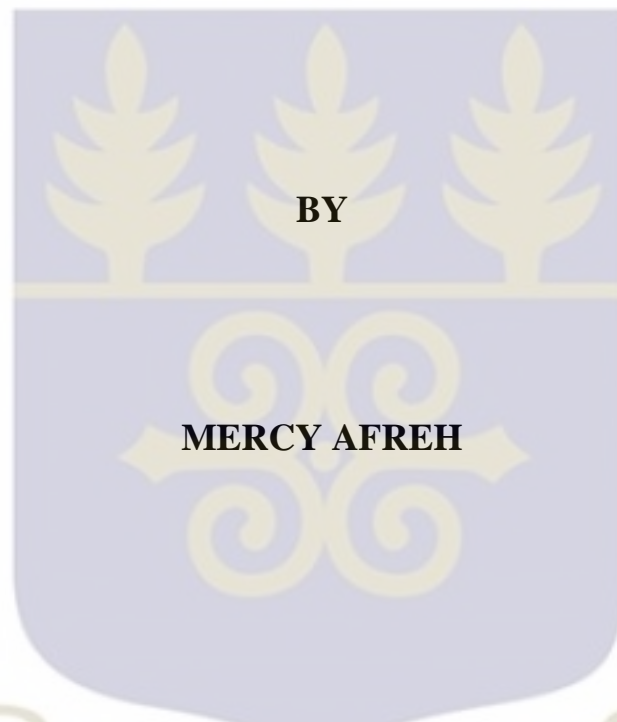


UNIVERSITY OF GHANA

**STAKEHOLDER ENGAGEMENT AND SUSTAINABILITY OF
CORPORATE SOCIAL RESPONSIBILITY OUTCOMES:
PERSPECTIVES FROM THE GHANAIAN MINING SECTOR**



**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA,
LEGON IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE AWARD OF MPhil HUMAN RESOURCE MANAGEMENT
DEGREE**

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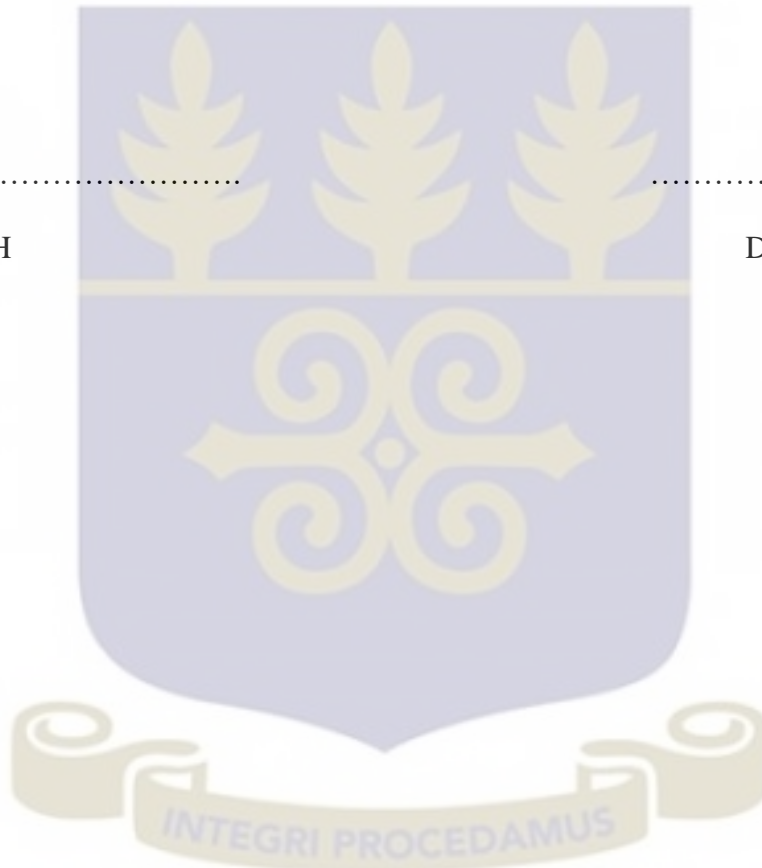
DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

