Regulation cover a wide range of topics, including contractor qualifications, contracting processes, contract types, labor regulations, workplace safety, energy conservation, environmental protection, cost accounting requirements, and contract finance.

2.2.6.2 The Economic Domain

The economic domain of corporate social responsibility (CSR) refers to a company's responsibility to conduct its business in a manner that is financially stable, profitable, and contributes to the overall economic development and well-being of society. In essence, the economic domain of CSR encompasses the company's duty to operate with transparency and accountability, while respecting the legal framework and ethical standards of the communities in which it operates.⁹⁵ The federal government has a public policy interest in preserving a robust industrial base with a wide variety of suppliers, from significant defense companies to small and disadvantaged enterprises.⁹⁶ Companies have a responsibility to ensure their operations generate sustainable economic growth and provide employment opportunities for their employees, suppliers, and stakeholders. This also includes taking into account environmental sustainability,

⁹⁴ R. Pierce, *Administrative Law* (New York: Foundation Press, 2007).

⁹⁵ The Defense Management Challenge, 300-301.

⁹⁶ Department of Commerce, "Industrial Base Programs," Bureau of Industry and Security, accessed September 20, 2010, from <http://www.bis.doc.gov>.

social responsibility, and ethical standards into their business practices. Additionally, companies must ensure their products and services adhere to the highest standards of quality and safety.

The economic domain of CSR also involves managing a company's financial affairs in a responsible manner that considers the impact on stakeholders and society.⁹⁷ This includes being transparent about financial performance, complying with legal requirements, and investing in community development initiatives. Most importantly, the economic domain of CSR is about recognizing that business success is intertwined with social progress. Companies that adopt socially responsible business practices and promote economic sustainability are more likely to contribute positively to the long-term success of society as a whole.

2.2.6.3 The Ethical Domain

The ethical domain of CSR is concerned with the moral principles and values that guide a company's actions and decision-making processes. In the ethical domain of CSR, military companies involved in CSR are expected to prioritize ethical behavior that aligns with their values, mission, and purpose. They should conduct themselves in a manner that respects the dignity and worth of all stakeholders, including employees, customers, suppliers, and the wider community. Ethical considerations may include transparency, honesty, fairness, and respect for human rights, among others.

Furthermore, these companies must consider their impact on society and the environment when making decisions. They should strive to minimize or eliminate any harm caused by their operations and take proactive steps to promote sustainability and support environmental and social causes.

⁹⁷ The Defense Management Challenge, 38-39

Additionally, military companies involved with CSR are expected to engage in ethical business practices that promote fair competition and prevent corruption or unethical behavior. This includes an emphasis on compliance with national laws and regulations, as well as internal policies and procedures that promote integrity.

In summary, the ethical domain of CSR encompasses the principles and values that guide a company's behavior and decision-making while taking into consideration the impact on society and the environment. Companies that prioritize ethical considerations are generally more successful and sustainable in the long term by earning trust from stakeholders and building a positive reputation.

2.2.6.4 The Discretionary Domain

In the discretionary (philanthropic) arena, military industry managers had weaker CSR inclinations than did Forbes businesses and other groups. This outcome may be explained by at least two factors. To begin, the Federal Acquisition Regulation includes explicit guidelines for both the permissible expenditures that a company may charge the government and the profit that a company may receive on a contract. These standards may be found in the Federal Acquisition Regulation. Regarding the costs of the contract, for example, it is not permissible to make contributions or donations of any kind, including cash, property, or services, no matter who the recipient is. Instead, it is only permissible to deduct the costs associated with participating in charitable endeavors (such as blood donation drives, aid drives, deposits bond drives, catastrophe assistance, and so on) as a form of business expense.⁹⁸ The government is required by rules to set a pre-negotiation profit or fee aim for its contracts using "a systematic strategy" and approved

⁹⁸ D. Oyer, *Pricing and Cost Accounting*, 2nd ed. (Reston, VA: Management Concepts, 2005)

profit parameters.⁹⁹ In other words, a military company, in contrast to its pure commercial equivalent, is not free to just charge whatever price it thinks the market will support. Instead, the government has a significant impact on how much money it makes from the company. Due to the fact that such laws make it more difficult for defense companies to give to charity causes and engage in other forms of discretionary or philanthropic behavior, these companies have a lower CSR score in the discretionary domain. Second, the government Acquisition Regulation governs many areas of government procurement, and many of these characteristics involve features that simply private companies may perceive to be discretionary. An excellent example of a policy provision is one pertaining to small and underserved firms. Regulations encourage such measures as concerns of public policy, even while a commercial corporation may elect to finance minority scholarships as a whim goodwill gesture.

As previously mentioned, socioeconomic policies are encouraged through initiatives like the HUB-Zone program and the Indian Incentive Program, Small Business Administration, Small Business Administration contractors, historically Black colleges and universities, minority-owned institutions, and service-disabled veteran-owned and -controlled small business concerns in government procurement programs. As a result, there is a CSR framework that is implicit in both U.S. policy and the Federal Acquisition Regulation. Under that context, managers of military companies naturally view following the law as fulfilling at least some of their discretionary CSR.

⁹⁹ Ibid

2.3 Data Interpretation

2.3.1 Understanding of MCSR in the Development of Country

MCSR involves the principles and practices of Corporate Social Responsibility (CSR) applied to companies that have a relationship with military or defense organizations. It is a response to the expectation that companies should take responsibility for the social and environmental impacts of their actions, and consider the needs and interests of all stakeholders, including the military, communities, employees, suppliers, and shareholders.

MCSR aims to ensure that companies that provide products, services or support to the military or defense sector are operating ethically and in a socially responsible manner. This can involve, for example, ensuring the safety of military personnel who use their products, respecting human rights in areas where they operate, and limiting environmental impacts.

MCSR can also involve engaging with stakeholders to understand their concerns and views, and using this information to improve their performance and contribute to sustainable development. Essentially, MCSR combines the principles of military ethics with those of corporate social responsibility, and sets a standard for responsible behavior for companies operating in this sector.

2.3.2 Findings. Among sixty (60) respondents that were addressed the question whether there are familiar with MCSR and whether they understand MCSR in the development of country, 40 of them equivalent to **67%**, acknowledged that they are familiar and know about MCSR concept and its general contribution to the development of any country including Rwanda. The remaining 20 respondents, equivalent to **33%** were ignorant to contribution of MCSR to the development of

a country and said that they aware of CSR concept in the private sector and that they were not aware that it can be applied in the military domain.

Table 1: Familiarity with MCSR in the Development of a Country

KNOWLEDGE ABOUT MCSR		
	YES	NO
	20	40
TOTAL	60	

Source: Questionnaire Data, 2022

Respondents’ viewpoint on the familiarity with Military Corporate Social Responsibility

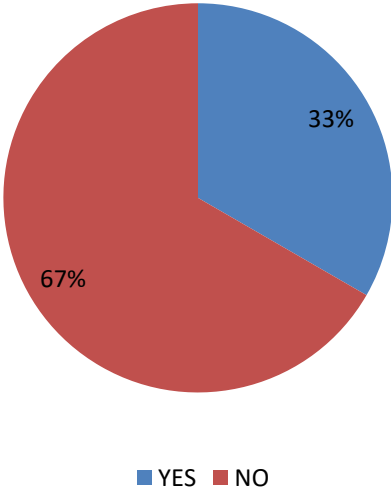


Figure 1: Familiarity to MCSR

2.4 Conclusion

We come to the conclusion that the CSR inclinations of managers in the defense industry RDF inclusive, are not significantly different from those of other managers. The very little disparities that do exist can be attributed to moderating variables like regulatory restrictions that provide managers of defense firms a special management environment. While operating in this context, managers of defense firms view the CSR areas (economic, legal, ethical, and discretionary) in a different way than managers of nondefense firms. For the manager of a defense

company, what could be a matter of legal compliance might be a question of judgment for her nondefense equivalent. Economic incentives for the management of military enterprises are moderated by government actions that help ensure they generate a fair and reasonable profit. The government's constraints on allowed expenses serve to temper discretionary acts. These results lead us to the hypothesis that disparities in the scope and kind of regulation and oversight that exist between the military industry and other businesses may be the cause of variances in CSR across those companies. A Look at Some of Byrne's Criticism Bear in mind that Byrne defines the major problem with the defense industry as the abuse of political power in inciting and enabling violence for profit. This is the primary challenge that the defense industry faces. According to his point of view, the CSR contexts' drive for profits in the field of economics is not adequately constrained by either legal consideration (due to the fact that business exercises undue control over the state) or ethical considerations (due to the Westphalian myth that industry is just a servant of legitimate state ends). He holds this view because he believes that these two types of considerations are insufficient.

CHAPTER THREE

ASSESSING THE IMPORTANCE OF RDF CORPORATE SOCIAL RESPONSIBILITY FOR INFRASTRUCTURE DEVELOPMENT

3.1 Introduction

Responsible behaviors are increasingly being embedded into new business models and strategies that are designed to meet environmental, societal, and governance deficits. Giving back to the community is a value greatly cherished by Rwanda Defence Forces (RDF) Corporate Social Responsibility industries fall under the Ministry of Defence and are premised under three pillars; Economic Responsibility, Social Impact and Environmental Awareness and Protection. This chapter therefore assesses the importance of applying corporate social responsibility in Rwanda Defence Forces Corporate Social Responsibility industries for promoting development in Rwanda. The MoD CSR industries under consideration in this study include the Horizon Group, Rwanda Military Hospital (RMH), Military Medical Insurance (MMI) and the Zigama Credit and Savings Society (ZCSS).

3.2 Horizon Group

The Horizon Group is made up of the following three companies: Horizon Construction, Horizon Logistics, and Horizon AGROPY. Serving Rwandans' interests and promoting development is the foundational tenet of the Horizon Group. The Horizon Group has a triple bottom line philosophy that emphasizes advancing social progress, creating ecologically sound

infrastructure, and, of course, maximizing profits. It is not simply about boosting revenues and the bottom line.¹⁰⁰

3.2.1 Horizon Construction

Horizon Construction is the largest construction company in Rwanda, renowned for its successful completion of high-quality civil engineering projects. The company prides itself on its innovation, dedication, and research, which have led to its being at the forefront of adopting newer technologies, such as the first Road Recycler in Rwanda and Construction of Green Parks.