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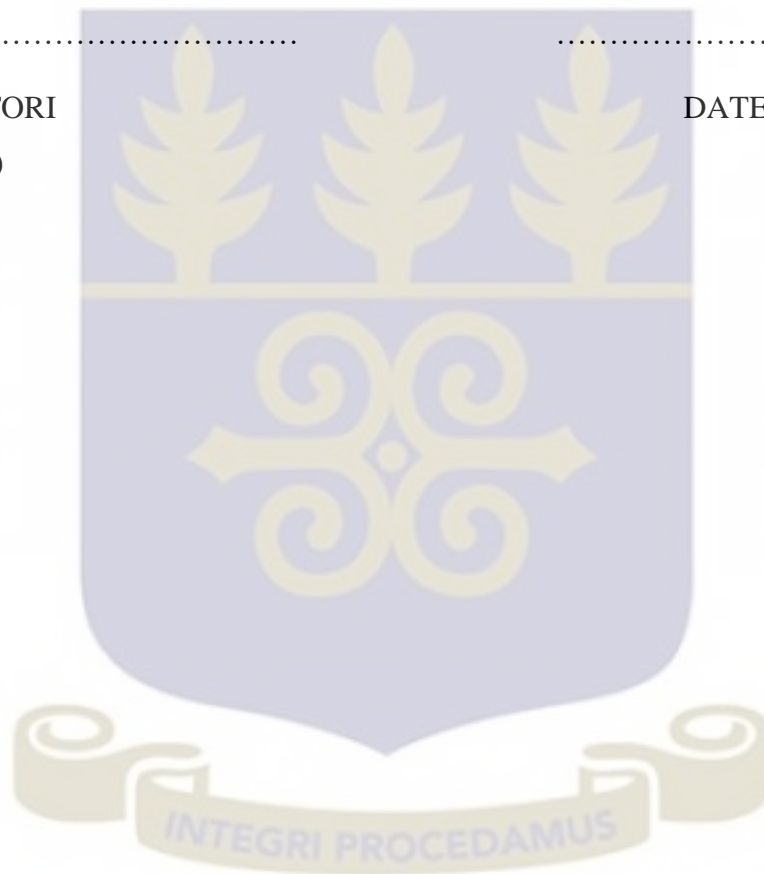


CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by the University.

.....
PROF. DAN OFORI
(SUPERVISOR)

.....
DATE



DEDICATION

This work is dedicated to the author and finisher of my life, the Lord Almighty who began with me and ended successfully with me. My mother, Ernestina Afreh, my father, Emmanuel Afreh, Ransford Boateng, Isaac Afreh and Benjamin Afreh.



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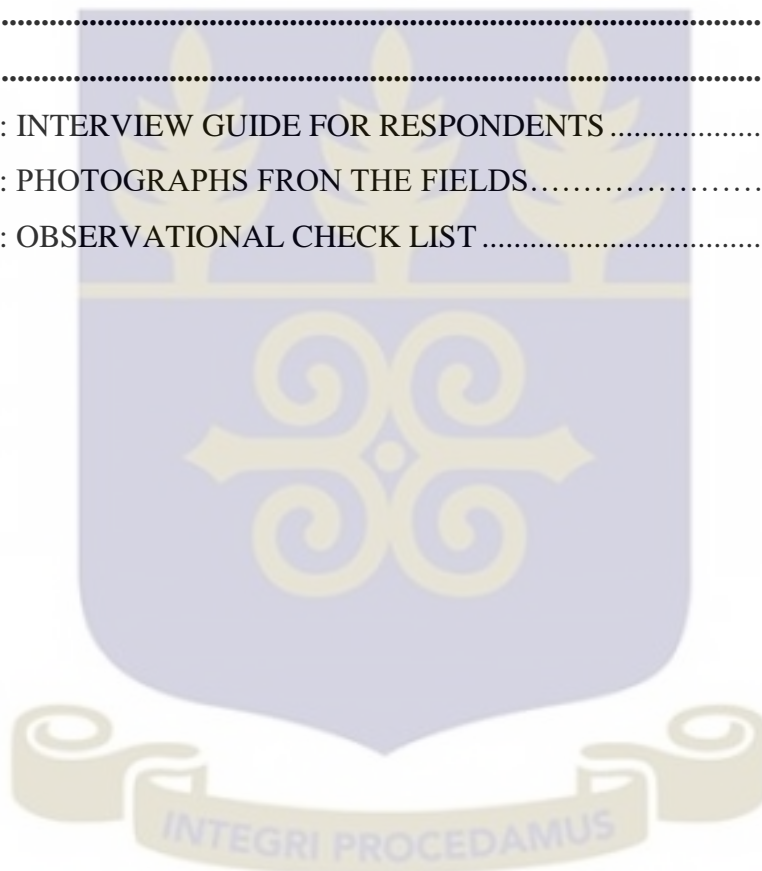
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LIST OF ABBREVIATIONS