The success of Horizon Construction's projects can be attributed to the company's commitment to integrity, innovation, excellence, and putting the client's needs first, as well as its dedication to maintaining transparency in its business operations. The corporation is aware of the significance of good stewardship of the environment and understands that pioneering environmental conservation and protection efforts are not a luxury but rather a necessity if sustainable development is to be achieved in the future.

As the client base of the company expands, the company's top priority will be to concentrate on Rwanda's economic growth by using ecologically responsible and environmentally sustainable technologies. These include the development of affordable housing for Rwandans, the construction of roads and bridges, and the creation of green neighborhoods to support the measures that the Rwandan government has taken toward greener ways of living. A big part of the company's operations also includes locating sources of drinkable water and delivering it to the people of Rwanda in a manner that is kind to the natural environment. The organization places a high priority on the ongoing education and professional development of its teams as a means of ensuring the

¹⁰⁰ Mamdani, Mahmood. "A Brief History of Genocide." *Transition*, no. 87 (2001): 26–47. <http://www.jstor.org/stable/3137437>.

continuity of its growth and success. At the moment, the business is working through a work order book with a total value of 138 million US dollars.

Horizon Construction has acquired state-of-the-art construction equipment and established an asphalt plant and stone crushers to effectively deliver on its mandate. This has allowed the company to produce construction materials required for its projects in-house, and it also sells these materials to other private developers and contractors. Created in 2007, Horizon Construction has to date delivered major infrastructure projects that have catalyzed development and contributed to the ease of doing business in Rwanda. These include several kilometers of roads that have enhanced connectivity within the country, construction of several border posts, and bridges. The company is also responsible for national landmarks such as the Kigali Public Library and the Campaign against Genocide Monuments located at the Parliamentary buildings in Kigali.

3.2.1.1 Mission

To form long-term relationships of value with our clients and partners by delivering quality construction and engineering solutions, and employing the best resources and latest techniques.¹⁰¹

3.2.1.2 Vision

To be the leading provider of quality construction and engineering services in Rwanda, the region and beyond.

3.2.1.3 Services Provided

3.2.1.3.1 Road Construction, Rehabilitation and Maintenance

The company, Horizon Construction, owns an asphalt road recycling machine (Bomag MPH-125) which is currently the only one in Rwanda. This recycling technology has led to

¹⁰¹ Ibid

significant cost savings of up to 30% in road rehabilitation and has positive environmental benefits. The machine recycles the old road asphalt and lays it back on the road, making it as good as new. This innovation has helped Horizon Construction to stand out in the road construction and maintenance industry in Rwanda and the region.

Horizon Construction has an impressive record of building over 500 kilometers of asphalt concrete roads in Rwanda since its inception, making it the first company to achieve this feat. The company is also making significant investments in equipment and skills to build and maintain attractive cobbled stone roads in various neighborhoods in Kigali. With its commitment to innovation in road construction and maintenance, Horizon Construction is well-positioned to become a market leader in this critical industry in Rwanda and the region.

3.2.1.3.2 Energy and Water Resources

Dams, hydropower structures, and dykes are all part of the portfolio. The first dike in Rwanda, located near Bugesera, is one of the most important constructions.

3.2.1.3.3 In-House Production of Construction Materials

Aggregate, concrete and asphalt concrete are fundamental materials in the construction industry. They have to be readily available at each site with the quality and quantity required for the successful execution of a project. To ensure the efficient execution of its projects, Horizon Construction owns an asphalt plant in Kinyinya, Kigali City, and a stone crusher in Musanze, Northern Province.¹⁰² Consequently, Horizon Construction produces a wide array of different construction and civil engineering products for both internal project use and for clients who need to purchase. These products include the road kerbs which is a physical or painted concrete or stone

¹⁰² Mamdani, Mahmood. "A Brief History of Genocide." *Transition*, no. 87 (2001): 26–47. <http://www.jstor.org/stable/3137437>.

structure typically located at the edge of a road constructed to prevent vehicles from leaving the carriageway. Sometimes it provides separation between two adjacent lanes. They also include the asphalt concrete, reinforced concrete slabs, culverts, paving slabs and cement blocks.

3.2.1.3.4 Construction Equipment

Skilled labor and quality equipment are vital for the efficient and timely execution of construction projects. Horizon Construction places a high value on the professional development of its team and regularly organizes training workshops to enhance in-house capabilities. The company's construction equipment is classified into two categories: Heavy and Light Duty Equipment. Horizon Construction boasts a large fleet of modern construction equipment for asphalt concrete road construction, as well as various light and heavy equipment for earthmoving and real estate construction. The company's well-stocked and state-of-the-art workshop is staffed by skilled mechanics who perform regular repairs and maintenance on the equipment.¹⁰³

Horizon Construction owns and operates over 300 pieces of light and heavy-duty construction equipment. The heavy duty equipment also known as Earth Moving Equipment, consists of mobile cranes, bulldozers, pneumatic rollers, tipper trucks and concrete mixers, to name a few. Whereas the light duty equipment consists of lighter equipment, such as concrete mixers. The company is also equipped with surveying tools such as total stations and theodolites.

3.2.1.3.5 Road Recycler Technology

The Bomag MPH-125 is a unique and valuable piece of equipment owned by Horizon Construction. It is used for asphalt concrete road construction in Rwanda, and it has proven to be

¹⁰³ “Booth, David, and Frederick Golooba-Mutebi. “DEVELOPMENTAL PATRIMONIALISM? THE CASE OF RWANDA.” *African Affairs* 111, no. 444 (2012): 379–403. <http://www.jstor.org/stable/41494508>.”

a cost-effective solution compared to traditional road laying methods. This innovative recycling technology has resulted in a 30% reduction in costs and a 40% reduction in execution time. The use of this technology has also helped to minimize site engagement and operational costs while contributing to environmental protection by eliminating the need for additional murrum or quarry stones. Moreover, the recycler uses only 5% of the stone base required in traditional road construction, leading to a 95% net saving of raw materials. By investing in this machine, Horizon Construction has demonstrated its commitment to innovation and sustainability in the construction industry.¹⁰⁴

3.2.1.3.6 Contributing to Rwanda's Social Fabric

Horizon Construction has demonstrated its commitment to social interests in Rwanda through its design and sculpting of monuments for the Campaign Against Genocide Museum located at the Parliament buildings. These monuments honor the heroism and resilience of the people who stopped the genocide. Horizon Construction assigned its best professional engineers to undertake this project, which is considered a significant landmark in Kigali city.

The company's philosophy is centered around serving the interests of Rwandans, promoting development, and contributing to national efforts aimed at realizing Rwanda's Vision 2050. Horizon Construction is committed to investing in crucial sectors of the Rwandan economy where other private players may be unable or unwilling to invest. For instance, they prioritize environmental sustainability by creating green neighborhoods in Kigali city and promoting the replication of green housing across Rwanda through collaborative efforts with other key players. This approach has numerous benefits, such as improved living and community environments, reduced greenhouse gas emissions, and other pollutants.

¹⁰⁴ Ibid

3.2.2 Horizon Logistics

The quality policy of Horizon Logistics states that the company strives to be a leader in supplying logistical solutions that meet and surpass the requirements and expectations of customers. This will be accomplished by implementing a process approach and risk-based thinking into our business process and operations. Horizon Logistics is committed to creating an effective Quality Management System in line with the standards of the ISO 9001:2015 standard, with the ultimate goal of driving a new era of development, growth, and productivity in Africa and beyond. establishing a reliable network for the forwarding of freight, which will require enhanced transportation links.

3.2.2.1 Mission

To deliver a high quality services to the clients, as well as constantly investing in the staff to enhance personal development and professionalism.¹⁰⁵

3.2.2.2 Vision

To drive a new era of development, growth and productivity in Africa and beyond.

3.2.2.3 Services Provided

Horizon Logistics, has a vast experience in movement of goods with specialization in crisis areas such as South Sudan, the Central African Republic and Mozambique. Horizon Logistics supports the maintenance of equipment for all Rwandan troops under the United Nations Peace Keeping Missions in South Sudan, Central African Republic, and Rwandan troops on bilateral agreement in Central Africa and Mozambique. This support includes provision of technicians for routine equipment maintenance; facilitate purchase and supply of spare parts for all mission

¹⁰⁵ Ibid

equipment such as tyres, catering equipment, plumbing and electrical items, communication equipment and stationery.

In order to serve peacekeeping mission areas better, Horizon Logistics built equipment maintenance facilities in mission areas and ensures a logistical supply chain and maintenance system to include handling security related business, clearing and forwarding, maintenance of security related equipment and certification of import and export of dangerous goods.

Horizon Logistics is in the process of broadening its operations so that they encompass more activities in Rwanda. One of these new activities is construction logistics services, in which Horizon Logistics has diversified into the supply chain management of construction equipment. This includes leasing the equipment, which is typically used for road building. As a result of this, tapping into the skills of other private enterprises. Other types of diversifications include warehousing services, which include bonded and trade warehousing, as well as the storage of documents and goods; trade advisory services, which involve providing clients with trade advice regarding the procurement and movement of goods; and trade database services. All of these services fall under the category of "warehousing." The collection of information about suppliers and manufacturers of goods and services, including price samples, that Horizon Logistics maintains and continually updates is referred to as "suppliers and manufacturers."

3.2.3 Horizon AGROPY

Horizon AgroPy is a contributor to the construction and development of Rwanda, and as such, the AgroPy invests in Rwanda's continued economic growth and security. Horizon AgroPy also contributes to the building and development of Rwanda. The company's goal is to form relationships with its clients, which will allow it to provide the necessary technical help to its clients in the form of guidance on Integrated Pest Management (IPM), as well as cost-efficient and

effective spraying tactics. In addition to advancing the agricultural industry, AgroPy plays an essential part in the process of establishing new employment prospects, particularly in the Northern Province. Because of the company's tight contact with its customers, it is able to gain valuable information into how to design and create more goods that are suited to the requirements of the regional market.