CD	Community Development
CR	Community Relation
CSR	Corporate Social Responsibility
DA	District Assembly
DLP	Defect Liability Period
EPA	Environmental Protection Agency
FGDs	Focus Group Discussions
GES	Ghana Education Service
NAkDeF	Newmont Akyem Development Foundation
NGRL	Newmont Golden Ridge Limited
NGO	Non-Governmental Organisation
OLIVES	Organisation for Livelihoods Enhancement Services
SDCs	Sustainable Development Committees
SnER	Sustainability and External Relation department
SRF	Social Responsibility Forum
WBCSD	World Business Council for Sustainable Development



ABSTRACT

This study examined how a mining company in the Eastern Region of Ghana, Newmont Golden Ridge Limited (NGRL), integrates stakeholder approaches in its CSR to ensure sustainability of CSR outcomes. A qualitative approach using a single case study of NGRL was adopted. The study purposively selected thirty five (35) key participants including officials of NGRL, selected chiefs, selected officials of two regulatory bodies, and community members. The main instruments for the primary data collection involved face-to-face in-depth interviews, observations and focus group discussions (FGDs). Both interviews and focus group discussions revealed that the nature and form of CSR outcomes targeted the tangible and intangible needs of community members. The study found that NGRL has made a strategic move to heighten sustainability of CSR by establishing Newmont Akyem Development Foundation (NAkDeF) which plans development projects with the communities. The company has adopted three key strategies comprising involvement, consultation and collaborative processes as its stakeholder engagement approach to enhance effective maintenance and sustainability of projects. However, the study observed a number of challenges that beset community engagement in CSR. These challenges include extreme demand from stakeholders, poor voluntary participation on the part of stakeholders and high dependency on the company. The study recommends that NGRL should actively manage the demands and expectations of their various stakeholder groups. It was also recommended that management should educate stakeholders on actual issues of corporate mining. Furthermore, we recommend that top management should involve themselves in the selection of strategic projects as well as the selection of stakeholder representatives for the communities.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Businesses worldwide are being called upon to accept accountability for the ways in which their operations impact societies and the natural environment. Further requests on these businesses demand the inclusion of social and environmental concerns in business operations and in interactions with stakeholders (Marrewijk & Werre, 2002). Organisations have established a variety of strategies for handling this inclusion of societal needs, the natural environment, and matching business essentials with respect to the extent of how well organisations are incorporating social responsibility methods into both strategy and daily operations worldwide (Babalola, 2012).

Corporate social responsibility (CSR) has received considerable attention in the business operations of many industries including mining (Jenkins, 2005). Jenkins and Obara (2008) have pointed out that for a business to survive, make profit and expand, it should be aware of stakeholder rights and ensure environmental sustainability. In light of this, businesses no longer operate to make profit and pay taxes alone. Rather, they are to act responsibly, be accountable for their actions and contribute to the survival of society. In emerging trends over a couple of decades, organisations, irrespective of their size, consider CSR as both a business strategy and a practical action plan (Dobers, 2009).

Corporate social responsibility simply refers to the obligations of companies to society, more specifically, obligations to stakeholders and those who influence corporate policies and practices (Khanifar, Nazari, Emami & Soltani, 2012). As communities expect some reliefs from businesses, organisations certainly have an obligation to fulfill these expectations. In this

vein, Ali and Lasmono, (2010) have suggested that society tends to reward organisations that are considered to be socially responsible in different ways.