Horizon AgroPy is a value protection firm that was established through a joint venture between investors from the Horizon Group and investors from the United Kingdom. Horizon AgroPy is a Rwandan company that was an early pioneer in the production of natural, environmentally friendly liquid and powder pesticides. They have their headquarters in the Musanze District of the Northern Province. This is accomplished through Horizon AgroPy's addition of value to pyrethrum extract. In addition to the production of these goods, AgroPy also operates a service division known as Py-Service, which is responsible for the provision of services such as fumigation, training, and monitoring.

3.2.3.1 Mission

To provide pest control products that meet the needs of the agricultural, horticultural and public health sectors. By focusing on the design of products that are environmentally friendly yet effective in pest control.¹⁰⁶

3.2.3.2 Vision

To become internationally renowned as a producer of premium organically produced insecticides that positively impact the end user in the agricultural, horticultural, and veterinary and public health industries.

¹⁰⁶ Ibid

3.2.3.3 Services Provided

The production procedures used by AgroPy conform to international standards and result in environmentally friendly and natural insecticides. Pyrethrum extract is subjected to a variety of treatments, processed, and synthesized alongside other components and chemicals in order to make a wide variety of goods that are always eco-friendly, natural, and residue free. The company takes measures to ensure that its products do not kill all insects without discrimination and instead target only those insects that are a threat to crops and livestock. The AgroPy products are used to target five consumer groups including crop protection, animal protection, post-harvest grain protection, retail consumer solutions, and public health protection.

The range of products manufactured at AgroPy are back-pack spraying and mist blowing sprayers that are used to provide a fine mist covering to maximize contact of the spray with the target insect. Some of these products include **AgroPy 5EW** for Cocoa crop spraying, coffee and tea crop spraying, maize crop spraying (fall armyworm) as well as soft and hard fruit, vegetable spraying; **AgroPy EWC+**, for coffee and tea crop spraying, maize crop spraying (fall armyworm) as well as soft and hard fruit, vegetable spraying and **Bireti Natural Insect Repellent** pump spray which provides triple protection from all biting insects, by inhibiting the insect's biting mechanism, repelling insects, and killing insects when they come into contact with the repellent.

Other products are **Agrothrin Plus**, for effective grain protecting for newly harvested maize grains before storage, **First Liquid Soap Detergent**, manufactured with permethrin to instantly kill insects but at the same time leave residue to repel insects; **Inkuyo Plus grease** for animal protection, to control ticks, mites, lice and flies on cattle, sheep, dogs, camels and other animals. **PermaPy+** is an animal protection, insecticidal and acaricidal spray concentrate for the

control of ticks, flies, mites and lice. The **Tuuza Long Lasting Insect Killing Spray** is made up of natural Pyrethrins and Permethrin in a ready to use formulation.

3.3 Rwanda Military Hospital (RMH)

The Rwanda Military Hospital operates in a multidisciplinary setting, which allows it to treat both military and civilian patients, as well as receive referrals from and send patients to a variety of specialists, including those in the fields of orthopedic surgery, general surgery, neurosurgery, gynecology and obstetrics, internal medicine, pediatrics, dermatology, and many more.

3.2.1 Mission

To provide quality tertiary healthcare to the general population and military personnel.

3.2.2 Vision

To become the best quality and tertiary care provider.

3.2.3 Services Provided

3.3.3.1 Medical Outreach Program (MOP)

The Rwanda Military Hospital's (RMH) medical outreach program is the principal method via which it delivers its specialized treatments to underserved populations living in rural areas across Rwanda. These communities are located in areas that are difficult to reach. It is vital to highlight that mobile outreach service delivery is a strategy that is being used to effectively bridge the gap, so making access easier. Additionally, by reducing barriers, more possibilities are generated for individuals to make use of outreach services.

People who live in distant places are more likely to make the most of opportunities when they are presented with them because they are aware that they will not receive any of the necessary

medical care if outreach services are not provided to them. As a result, quantitative health results are typically favorable. The idea behind this effort is to reach members of the population who are in need of excellent health services by bringing health care to the doorsteps of underserved rural communities located throughout Rwanda. This initiative is based on the premise of bringing health care to the doorsteps of underserved rural communities.

3.3.3.2 Fertility issues while on cancer treatment

Every year, a significant number of people under the age of 45 are given a diagnosis of cancer. Roughly half of these patients are female, which indicates that they are still within the age range in which they are able to bear children. If a young woman is diagnosed with cancer in today's world, she has a better chance than she ever has had before of surviving the disease over the long term. However, lifesaving treatments such as chemotherapy, radiation therapy, and surgery can have an impact on survivors by affecting reproductive and endocrine health. Successful survivorship for this group of patients requires maintaining a high quality of life after a cancer diagnosis and treatment. According to studies, a significant number of cancer survivors worry about their ability to have children in the future.¹⁰⁷

Cancer treatments such as surgery, chemotherapy, and radiation can have an impact on a number of biological systems, which can have a negative effect on fertility. Cancer treatment has the potential to have an effect on the neuroendocrine axis, the immature eggs that are still developing inside the ovaries, as well as the reproductive organs that are required for a woman to carry a pregnancy to term.

¹⁰⁷ World Health Organization. "Acknowledgements." *Criteria for Validation of Elimination of Viral Hepatitis B and C: Report of Seven Country Pilots*. World Health Organization, 2022. <http://www.jstor.org/stable/resrep47915.3>.

A growing range of reproductive and hormonal control methods are being made available to clinicians as a result of evolving research. In today's world, girls and women who have been diagnosed with cancer have the option of preserving their fertility. It is essential that women be referred to a reproductive endocrinologist or a gynecologist as soon as possible in order to ensure that they are counseled about the many possibilities for fertility preservation. Working closely with oncologists, providing patients with information about fertility preservation options prior to the start of cancer treatment, monitoring reproductive capacity after treatment, and working with cancer survivors to explore potential avenues to parenthood are all ways in which physicians can play an important role in the process of preserving or restoring fertility.

During a conversation with a respondent who is a radiation oncologist, it was explained that females are born with all the eggs they will have, and during puberty, hormones allow mature eggs to be released every month during the menstrual cycle until menopause, when the hormonal cycles stop. Chemotherapy is used to kill cells in the body that are dividing quickly, including the cells in the ovaries that produce estrogen needed to release eggs and prepare the uterus for pregnancy. The rapid division of oocytes makes them vulnerable to chemo, leading to a loss of the hormones and possible fertility issues. Radiation treatments that target or surround a woman's reproductive organs can also affect fertility.

He noted that some women may regain their menstrual cycle after chemotherapy and still be able to conceive after cancer treatment. However, egg preservation services are not readily available to all women in Rwanda, making it challenging for patients to access these services. Nevertheless, women are informed of the risks before treatment, and they must sign a consent form before undergoing treatment.

It is crucial for fertile women to avoid getting pregnant during chemo because many chemo drugs can harm a developing fetus, leading to birth defects or other complications. Some chemo drugs can even contribute to miscarriage. Even if periods have stopped, some women can still get pregnant, so it's important to use effective birth control. The cancer care team should be consulted to determine the most appropriate method of birth control based on individual circumstances.

3.4 Military Medical Insurance (MMI)

The MMI was established to cater for insurance issues of military personnel and their families, where members pay 15% of their medical bills and the rest is paid for by MMI.

3.4.1 Mission

To guarantee to MMI members and their dependants high standard of living by ensuring them quality healthcare.

3.4.2 Vision

The MMI is determined to become the benchmark for quality health insurance services in Rwanda and in the Region.

3.4.3 Services Provided

To ensure to its members and their dependants an access to high quality healthcare, and to actively participate to the healthcare industry development in Rwanda, as well as to achieve organisation's profitability and sustainability; MMI has invested in several partners including 54 private clinics across Rwanda (affordable health care to military personnel and their relatives); 14 specialized clinics in Kigali city; 02 private hospitals and 75 pharmacies (medicines at lower price). The services are also extended to other members of Rwandan community on lower costs.

3.5 Zigama Credit and Savings Society (ZCSS)

This is a military bank that provides banking services to military personnel and other members of security services within Rwanda, including the Rwanda National Police (RNP) and Intelligence Service.

3.5.1 Mission

To empower members through the provision of appropriate, innovative, affordable and accessible financial services.

3.5.2 Vision

A trusted and member focused financial institution.

3.5.3 Services Provided

Compulsory Savings allows to keep secured financial future from members and their families. A certain amount of money is deducted from member salaries or allowances on a monthly basis for direct savings. Members gain 8% interest per annum on these deducted savings. These savings serve as a basic guarantee when members wish to apply for a loan or other credit services.

Voluntary Savings where members are invited and encouraged to voluntary save for investments and other future needs. These savings earn an attractive 7% interest per annum.

Fixed or Term Deposits allow fixed or term deposits which are savings made by members for a specified duration at a pre-agreed interest rate.

The Current Account is a simple and flexible account that permits daily operations of withdrawals, deposits and transfers.

Loan Products where Zigama CSS provides loans with the lowest interest rates in Rwanda. All loan applications are processed in a timely manner to ensure quick service delivery.

Business Loans Zigama where CSS provides loan options to approved businesses ideas. These go to micro and small enterprises that need initial capital to boost their growth and profitability.

3.6 Data Interpretation

3.6.1 Role that RDF Corporate Social Responsibility plays in the development of Rwanda

Today, there is also an obvious observation in favor of employing the military in development work since they may be one of the few sources of administrative skills in the country, for senior officers necessarily receive instruction in the administrative field in the course of their military training. Furthermore, the military may be one of the few sections of the community with a sufficiently progressive outlook to be capable of tackling development schemes effectively.

3.6.2 Findings. Among sixty (60) respondents that were addressed the question about the role that RDF Corporate Social Responsibility play in the development of Rwanda; 45 of them equivalent to **75%**, acknowledged that RDF activities contribute to the development of Rwanda in an **observable phenomenon**. Most of the respondents said that the role that RDF plays in the development of the country is manifested in the way that the life of Rwandans is gradually improving as RDF through the Horizon group construct affordable houses. They also said that this role to the development is also seen in the construction of bridges and road networks. Other respondents 12 of them or **20%** said that the role that RDF plays in the development of the country is not **as obvious as** one may think. This because they are not sure whether the horizon group is a company that is connected to the RDF. Other 3 respondents or **5%** did say that they are not sure

whether there is any role RDF CSR play in the development of the country, but that they know that RDF constructs houses, bridges and roads. Below is the table and pie chart depicting the respondents view points on the RDF Horizon Construction company CSR contribution on the development of Rwanda.