The stakeholder concept is core to CSR in global business strategy. Moon (2007) notes that corporations tend to define their CSR initiatives to reflect their practical orientations towards their varied stakeholders (governments, companies, business associations, business consultants NGOs, shareholders, employees, consumers and communities). The main operational activities of a mining company are mineral explorations that are dependent on ore deposits fixed in local communities which cannot be shifted to other locations. Again, the mining firms operation has major environmental and economic impact on its surrounding environment and also society (Acheampong, 2004). However, in order to ensure continuous operation whilst maintaining good community relationship in the midst of all negative impacts, local stakeholder engagement must be very vibrant and all inclusive (Luning, 2012; Thomson & Joyce 2000).

Corporate social responsibility is a helpful concept especially to a developing country like Ghana where it is reasonably unbearable for the government to solely meet the varied needs of the society (Jamali, 2006; Ofori, 2010). In actual fact, CSR has gained popularity and it is deemed an important tool for profitability and sustainability. Corporate entities use their CSR outcomes to contribute to sustainable community development especially their host communities to enhance their social status and competitive edge which is critical to their existence (Olowookere, 2010). Sustainability does not define the exact generation boundary, rather it takes into consideration the welfare of the present and all future generations in a holistic manner (Zhang, 2007). The world's notable corporations are all moving in the direction of sustainable business since all stakeholders have begun to demand sustainable corporate social responsibility outcomes (Fernando, 2012).

According to Fernando (2012) sustainable business is increasingly becoming the aspiration of all business. This new emerging paradigm for sustainable business is strategic corporate sustainability as a means to embedding sustainability in corporate strategy and creating sustainable value. For a firm to remain profitable, it should operate in a socially and environmentally responsible manner. Nevertheless, advocates of CSR have argued that the “3Ps” of CSR (people, planet and profit) are important for the sustainability of corporate bodies of all dimensions (Agleze, 2013). The interdependency of business and society are leading to the idea of the link between business sustainability and sustainability of community (Lee, 2007). Therefore, it is possible for a firm which is concerned about the sustainability of its host community to enjoy the support and cooperation of the community, which contributes to the sustainability of the firm. Likewise, ignoring stakeholders of the community may lead to distraction of the business’ operations and subsequently its value (Krishnan & Balachandran, 2005; Phillips, 2004). Cheng and Ahmed (2010) postulate that businesses nowadays must operate as moral agents in society and they must be willing to place public service and social responsibility over personal gains and special private interests. Thus, CSR involves the idea of business being proactive in its relationship with a range of stakeholders.

However, the effectiveness of CSR practices in the mining sectors has been questioned (Frynas, 2005). Mining is a major activity in some Ghanaian communities. It is an indisputable fact that mining industry activities devastate the environment resulting in the increasing trend of health related diseases. Even though mining contributes 5% to Ghana’s GDP and gold accounts for more than 90% of total mineral export (Mbendi, 2009 as cited in Ofori & Ofori 2014). Ofori and Ofori (2014), for instance, identified mining related diseases, conflicts, increasing unemployment, noise pollution, land pollution, water pollution destruction of eco-system and other social menace like prostitution as some of the negative effects of mining on these

communities. Even though multinational mining companies have ‘remodelled’ themselves as good corporate citizens there is little evidence regarding recognition of the need to address sustainability issues of affected communities (Jenkins & Obara, 2008). Ofori and Ofori (2014) have noted that mining firms in Ghana admit the fact that they have obligations to all stakeholders, in that, mining communities expect management of mining firms to consult them first before undertaking projects that can directly or indirectly affect their well-being.

The study was based on a single case study of Newmont Golden Ridge Limited (NGRL), Akyem Mine. Newmont’s CSR outcomes were used to illustrate and respond to some of the key issues with regard to the role of stakeholders in ensuring sustainability of CSR projects and outcomes in the affected communities. Corporations that engage in CSR often make references to their commitment to sustainable development. For instance, Newmont Mining has stated that the new mining implies social responsibilities. This means Newmont Mining has a commitment to the environmental protection and also encourages sustainable development, where they operate (Yanacocha, 2004). A case study focusing on the CSR outcomes of a mining company was selected because mining has become a topical issue as it impinges on community’s development, and more so CSR outcomes are increasingly being used by a number of companies to respond to some of these criticisms (Whellams, 2007).