Table 2: Infrastructure constructions horizon group

INFRASTRUCTURE CONSTRUCTIONS HORIZON GROUP			
RESPONDENTS VUEPOINT			
	Strongly Agree	Agree	Not Sure
Affordable Houses	25	7	2
Bridges	15	3	1
Road Networks	5	2	0
Total	45	12	3
Grand Total	60		

Source: Questionnaire Data, 2022

Respondents’ viewpoint on infrastructure constructions by Horizon Group

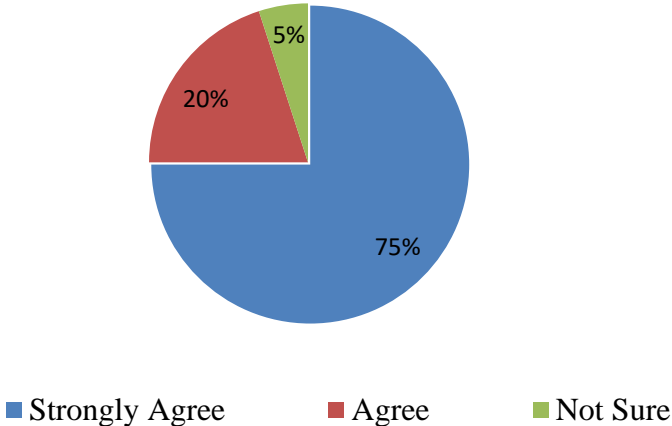


Figure 2: Horizon Constructions Distribution as RDF CSR

In terms of health security is concerned, all the respondents acknowledged that RDF contribute to the development of the country through RMH, by providing health services to the general public as well as to remote Rwandan population. They acknowledged that RMH through the advertised famous “army week” which is a citizen outreach where RDF through RMH provide free medical services to poor Rwandans all over the country for a period of a month. The general observation is that the respondents did not realize that RDF has CSR activities since they thought that the duty of RDF was to protect the territorial integrity of Rwanda.

3.6.3 Sectors of economic development of Rwanda benefiting the RDF CSR

Rwanda Defence Forces has often been used to deal with crisis situations such as floods and landslides which affect sections of the civilian population. They are suited to such operations because they can provide manned transport and communications equipment at short notice, and because their training has equipped them to deal with similar situations in the military context. The question arises however of in which areas of social welfare the military can make a contribution on a longer-term basis.¹⁰⁸ One of the fields in which members of military forces have proved their usefulness in Rwanda is the promotion of hygiene through. As such tasks as the digging of drainage trenches and the de-infestation of areas of insect pests do not require any specific skills; troops without any particular training may be used in this way. Such work may usefully be done while military personnel are in an area for purposes of defence, but are not fully occupied for the time being. Notable instance of military work in the field of hygiene are very regular in Rwanda during the famous community works (Umuganda) that happen every month on the last Saturday of the month. One of the beneficial by-products of this activity is the enhancement of the RDF image in

¹⁰⁸ World Health Organization. “Acknowledgements.” *Criteria for Validation of Elimination of Viral Hepatitis B and C: Report of Seven Country Pilots*. World Health Organization, 2022. <http://www.jstor.org/stable/resrep47915.3>.

the eyes of the Rwandans. RDF similarly can perform valuable work in the field of medical care. In several areas RDF has taken part in immunization campaigns during the COVID-19 period.

3.6.4 Economic Development

One may classify the military's contribution in the economic sphere into two broad categories - participation in the development of a country's economic infra-structure, and involvement in developing specific economic activities such as agriculture. Often the requirements of the military overlap with those concerned with the development of a country's infrastructure. Improved roads and communications raise a country's military effectiveness as well as improving its economic potential. RDF is well-equipped to contribute in the sphere of infrastructure development, as certain of their personnel are trained for military purposes in the fields of engineering. Rwandan population is becoming aware of the contribution the military can to the development of the infrastructure. When one moves on to examine the types of economic activity to which the military has contributed, infrastructure through Horizon group seems to be the field where RDF have been the most active.

3.6.5 Findings. All the sixty (60) respondents said that the sectors of economic development of Rwanda benefiting the RDF CSR include the Infrastructure sector in terms of road and bridge construction, health sector in terms of provision of medical up to the task medical equipment by RMH, agriculture sector in terms of provision of mechanized agriculture and education sector in terms of construction of classrooms.

Table 3: Economic sectors benefiting on RDF

ECONOMIC SECTORS BENEFING ON RDF CSR		
RESPONDENTS VIEWPOINT		
	Strongly Agree	Agree
Infrastructure Sector	20	6
Health Sector	10	3
Agriculture	5	2
Education Sector	10	4
Total	45	15
Grand Total	60	

Source: Questionnaire Data, 2022

Respondents’ viewpoint on whether RDF CSR is benefiting the economic sectors of Rwanda

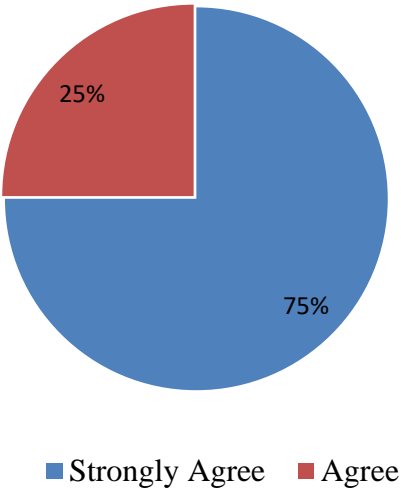


Figure3: Opinions whether RDF CSR benefits Rwanda economic sectors

3.6.6 Extent to which the RDF CSR benefits the development of the Rwanda

Among sixty (60) respondents that were addressed the question about the extent to which the RDF CSR benefits from applying CSR; 25 of them equivalent to **41.7%**, said that RDF take advantage of cheap manpower (soldiers) to perform the tasks and hence the money that was to be used if it uses other than soldiers will be diverted to do other things. Others 30 or **50%** said that RDF benefits more in terms of gaining popularity among the population. The remaining 5 or **8.3%** said that it is very difficult to establish the extent at which RDF benefits from applying CSR since there are not data available to calculate the extent in terms of percentage.

Table 4: RDF benefits by using CSR

RDF BENEFITS BY USING CSR		
RESPONDENTS VIEWPOINT		
Cheap Manpower	Popularity & Trust	Undecided
25	30	5
60		

Source: Questionnaire Data, 2022

Respondents' viewpoint on the extent to which RDF benefits by implementing CSR

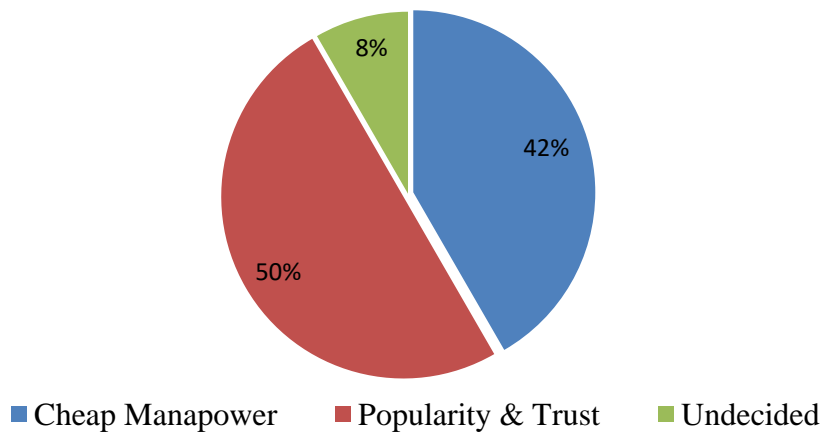


Figure 4: Extent to which RDF benefits the implementation of CSR

3.6.7 Future challenges faced by RDF in CSR for development

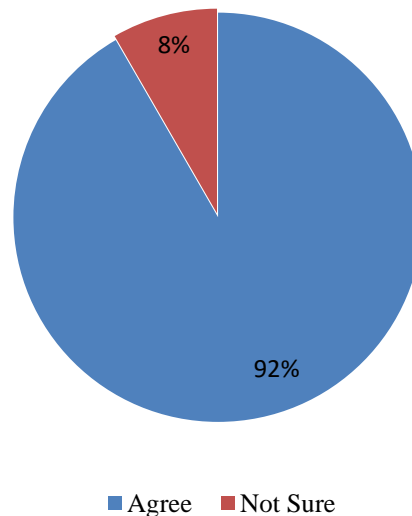
Amongst sixty (60) respondents that were addressed the question about the future challenges faced by RDF in CSR for development; 55 of them equivalent to **91.7%**, said that future challenges that RDF faced by RDF in CSR activities may be linked to insecurity in the region as well as the competition from other countries due to globalization and the rapid change in the technology. Other 5 or **8.3%** said that they do not see any challenge that the RDF CSR will face in the future as the institution will always continue to cope with the prevailing situation of the moment.

Table 5: Future challenges by RDF CSR

FUTURE CHALLENGES BY RDF CSR		
RESPONDENTS VUE POINT		
	Agree	Not Sure
Regional Instability	15	2
Competition	40	3
Total	55	5
Grand Total	60	

Source: Questionnaire Data, 2022

Respondents' viewpoint on future challenges RDF CSR is likely to face



70
Figure 5: Opinions whether RDF CSR may encounter challenges in the future

3.7 Conclusion

The chapter assessed the importance of applying corporate social responsibility in Rwanda Defence Force for promoting development in Rwanda. The assessment was done by first identifying those Rwanda Defence Force companies involved in Corporate Social Responsibility activities. The assessment focused on the role does RDF Corporate Social Responsibility play in the development of Rwanda; the sectors of economic development of Rwanda benefiting the Rwanda Defence Force Corporate Social Responsibility; the extent to which the Rwanda Defence Force Corporate Social Responsibility benefits the economy of Rwanda and the future challenges faced by Rwanda Defence Force in CSR for development. The follow Chapter will analyze the potential contribution of Rwanda Defence Force Corporate Social Responsibility endeavors with respect to Rwanda vision 2050

CHAPTER FOUR

THE POTENTIAL CONTRIBUTION OF RDF CORPORATE SOCIAL RESPONSIBILITY ENDEAVORS TO RWANDA VISION 2050

4.1 Introduction

Chapter four discusses the potential contribution of RDF CSR endeavors to Rwanda vision 2050. Using primary and secondary data, the Chapter examines visualized RDF contribution to Rwanda vision 2050 through existing RDF companies following different vision 2050 development pillars.