1.2 Problem Statement

Recent literature illuminates discrepancies in the conceptualisation and construction of corporate social responsibility across industrial sectors such as banking, telecommunications and mining among others (Silberhorn & Warren, 2007; Pedersen, 2010; Visser & Tolhurst, 2010). Globally, extant studies with regard to corporate social responsibility have examined a number of themes such as the link between CSR and sustainable development (Baumgartner,

2013; Jamali, 2014; Moon, 2007; Whellams, 2007); the nexus between CSR and stakeholder management (Cheng & Ahmed, 2010; Mishra & Suar, 2010); the effects of stakeholder engagement on corporate social responsibility (Cheng & Ahmed, 2010; Ihugba, 2012; Ismail, Alias, & Rasdi, 2015; Sawyer, 2010; Ferreira & Oliveira, 2014); integrating corporate sustainability strategy into business (Fernando, 2012; Mysen, 2012; White, 2009); stakeholder perspectives on CSR in the mining sector of developed countries (Dashwood 2012; Jenkins & Obara, 2008). It is also worth noting that most of the studies above have focused on CSR in the developed world, where institutions are effective and efficient. (Arlı & Lasmono, 2010).

In Ghana, a number of studies have been conducted into the activities of various industries as far as CSR is concerned. For example, Ofori, Nyuur & Darko (2014) examined the link between CSR and financial performance. Abugre (2014) looked at the role of management in CSR while Hope & Kwarteng (2014) examined the contribution of CSR to sustainable development in the mining industry. It is worth noting that most of these studies have focused on various aspects of CSR such as how CSR enhances the image of industries, the role that management plays in CSR and the perceptions that companies have of CSR among others. However, a thorough search of literature shows that research on CSR of Multinational companies such as the mining companies from developed countries operating in developing countries is challenging since the social environment differs considerably (Buysse & Verbeke, 2003). This suggests a need to contextualise CSR in developing countries in terms of societal expectations of firms' accountability and moral responsibilities (Guidi, Hillier, & Tarbert, 2008; Vazquez-Brust, Plaza-U', Natenzon, & Burgos-Jime'nez, 2009). This notwithstanding, only a few studies probed the nature and forms of CSR projects undertaken by the mining industry.

Interest in corporate sustainability has received attention in literature in recent years (Friedman & Miles, 2001; Galbreath, 2009; Rotheroe, Keenlyside & Coates, 2003). The literature has generally concluded that firms should integrate sustainability principles into their corporate strategic policies and business processes (Adeolu & Olowookere, 2010; Ofori, 2010), leaving some questions unanswered such as sustainability of CSR projects and outcomes derived by mining companies.

However, very little has been done on stakeholder engagement and sustainability of corporate social responsibility outcomes, especially in the mining sector in Ghana. This study, therefore, seeks to fill the void that has been created in the literature on CSR and also to suggest ways in which the role of stakeholders in CSR can be strengthened using the Newmont Golden Ridge Limited (NGRL) as case study.

1.3 Purpose of the Study

The purpose of the study is to explore stakeholder engagement and sustainability of CSR outcomes in the Ghanaian mining sector using Newmont Akyem Mine as a case study. More importantly, the study seeks to understand how the various stakeholder engagement and involvement in CSR projects and outcomes impinge on sustainable development.

1.4 Study Objectives

The study specifically seeks to achieve the following objectives:

1. Examine the nature and form of CSR projects undertaken by Newmont Golden Ridge Ltd (NGRL), Akyem Mine.
2. Determine the sustainability of CSR projects and outcomes derived by NGRL.

3. Ascertain the extent of stakeholders' contribution to the sustainability of CSR projects and outcomes.
4. Determine the challenges of engaging stakeholders in sustainability of CSR outcomes at Newmont Golden Ridge Ltd, Akyem Mines.

1.5 Research Questions

The study seeks to find answers to the following research questions:

1. What are the nature and forms of CSR projects undertaken by Newmont Golden Ridge Ltd, Akyem Mine?
2. What is the sustainability level of CSR projects and outcomes derived by NGRL?
3. To what extent do stakeholders contribute to the sustainability of CSR projects and outcomes?
4. What are the challenges of engaging stakeholders in sustainability of CSR outcomes at Newmont Golden Ridge Ltd, Akyem Mine.?

1.6 Research Propositions

The study further undertakes a number of propositions.

1. The type of CSR outcomes influences sustainability.
2. The extent of stakeholder engagement influences the sustainability of CSR outcomes.

1.7 Significance of the Research

This study explores stakeholder engagement and sustainable CSR in the Ghanaian mining sector, and as such will be a contribution towards developing positive framework, environment and models for “engagement” as against “control” of stakeholders and reinforces the validity of the stakeholder and legitimacy theories in analysing CSR activities. The researcher believes

that information that will be gathered from this research will be of great benefit to corporate organisations, especially in their quest to engage their stakeholder. The study is significant as it will specifically serve as a springboard for further studies into the field of Human Resource Management (HRM). This study aimed to add to the body of knowledge in this particular domain. The study in addition shall be helpful for academia and researchers alike especially in examining stakeholder and sustainability of CSR issues that can propel effective administration through effective HRM systems.

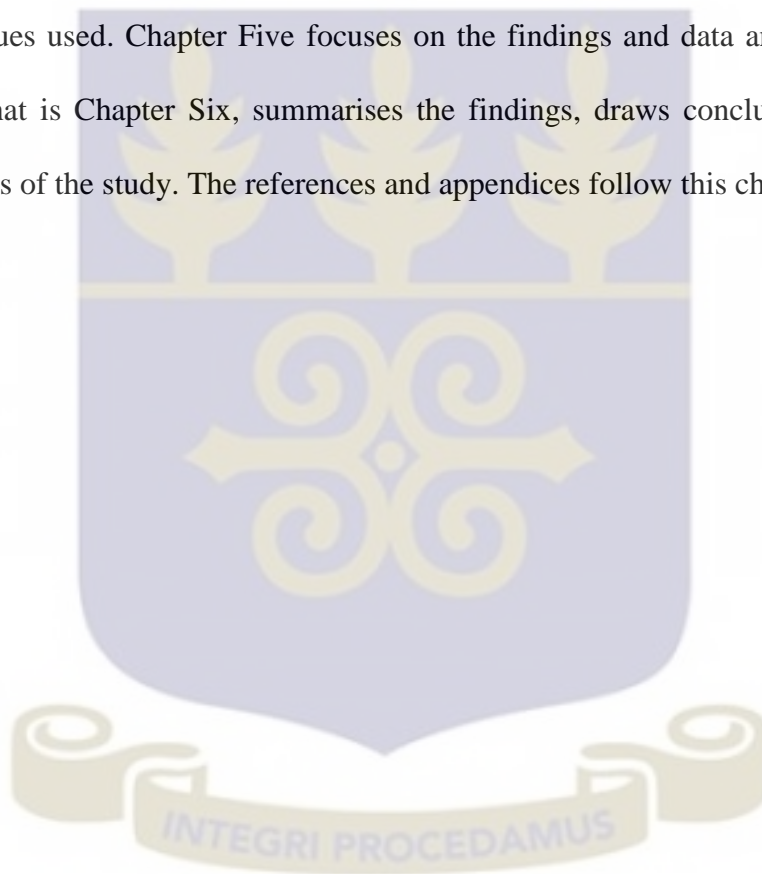
1.8 Summary of Methodology

The study is an exploratory research which adopted a qualitative approach using interviews, focus group discussions (FGDs) and observation. This research used case study strategy to explore the four research questions, using stakeholders from both the mining company and the mining community. The main instrument for the study was semi-structured interview guide. The targeted population for the study included the management of Newmont Golden Ridge Limited, community members, traditional leaders, government and non-governmental institutions operating in the study communities whose activities and livelihood are directly and indirectly affected by the operations of Newmont. The non-probability methods of purposive sampling techniques were used in recruiting a total of 35 participants for the interviews and focus group discussions. Data for this study comprised both primary data and secondary. The data drawn for the study was analysed through careful transcription of the data and read systematically to identify emerging themes for discussion.