4.2 Rwanda Vision 2050

Rwanda's Vision 2050 is a long-term strategic plan that aims to achieve prosperity and a good standard of living for all Rwandans. The plan describes the routes and methods required to attain this aim, building on the previous decades' success in decreasing poverty, raising living standards, fostering good governance, the rule of law, gender equality, and sustaining peace and security.¹⁰⁹ Rwanda's current goals include completely revamping its economy and bringing all Rwandans into the contemporary era. Vision 2050 acts as the essential policy and planning blueprint that directs the efforts of all of the players involved in Rwanda's development. These players include the authorities, the business community, people, overseas residents, civil society and religious groups, development partners, universities and research centers, and political parties. Vision 2050 also serves as the critical organizing and policy blueprint for Rwanda's development. Vision 2050 functions as the essential policy and planning framework that will direct the efforts

¹⁰⁹ Abrams, Chana. "Rwanda – A Case Study in Solar Energy Investment." *Renewable Energy Law and Policy Review* 7, no. 1 (2016): 4–19. <http://www.jstor.org/stable/26256477>.

of all actors, in recognition of the fact that achieving these ambitions would need bold and immediate action.¹¹⁰ Beginning with the wake of the Genocide against the Tutsi in 1994, which primarily focused on recovery; the early 2000s, when the Vision 2020 was clarified, and gave a blueprint for a new Rwanda starting on economic development aspirations; and post-2010, a period that increased efforts to lay bases for continued prosperity through investing in personnel, developing basic infrastructure, and expanding access to various resources; Rwanda has gone through several development phases. These phases include: The next stage of Rwanda's long-term growth will concentrate on bringing about widespread social and economic change across the country. The path toward self-sufficiency must be pursued further by utilizing an economic model that is driven primarily by the private sector for both growth and transformation.

Future investments in future endowments will be made by the country over the course of the next three decades or so.¹¹¹ These long-term investments will be made in the following areas: improved human capabilities, robust innovation and technology capabilities, in terms of socioeconomic connected forms of urbanization, and efficient and accountable structures of government. The nation will capitalize on its innate advantages, which stem from an endowment of labor that includes young people, a fertile agricultural environment, natural resources, and a solid foundation of information and communication technology (ICT).

¹¹⁰ SIBINDI, NTANDOYENKOSI. "G20 Compact with Africa: Consolidating and Accelerating Rwanda's Transformation Agenda." South African Institute of International Affairs, 2020. <http://www.jstor.org/stable/resrep25955>.

¹¹¹ Mngomezulu, Bheki R. "Revisiting the Notion of 'African Solution to African Problems': Successes and Challenges." *Journal of African Union Studies* 8, no. 2 (2019): 9–23. <https://www.jstor.org/stable/26890401>

The Vision 2050 for Rwanda was developed in response to a request by the 13th National Umushyikirano Council in 2015. The vision was crafted through a process of extensive consultations and engagement with various stakeholders, including youth, women, private sector, development partners, political parties, civil society, faith-based organizations, academia, research institutions, and persons with disabilities. The aim was to define what Rwandan citizens wanted to see by the year 2050.

Vision 2050 is a development framework that covers the period from 2020 to 2050, with a mid-term review planned for 2035 and regular reviews every five years thereafter. The vision seeks to intensify Rwanda's ambitions and continue the country's drive towards self-reliance and competitiveness. During the process of developing Vision 2050, global and regional development agendas were taken into consideration. These agendas included the Sustainable Development Goals (SDGs), the African Union (AU) Agenda 2063, the East African Community (EAC) Goals 2050, and the accord of Paris on climate change, amongst others. This was done to ensure that Vision 2050's targets and indicators would be harmonized.

4.1.1 High Quality and Standards of Life for Rwandans. The goal is to live up to high standards. With the goal of completely eliminating poverty, Rwanda will build on the significant progress made in decreasing poverty over the past two decades following the genocide, bringing the percentage down from 78% in 1994 to 38% in 2017. This will be accomplished by giving people from all social strata more chances to contribute to national growth, notably through increasing investments in human capital and ensuring that everyone has access to utilities, safety, and security. To ensure that no one is left behind in reaping the benefits of development, all young

people, women, men, and old people shall participate as actors of sustainable development.¹¹² The hope that future generations of Rwandans would inherit a more favorable environment is a driving force for the development of Vision 2050. As a result, economic expansion and technological advancement will follow a path that is sustainable in terms of how to make use of natural resources, while simultaneously increasing resilience to the effects of climate change. The goal of the people of Rwanda for a good quality of life would be further recognized by the condition of the environment, which includes both naturally occurring and man-made. These goals will continue to be ingrained in Rwanda's long-term Green Growth and Climate Resilient Strategy (GGCRS), the impact of which is intended to bring about the mental shift and developmental change in Rwandan society that is required to achieve the carbon-neutral and climate resilient economy that is desired. The National Land Utilization and Economic Master Plan (2020-2050) will serve as a guiding document for the effective utilization of land across all industries.

4.1.2 Pillars of the vision 2050

4.1.2.1 Human Development. The primary purpose of this pillar is to maximize monetary gain by taking use of the "demographic dividend" that is anticipated to be available. That instance, by the year 2050, it is anticipated that the proportion of the population that is of working age would have increased to 65.7%.¹¹³

4.1.2.2 Competitiveness and Integration of All Parties. The achievement of Rwanda's goal of becoming a developed nation is contingent on the nation's capacity to increase its competitiveness on both the macro and local levels. The goals that Rwanda has set for itself are to: be ranked among

¹¹² Johnson, Oliver, Louise Karlberg, Mbeo Ogeya, Tom Ogot, Francisco Flores, and Taylor Binnington. "Introduction." *Narratives, Data and Assumptions Used to Model Development Scenarios and Climate Sub-Scenarios for Rwanda*. Stockholm Environment Institute, 2018. <http://www.jstor.org/stable/resrep17198.3>.

¹¹³ Ibid

the top 20 economies in terms of competitiveness by the year 2035, and to be ranked among the top 10 in the year 2050; and to be one of the top 10 countries in terms of how easy it is to do business in the year 2035.

4.1.2.3 The Role of Agriculture in the Formation of Wealth. The primary purpose of this pillar is to realize a transition in agricultural practices that is equally led by professional male and female farmers, as well as value chains that are oriented toward commercialization.

4.1.2.4 Urbanization and Agglomeration. The ultimate target is to have 70 percent of the population living in urban areas by the year 2050; this will serve as one of the future drivers of the growth of the country.

4.1.2.5 Institutions of the state that are Responsible and Able. The primary goal for this pillar is to continue citizen-centered reforms in local inventions and home grown solutions into the next phase of long-term development. This will help to consolidate the successes that have already been accomplished. A significant component of Rwanda's socioeconomic change is the country's improved governance and the functioning of its institutions. They are necessary preconditions for the accomplishment of the national agenda in all spheres. In order for Rwanda's institutions and government to meet the goals of Vision 2050, they will need to become contemporary, open to new ideas, accountable to the people of Rwanda, and firmly founded in the rule of law.

4.1.3 Key considerations for success

There are a number of requirements that must be met in order for Vision 2050 to succeed in order to guarantee change and expansion. Consistency in priority is among them. increasing the private sector's influence, increasing regional integration Using a non-traditional strategy: "Business as usual" won't be enough to accomplish Vision 2050's goals. Without a lot of effort, the goals in this Vision will not be realized. Three key components serve as the foundation for the conditions that must exist for the Vision 2050 goals to be met.

4.1.3.1 Macroeconomic Fundamentals that are Robust and Can Be Maintained over Time.

Rwanda has set a goal of becoming an upper middle-income country by the year 2035 and a high-income country by the year 2050. In order to accomplish these goals, the required GDP growth rates (year average) were to be at least 12% between the years 2018 and 2035 and 10% between the years 2036 and 2050. In order for Rwanda to realize this goal, the country will need to cultivate a high level of private investment, maintain this level of investment, boost domestic savings and capital inflows, encourage higher levels of governmental investment, and enhance its human capital through education.

4.1.3.2 The Positive Values that Support the Societal Transformation. After the genocide committed against the Tutsi, Rwanda's first priority was to begin the process of reconstructing its institutions and assuring the safety of all Rwandans. In spite of the fact that everything was a priority in the aftermath of the Genocide against the Tutsi in 1994, Rwanda made a "triple choice" (keeping together, being accountable, and thinking large), which highlights the country's unconventional manner of conducting business.¹¹⁴ In addition, Rwanda is aware of the significance of her heritage and the values she upholds in terms of establishing a foundation for sustainable socioeconomic development and prosperity. This will require maintaining our positive common values till the year 2050. These will be cultivated and maintained in order to provide the appropriate impetus and framework for the successful delivery of the goals outlined in this Vision. These principles include self-determination, including self-sufficiency as a nation (Kwigira), solidarity and dignity (Agaciro); unity and reconciliation, as well as the Rwandan identity and culture; equity (including gender), and inclusiveness; citizen-centered governance; and Rwanda's Home-grown Solutions. These solutions include "Girinka and Ubudehe," which translates to "A cow per family," Imihigo,

¹¹⁴ Speech of HE Paul Kagame, President of the Republic of Rwanda in the commemoration of 20th Anniversary of Genocide against the Tutsi, April 2014

Umuganda, Community Health Workers (CHWs), Universal Health Insurance, Gacaca courts, the National Umushyikirano Council, Abunzi, which translates to "local wise men," and Access to Justice Bureaus. These Home Grown Solutions (HGS), along with others like them, will continue to be at the center of Rwanda's socioeconomic development.

4.1.3.3 Framework for monitoring and implementation that is both stringent and effective.

The time frame of Vision 2050 is broken up into two distinct phases: the first runs from 2020 to 2035, and the second runs from 2036 to 2050. There is a review point in the middle of each phase to allow for any required adjustments to be made to plans and goals. The implementation of a process that allows for the frequent assessment of progress made and the alignment of the Vision to take into account the shifting nature of Rwanda's development context will take place. Vision 2050 will be put into action through the use of medium-term development strategies, beginning with the first National Strategy for Transformation (NST 1), which will serve as a bridge between Vision 2020 and Vision 2050.

4.3 Data Interpretation

4.3.1 RDF CSR contributing to the Sustainable development of Rwanda considering the country vision 2050.

4.3.2 Findings. Thirty-five (35) respondents of the 60 respondents or **58.3%** generally said that RDF CSR will take the lead in contributing to the Development of Rwanda looking at the vision 2050. They articulate that RDF CSR will be become the supervising body of all other firms involved in the development of the country, especially in the infrastructure sector of economic development. The remaining 25 respondents or **41.6%** mainly believed that RDF CSR will be just part of the other firms contributing to the development of the country not only in the infrastructure

field but also in other sectors of economic development, such as Agriculture, Environmental, Service and Manufacturing Sector.

Table 6: RDF CSR position in 2050 development agenda

RDF CSR POSITION IN 2050 DEVELOPMENT AGENDA	
RESPONDENTS VIEWPOINT	
Prominent Role (Leading Agency)	Company like any other
55	5
60	

Source: Questionnaire Data, 2022

Position of RDF CSR in contributing to Rwanda vision 2050 development agenda

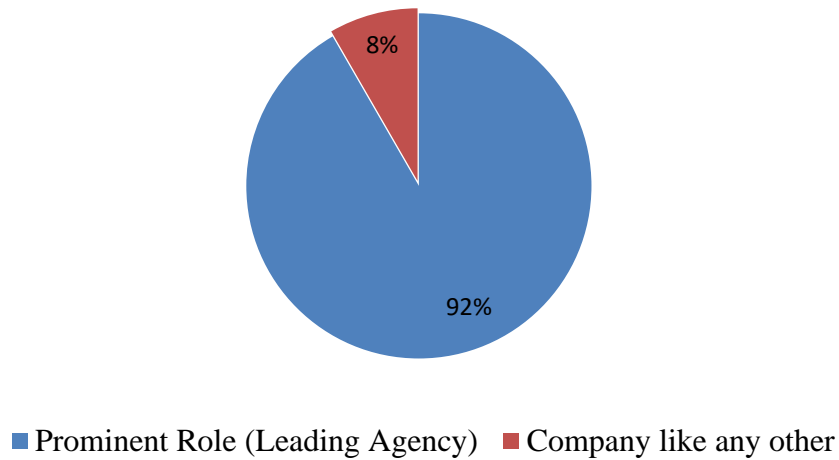


Figure 6: Stance of RDF CSR in the contribution to Rwanda development with regards to Vision 2050

4.3.3 Economic Sectors that will be mostly benefiting the application of RDF CSR with respect to vision 2050.

4.3.4 Findings. All the sixty respondents pointed that the economic sectors that will benefit the application of RDF CSR with regards to 2050 vision include Infrastructure, Agriculture, Environmental, Technology and Service Sectors. In addition to those sectors, forty (40)

respondents or **66.6%** added a new sector which they believe will be very active in 2050 and this is the manufacturing sector. The remaining 20 or **33.3%** did were not sure whether RDF CSR will be involved in the manufacturing sector.

Table 7: Economic sectors to benefiting RDF CSR in 2050

ECONOMIC SECTORS TO BENEFITING RDF CSR IN 2050		
RESPONDENTS VIEWPOINT		
	Strongly Agree	Agree
Infrastructure Sector	8	12
Agriculture Sector	5	10
Environmental Sector	6	9
Technology and Service Sectors	6	4
Total	25	35
Grand Total	60	

Source: Questionnaire Data, 2022

Economic sectors that will benefit RDF CSR with regards to Rwanda vision 2050

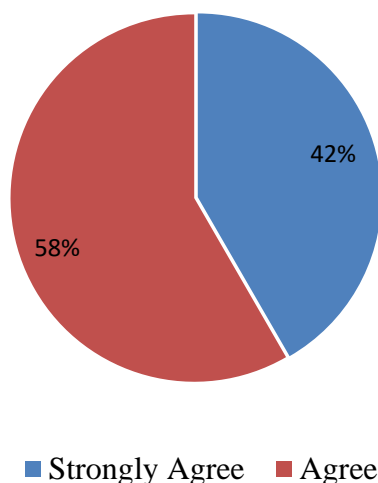


Figure 7: Opinion on whether RDF CSR may benefit Rwanda Sectors of Economic with respect to Vision 2050

Table 8: RDF CSR in manufacturing sector by 2050

RDF CSR IN MANUFACTURING SECTOR BY 2050		
RESPONDENTS VIEWPOINT		
	Agree	Undecided
	40	20
Total	60	

Source: Questionnaire Data, 2022

RDF CSR in manufacturing sector by 2050

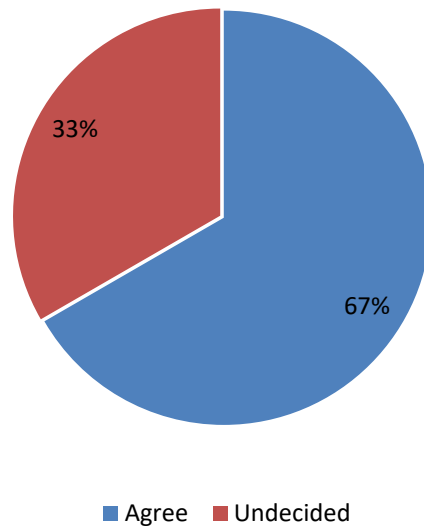


Figure 8: Opinion whether RDF CSR will have a crucial role in the manufacturing sector

4.3.5 Future benefits of RDF involvement in CSR for harnessing national development with respect to Rwanda vision 2050.

4.3.6 Findings. All the sixty respondents agreed that RDF will definitely benefit much from its CSR involvement in national development. The areas of benefit to RDF include the growing trust of local population to the armed forces; the continued acquaintance to the use of new technologies

in all field of economic development. Fifty-five (55) respondents out of sixty (60) or **91.7%** added that due to RDF military discipline, the involvement of RDF CSR in economic development of the country will accelerate the vision of Rwanda to be among the middle income economy by 2050 due to the fact that in military there exist a culture of not accepting corruption. The other 5 respondents or **8.3%** did not comment on the RDF CSR involvement in economic activities and military discipline with respect to 2050 vision.

Table 9: RDF CSR benefits by 2050

RDF CSR BENEFITS BY 2050		
RESPONDENTS VIEWPOINT		
New Technologies	Popularity & Trust	Undecided
45	10	5
60		

Source: Questionnaire Data, 2022

Future benefits of RDF involvement in CSR for harnessing national development with respect to Rwanda vision 2050

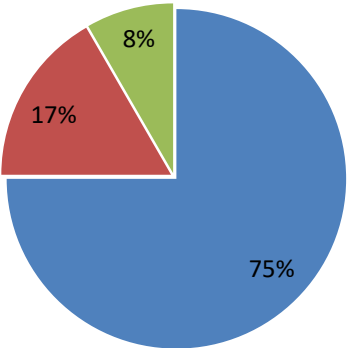


Figure 9: Economic Sectors which might take advantage of RDF CSR by 2050

4.3.7 Potential hindrance to the advancement of RDF CSR in the development of Rwanda with respect to vision 2050.

4.3.8 Findings. All the sixty respondents agreed that there will certainly be obstructions to the advancement of RDF CSR in the development of Rwanda with respect to vision 2050. These obstacles include stiff competition in the economic development sectors from within Rwanda and from outside the country due mainly to globalization; the issue of Private Sector being overshadowed by the RDF CSR companies will also be an obstacle; the regional integration might dilute the effort of RDF CSR to be the strongest contributor to the economic development of Rwanda as other regional companies are allowed to invest in Rwanda, but RDF CSR companies are not to invest beyond the borders of Rwanda. Six (6) respondents or **10%** posited that another hindrance or challenge that RDF CSR may encounter as it pushes towards contributing to the development of the country with respect to 2050 vision is regional insecurity that might push RDF to put more effort in ensuring the protection of territorial integrity, which therefore will reduce to some extent its zeal to contribute to national development. The other fifty four (54) respondents or **90%** do not conceive that the insecurity in the region would be an obstacle to any economic development of the nation by 2050.