1.9 Organisation of the Work

The study is divided into Six chapters. Chapter One focuses on the introduction of the study with a look at the background of the study, statement of the problem, objectives, research

questions, research propositions, significance, and a brief methodology as well as the organisation of the study. Chapter Two reviews existing literature on stakeholder engagement and sustainability of CSR projects and outcomes, related literature in the subject area and the theoretical framework for the study, It also covers the definitions of concepts, CRS activities in Ghana and empirical evidence of related studies. Chapter Three cover mining sector and sustainable development in Ghana. Chapter Four examines in detail the methodology used for the study: research design, sampling method and sample population, data collection and data analysis techniques used. Chapter Five focuses on the findings and data analysis whilst the final Chapter, that is Chapter Six, summarises the findings, draws conclusions and makes recommendations of the study. The references and appendices follow this chapter.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature grouped in three main areas, namely: a) theoretical framework; b) definition of concepts, CSR stakeholder engagement and sustainability c) review of empirical evidence of related studies and conceptual framework.

2.2 Theoretical Framework

A theoretical framework, according to Creswell (2009), is any empirical or quasi-empirical theory of unique and/or psychological process at a range of levels that can be applied as ‘lens’ to understand a phenomenon. Thus, it brings out the rationale for conducting a study. The theoretical concepts for this study include, stakeholder theory and legitimacy theory. In the discourse of the CSR phenomenon, researchers have employed a variety of theories and approaches (Nyuur, Ofori & Debrah, 2015). Garriga and Mele (2004) categorized them into four main types of theories: instrumental, political, integrative and ethical theories. However, the most commonly employed approaches in the CSR discourse are the legitimacy approach from the political theoretical perspective (Branco & Rodrigues, 2006) and the stakeholder approach from both the integrative and ethical theoretical perspectives (Friedman & Miles, 2006). These theories are used for this study because the main ideas and argument can provide a useful framework for understanding the problem of my study.

2.2.1 The Stakeholder Theory

The stakeholder theory to CSR emerged and gained popularity in the mid-1980s, particularly in the works of Freeman (1984). He indicated that his view of the stakeholder concept was based on perspective of organisation. The pre- and post- Freeman (1984) stakeholder approach

grew out of management practice. Freeman (1984) further opines that the idea of stakeholders, or stakeholder management, or a stakeholder approach to strategic management, suggests that managers must formulate and implement processes which satisfy all and only those groups who have a stake in the business. The focal task of this process is to manage and integrate the relationships and interests of shareholders, employees, customers, suppliers, communities and other groups in a way that assures the long-term success of the firm (Freeman, 1984).

Stakeholder management or stakeholder approach is said to be fulfilled by the managers of a company. However, managers should be able to manage the corporation for the benefit of its stakeholders in order to ensure their rights and participation in decision making. Again the management must act as the stockholder's agent to ensure the survival of the company as well as the long term stakes of each group (Freeman, 1984). In other words, if an organisation will survive, it depends on the extent to which managers engage stakeholders in decision making. Firms do not operate to make profit for their shareholder alone, but they also concentrate on other groups who have a stake in the firm. Thus, survival of a firm depends largely on meeting the varied needs of stakeholders.

On the whole, the stakeholder concept is the understanding of an organisation being a system of different components with diverse interests with regard to what the organisation should be and how it should function. Friedman and Miles (2006) state that the organisation should be conceived as grouping of stakeholders and the goal of the organisation and management should be directed towards managing their needs, desires and viewpoints. The various constituents of an organization make up the stakeholders; for instance, shareholders, customers, suppliers, employees, local communities, the government and the general public. Stakeholders need to be managed well to retain their interest and participation in the organisation in order to ensure the

survival and continuing profitability of the corporation (Clarkson, 1995). This theory suggests that organisations are in a constant relationship with their stakeholders and that the success of organisations largely depends on their ability to maintain trustful and mutually respectful relations with the various stakeholders (Kunetsov, Kuznetsova & Warren, 2009. P.38). The stakeholder theory also holds that, businesses can be seen as systems whose survival depends on their ability to satisfy a particular set of audience known as stakeholders who can be identified by their rights, ownership, or interests in a business and its activities, past, present, or future (Blomback & Wigren, 2009).