Table 10: challenges to RDF CSR by 2050

CHALLENGES TO RDF CSR BY 2050	
RESPONDENTS VIEWPOINT	
Competition	Regional Integration
45	15
60	

Source: Questionnaire Data, 2022

Potential hindrance to the advancement of RDF CSR in the development of Rwanda with respect to vision 2050

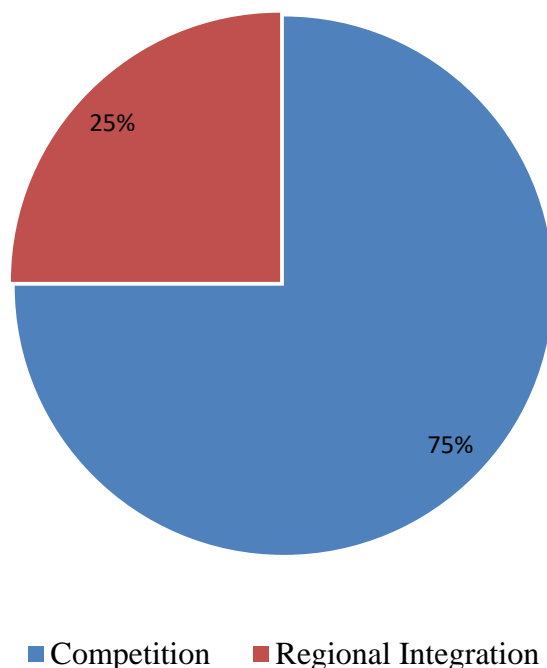


Figure 10: Potential challenges of RDF CSR by 2050

Table 11: Regional insecurity as a challenge to RDF CSR by 2050

REGIONAL INSECURITY AS A CHALLENGE TO RDF CSR BY 2050	
RESPONDENTS VIEWPOINT	
Agree	Disagree
6	54
60	

Source: Questionnaire Data, 2022

Regional insecurity as a challenge to RDF CSR by 2050

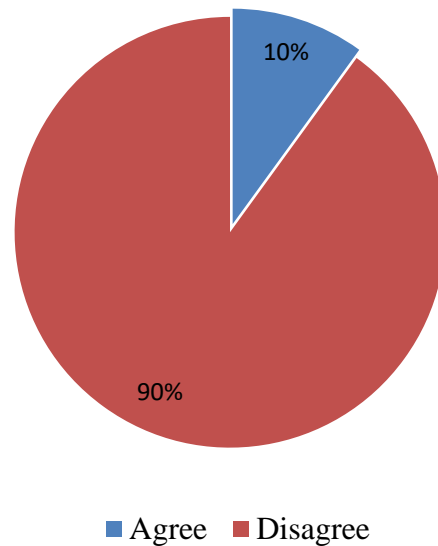


Figure 11: Opinion whether regional insecurity constitutes a potential challenge to RDF CSR by 2050

4.4 Summary

The chapter addressed the potential contribution of Rwanda Defence Force Corporate Social Responsibility endeavors with respect to Rwanda vision 2050. The analysis was done by first highlighting what the vision 2050 entails, the vision 2050 pillars and the key consideration for success. The analysis focused further more to Rwanda Economic Sectors that might benefit the application of RDF CSR with respect to vision 2050; the future benefits that RDF might gain by involving its CSR in the harnessing of national development with respect to Rwanda vision 2050 as well as the potential obstacles to the advancement of RDF CSR in the development of Rwanda with respect to vision 2050. The next follow on Chapter summarizes the results of the research, conclusions and recommendations. Also highlighted are areas for further research.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The sixth chapter provides a summary of the main results of the study. The summing up is accompanied by conclusions based on the results obtained and subsequent recommendations. Lastly this chapter proposes areas for further research aimed at understanding the number of areas where the military can make and effectively contribute to national development in order to find long-term solutions to the issues of Rwanda under development. The chapter provides policy recommendations based on key findings.

5.2 Summary of Findings

The research sought to examine the role of the military in corporate social responsibility for promoting development in Rwanda. The study identified Rwanda Defence Force companies connected to Corporate Social Responsibility activities in their daily operations. The study evaluated the role played by these companies in the contribution to Rwanda current economic development and their potential contribution to Rwanda economic development with respect to Rwanda vision 2050.

Today, there is also an obvious observation in favor of employing members of the armed forces in development work because it is possible that they are one of the few sources of administrative skills in the country. This is due to the fact that senior officers are required to receive instruction in the field of administration as part of their military training. In addition, the military might be one of the few sectors of the community with a sufficiently progressive vision to be able to properly tackle development projects. This is something to keep in mind.

5.2.1 RDF Corporate Social Responsibility contribution to economic development of Rwanda

Seventy-five percent (75%) of the sixty (60) respondents who responded to the question about the role that RDF Corporate Social Responsibility play in the development of Rwanda acknowledged that RDF activities contribute to the development of Rwanda in an observable way. The vast majority of respondents stated that the role that RDF plays in the development of the country can be seen in the manner in which the quality of life of Rwandans is gradually improving thanks to the construction of affordable houses by RDF through the Horizon group. They also mentioned that this contribution to the development can be seen in the building of bridges and road networks. Other respondents, a total of twelve of them, or twenty percent (20%), stated that the function that RDF plays in the advancement of the country is not as self-evident as one might believe it to be. This is due to the fact that they are unsure as to whether or not the horizon construction group for instance is a company that is associated with the RDF. They believe it is a construction company like any other in Rwanda. Other three respondents, which is 5% of the total, did say that they are unsure whether there is any role that RDF CSR play in the development of the country, but that they are aware that RDF constructs houses, bridges, and roads.

All of the respondents acknowledged that the Rwandan Defense Force (RDF) contributes to the development of the country through the Rwandan Military of Hospital (RMH) by providing health services to the general Rwandan population as well as to Rwandans living in remote areas. This was in reference to the issue of health security. They acknowledged that RMH through the widely publicized and well-known "army week," which is a form of community outreach in which the Rwanda MMI collaborate to provide free medical care to economically disadvantaged Rwandans in all regions of the country over the course of one month. They believed that the responsibility of the RDF was to protect the territorial integrity of Rwanda, so they were under the

impression that the RDF did not engage in any CSR activities. This is the general observation that has been made.

5.2.2 Sectors of economic development of Rwanda benefiting the RDF CSR

Every single one of the sixty (60) people who participated in the survey stated that the areas of Rwanda's economic development that benefit from RDF CSR include agriculture sector where AgroPy provides fertilizers to the population, education sector where horizon group constructs classrooms, health security sector, and infrastructure sector. It was observed that majority of respondents outside the military sphere are not very much aware of RDF companies involved in the CSR, though they acknowledged that they benefit from the military provide to them.

5.2.3 Extent to which the RDF CSR benefits the development of the Rwanda

Out of the sixty (60) respondents who were asked about the extent to which the RDF CSR benefits from applying CSR, twenty-five of them, which is equivalent to forty-one point seven percent (41.7%), said that the RDF takes advantage of cheap manpower (soldiers) to perform the tasks, and as a result, the money that was to be used in a particular project will be diverted to be used in new developmental activities. Others, approximately thirty percent (30%), said that RDF benefits more in terms of gaining popularity among the population. The final five respondents, accounting for 8.3% of the total, stated that it is extremely hard to conclude the degree to which RDF benefits from applying CSR because there are no data available to calculate the extent in terms of percentages.

5.2.4 Future challenges faced by RDF in CSR for development

Among the sixty (60) respondents who were asked about the future challenges that RDF will face in CSR for development, fifty-five of them, which is equivalent to ninety-one point seven percent (91.7%), said that future challenges that RDF will face in CSR activities may be linked to

insecurity in the region as well as competition from other countries as a result of globalization and the rapid change in the technology. Other 5 or 8.3% of respondents said that they do not foresee any challenges that the RDF CSR will face in the future because they believe that the institution will always continue to be able to cope with the situation that is currently in place.

5.2.5 RDF CSR contributing to the Sustainable development of Rwanda considering the country vision 2050.

Out of a total of sixty respondents, thirty-five (35) of them, or 58.3%, said that RDF CSR will take the lead in contributing to the development of Rwanda looking at the vision 2050. They articulate that RDF CSR will become the supervising body of all other firms involved in the development of the country, particularly in the infrastructure sector of economic development. This is significant because they believe that this will be the most effective way to ensure that the goals of the country's development are met. The opinions of the remaining 25 respondents, which account for 41.6% of the total, were primarily that RDF CSR will be just one part of the other firms contributing to the development of the country, not only in the field of infrastructure development but also in other fields of economic development, such as agriculture, environmental, service, and manufacturing sector development.

5.2.6 Economic Sectors that will be mostly benefiting the application of RDF CSR with respect to vision 2050.

Infrastructure, agriculture, environmental, technological, and service sectors were all named by each of the sixty respondents as economic areas that stand to gain from the application of RDF CSR in relation to the 2050 vision. In addition to those sectors, forty (40) of the respondents, which represents 66.6% of the total, added a new sector which they believe will be very active in 2050, and that sector is the manufacturing sector. The remaining 20 respondents, or 33.3%, did not know whether or not RDF CSR would be involved in the manufacturing sector.

5.2.7 Future benefits of RDF involvement in CSR for harnessing national development with respect to Rwanda vision 2050.

The sixty people who participated in the survey were unanimous in their opinion that RDF will unquestionably reap many benefits from its CSR involvement in national development. The continued familiarity with the application of new technologies across all areas of economic development is another area that will benefit the RDF. Another area of benefit to the RDF is the growing trust of the local population in the armed forces. Fifty-five (55) respondents out of sixty (60) or 91.7% added that because of RDF military discipline, the involvement of RDF CSR in economic development of the country will accelerate the vision of Rwanda to be among the middle income economies by 2050. This was in reference to the fact that within the military, there is a culture of not accepting corruption. Regarding the RDF CSR's involvement in economic activities and military discipline in relation to the 2050 vision, the other five respondents, which accounts for 8.3% of the total, chose not to comment.

5.2.8 Potential hindrance to the advancement of RDF CSR in the development of Rwanda with respect to vision 2050.

Every one of the sixty people who participated in the survey agreed that there will undoubtedly be roadblocks in the way of the advancement of RDF CSR in the development of Rwanda in relation to vision 2050. The issue of the Private Sector being overshadowed by the RDF CSR companies will also be an obstacle; the regional integration might dilute the effort of RDF CSR to be the strongest contributor to the economic development of Rwanda as other regional companies are allowed to invest in Rwanda, but RDF CSR companies are not allowed to do so. These obstacles include stiff competition in the economic development sectors from within Rwanda and from outside the country due mainly to globalization. Regional insecurity may force RDF to put more effort into ensuring the protection of territorial integrity, which will therefore

reduce to some extent its zeal to contribute to national development, as was postulated by six respondents (representing ten percent “10%” of those who participated in the survey). This was one of the potential obstacles or challenges that RDF CSR may face as it works toward contributing to the development of the country in relation to the 2050 vision. The remaining fifty-four (54) respondents, which accounts for 90% of the total, do not believe that the lack of safety in the area will be an impediment to any kind of economic development of the nation by the year 2050.

5.3 Conclusion

The function that corporations play in modern societies has been the subject of debate for a considerable amount of time. People all over the world are becoming significantly more concerned as a direct result of the growing pressures that businesses are exerting on both humanity and the natural environment. These days, the many different stakeholders on both the national and international levels anticipate a more responsible use of the increased power held by businesses.

The concept of "Corporate Social Responsibility," more commonly abbreviated as "CSR," may serve as a template for organizing the responsible exercise of corporate power and participation in society. Measuring corporate social responsibility based on its connections to the concept of stakeholders presents another challenge. In spite of the fact that there is a wide variety of approaches to measurement described in the research, nearly all of them have certain drawbacks. A new measurement of CSR is needed in order to improve the understanding of how CSR interacts with stakeholders and to measure this interaction more accurately. CSR efforts have not been particularly diverse despite the existence of a robust culture of philanthropy in the business community and society as a whole.

The ideological prejudice toward the CSR of defense industry touches on a number of subjects that have been covered in earlier installments of *Armed Forces & Society*. The views of

society regarding the military, the complex of the military-industrial system, and ties between the military and civilians are some of the subjects that are discussed. Even though these adverse opinions are focused on the goods and reasons of the defense industries, they invariably taint the social standing of many of the hundreds of people who are employed by companies engaged in Corporate Social Responsibility activities for the Rwanda Defense Force. They can only have negative spillover effects on how people in society view members of the military and institutions of the military. An argument that can be utilized as a rebuttal to the argument that the defense sector might serve to help achieve legitimate state ends is the claim that the defense sector is the dominant partner in the military-industrial system and that it deliberately promotes state belligerency for profit. This is an argument that can be used to support the claim that business is the dominant collaborator in the military-industrial complex.

New business models and strategies are increasingly incorporating responsible behaviors as part of their design. These models and strategies are intended to address environmental, societal, and governance deficits. Corporate Social Responsibility industries fall under the Ministry of Defence and are premised under three pillars: economic responsibility, social impact, and environmental awareness and protection. Giving back to the community is a value that is greatly cherished by the Rwanda Defense Forces (RDF). The evaluation and the significance of practicing corporate social responsibility within Rwanda's industries in order to foster the country's economic growth were looked at by the study. Rwanda Defence Force Corporate Social Responsibility Horizon Group, RMH, MMI, and the Zigama Credit and Savings Society (ZCSS) are some of the MoD CSR industries that were looked at in this study.

The research sought to address the three research questions using the following hypotheses:

This section purposed to answer the following hypotheses;

Hypothesis I: There has been an increase in the use of CSR to promote development of a Nation. Although there are argument to misunderstand the involvement of defense industry in Corporate Social Responsibility, pretending that the military role is related to belligerency; it is correct that the military industry is gradually being involved in the development of a nation through Corporate Social Responsibility activities.

Hypothesis II: The military has a positive role in CSR for development in Rwanda. Rwanda Defence Force companies practicing Corporate Social Responsibility contribute to some extent to the development of the Rwanda as they are directly involved in infrastructure development to include road construction, bridge construction and affordable environmental friendly houses for the general public and free houses to the most vulnerable. They are also involved in education development by constructing classrooms for primary and secondary school students. In the health security sector, Rwanda Military Hospital in collaboration with the Military Medical Insurance (MMI) provide medical services not only to the military personnel and their respective families, but also to the general public at large.

Hypothesis III: There is no relationship between RDF Corporate Social Responsibility and Rwanda vision 2050. This hypothesis tried to look at whether RDF Corporate Social Responsibility might be still relevant to the vision 2050. According to the results of the study, it was observed that there is a strong relationship between RDF Corporate Social Responsibility and the Rwandan vision 2050 aspirations to the extent that majority of respondents are of the view that major projects that might drive Rwanda towards achieving its dream of 2050 should be surrendered to RDF for execution and supervision, to curtail the corruption, hence speed up the development of the country, achieving its dream of becoming a middle income country.

5.4 Recommendations

The role of the military in corporate social responsibility for promoting development in Rwanda is real. It is therefore advisable that it comes up clearly with proper data showing to what extent RDF contributes to economic development of Rwanda. The Rwanda Defence Force Companies involved in CSR activities should be facilitated to be able to effectively compete with other sister companies in the country and beyond. The following recommendations are therefore put forward:

Recommendation 1: Develop a comprehensive Corporate Social Responsibility (CSR) strategy: Rwanda should develop a comprehensive CSR strategy that outlines the desired outcomes and expectations of CSR in the military. The strategy should involve key stakeholders in the military, such as soldiers, civilians, and community leaders.

Recommendation 2: Engage in community benefits projects: Rwanda can continue engaging more in community projects like building more schools, health centers around the country, and infrastructure to improve more on the living conditions of the communities in which the military is stationed. This can significantly improve the relationship between the military and the communities it interacts with.

Recommendation 3: Foster a culture of accountability: Rwanda should create a culture of accountability that emphasizes the need to act responsibly towards the environment and communities. Enforcing CSR practices within the military can help create a culture where individuals and units feel accountable for their actions.

Recommendation 4: Monitor and evaluate CSR practices: Rwanda should monitor and evaluate the CSR practices to ensure they align with the vision 2050. The country should establish a reliable framework to track the progress of the CSR practices and determine where they still need to improve. This data can help Rwanda continually improve the CSR practices and contribute to community development.

Recommendation 5: To deal with the challenge of competition, Rwanda Defence Force should develop the culture of Collaboration; since working closely with government bodies, security agencies, and other stakeholders to understand their requirements, challenges and expectations can help military industries to develop effective solutions and stay ahead of competitors.

Recommendation 6: Technological advancements: RDF CSR industries can invest in research and development to innovate new technologies that meet the needs of their clients and enhance their capabilities.

5.5 Suggestion for Further Studies

There is need to undertake more extensive empirical research on the extent to which the RDF CSR contributes to the development of Rwanda and what potential capabilities the RDF CSR should be having to effectively contribute to Rwanda economic development in order to turn Rwanda into a middle income economy.

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APPENDICES

Appendix 1: Introductory Letter

RESTRICTED

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National Defence College
Warai North Road
P.O Box 24381
Karen - Nairobi
Kenya

When replying please quote:

Ref: NDC/A/141

10 November 2022

TO WHOM IT MAY CONCERN

FACILITATION FOR COL KANOBAYIRE LOUIS ADMN No. ND601/0022/2022

The above Senior Officer is a course participant at the National Defence College and has been admitted for Masters of Arts in National Security and Strategy, under the National Defence University- Kenya Programme.

As part of academic requirements, Col Kanobayire LOUIS is required to undertake a research project in partial fulfillment of MA degree programme he is enrolled in. His approved research topic is Present **“Role of The Military in Corporate Social Responsibility for promoting Development in Africa: A case Study of Rwanda.”**.

The purpose of this letter is to kindly request your office to facilitate the Officer as he conducts his research project.

Submitted for your kind consideration and facilitation.

Mr FM MABEYA
Head of Programme
for Commandant

Appendix 2: Participants Survey Questionnaire




MILITARY CORPORATE SOCIAL RESPONSIBILITY FOR PROMOTION OF DEVELOPMENT IN RWANDA

This study aims to examine the role of the military in *Corporate Social Responsibility* for promoting development in Rwanda. It is requested that you give a small tick in the necessary boxes and follow with a small explanation that is accurate and concise information. Thank you for your interest to participate, fill in the guide by ticking appropriately and writing a brief explanation of your answer.

Ikanobayire@gmail.com [Switch account](#)



 Not shared

SECTION 1 A: RESPONDENT PROFILE-GENDER

- Male
- Female

SECTION 1 B: RESPONDENT PROFILE-AGE

- <30 Years
- 30 to 39 Years
- 40 to 49 Years
- 50 to 59 Years
- >60 Years

SECTION 1 C: RESPONDENT PROFILE-EDUCATION LEVEL

- Secondary
- Undergraduate
- Postgraduate
- PhD

SECTION 1 D: RESPONDENT PROFILE-ORGANIZATION/DEPARTMENT

Your answer _____

SECTION 1 E: RESPONDENT PROFILE-ARE YOU FAMILIAR WITH CSR?

- Yes
- No
- Maybe

SECTION 1 F: RESPONDENT PROFILE-Is there link between CSR and Development

- Yes
- No
- Not Sure

SECTION 1 G: RESPONDENT PROFILE-Is there link between CSR and Development (Explain our choice above)

Your answer _____

SECTION 2: WHAT DO YOU UNDERSTAND BY THE MILITARY CORPORATE SOCIAL RESPONSIBILITY IN PROMOTION OF A NATION DEVELOPMENT?

- Lucrative

1. Would you say that the military CSR in the promotion of a nation development is a reality?

- Yes
- No
- Maybe

Explain our choice above

Your answer _____

2. Do you think that the idea of CSR in Military may play a noticeable role in national development?

- Yes
- No
- Maybe

Explain our choice above

Your answer _____

3. List some of the CSR projects known to you that have been conducted by the Military.

Your answer _____

4. What are some of the national development outcomes of the military CSR?

Your answer _____

SECTION 3: ASSESS THE IMPORTANCE OF APPLYING CORPORATE SOCIAL RESPONSIBILITY IN RWANDA DEFENCE FORCE FOR PROMOTING DEVELOPMENT IN RWANDA

Your answer

1. What role does RDF Corporate Social Responsibility play in the development of Rwanda?

Your answer

2. Which sector (s) of economic development of Rwanda do you perceive that it is benefiting the RDF CSR?

Your answer

3. To what extent do you think the area (s) identified in “Question above” is (are) benefiting the RDF CSR?

Your answer

4. What are the future challenges faced by RDF in CSR for development?

Your answer

SECTION 4: EXAMINE THE POTENTIAL CONTRIBUTION OF RDF CORPORATE SOCIAL RESPONSIBILITY ENDEAVORS TO RWANDA VISION 2050.

Your answer

1. How do you see the RDF CSR contributing to the Sustainable development of Rwanda considering the country vision 2050?

Your answer

2. Which Economic Sector (s) do you foresee benefiting most on the application of RDF CSR with respect to vision 2050?

Your answer

3. What are the future benefits of RDF involvement in CSR for harnessing national development with respect to Rwanda vision 2050?

Your answer

4. What could hinder the advancement of RDF CSR in the development of Rwanda with respect to vision 2050?

Your answer

Your final remarks?

Your answer

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Appendix 3: NACOSTI research license


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