The Stakeholder theory, however, does not list specific stakeholders of a firm. From this theoretical perspective, the work of a manager is to support all these groups, carefully align the varied interest of stakeholders by making the organisation a place where their interests can be collectively maximize (Robins, 2008) Taking into consideration the vital role that stakeholders play in organisations, managers should pay attention to the demands and rights of important stakeholders as a useful tool for developing socially responsible projects (Maigan & Ferrell, 2004).

Stakeholder approach has developed to become one of the largest domains within CSR over the last few decades. This theory will help the researcher to determine whether Newmont Golden Ridge Ltd (NGRL) engages its stakeholders in decision making when undertaking CSR projects that directly or indirectly affect their welfare and also if engaging stakeholders leads to achieving sustainable of CSR outcomes.

2.2.2 Legitimacy Theory

The legitimacy theory is derived from the concept of organisational legitimacy, which has been defined by Dowling and Pfeffer (1975) as a condition or status which exists when an entity's value system is congruent with the value system of the larger social system of which the entity is a part. The legitimacy theory attempts to explain the reason for firms to engage in activities that do not give direct financial benefit. Legitimacy is the “generalised perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs and definitions” (Suchman, 1995, p. 574). According to Slim (2002), legitimacy is defined as a particular status with which an organisation is imbued and perceived at any given time that enables it to function with general consent of people, their groups, formal and informal organisations and governments that constitute the social environment in which it operates. It is presumed that organisations which are perceived to be socially responsible in their operations are legitimising their activities and status within the business environment.

Due to the realisation that compliance with societal expectations is imperative to building up image and legitimising firms' activities, the theory posits that organisations will therefore make a rational and strategic response to these societal expectations in the quest of profits (Kunetsov et al., 2009). Legitimacy, being a socially constructed system, is dependent on the relevant culture and society that reflect the central perception at that given point in time. Legitimacy is also not transferable but peculiar in every institution, organisation and society (Ruef & Scott, 1998).

According to Suchman (1995), legitimacy affects not only the action of people toward organisations, but also how they understand them. Hence, observers recognise the legitimacy

of organisation not only as more worthy, but also as more meaningful, more predictable and more trustworthy. On the other hand, loss of legitimacy may affect the company negatively. Thus, an important objective is when a company is able to maintain its legitimacy (Oliver, 1992). This suggests that companies are always either working towards earning legitimacy or ensuring that they sustain their legitimacy.

Businesses maintain legitimacy in order to bridge the gap between the expectations of the society and society's perception of company activities (Sethi, 1975). Haron, Ismail and Yahya, (2007) opine that society plays a major role in appraising the effectiveness and legitimacy of a firm's activities. The reason is that legitimacy theory is simply based on the notion that business operates in society through a social contract where it agrees to perform several socially desired actions in return for consent of its objectives and its survival. According to Porter and Kramer (2002), engaging in CSR can often be the most cost-effective way, and sometimes the only way, to improve the firm's competitive setting and increase both social and economic benefits.

A case can therefore be built as corporations perceive a strategic value in being socially responsible because CSR initiatives legitimise them to operate in an acceptable and profitable manner. It can be argued that though firms could engage in CSR purely on moral or ethical grounds, they normally do so to build up reputation and enhance corporate profit or shareholder gain (Kunetsov et al., 2009). From this theory, the researcher is interested in finding out if NGRL has maintained their legitimacy given by society and also if NGRL for some reasons engage in sustainable CSR activities that do not give the firm direct financial benefit in line with societal expectation.

2.2.3 Triple Bottom Line Model

The concept of the triple bottom line (TBL) is a sustainability-related construct coined by Elkington (1997) which figures the synergy of three aspects of a business activities (Alhaddi, 2015; Krisnawati, Yudoku & Bangun 2014). The triple bottom line approach is also a further development of stakeholder Theory. Therefore, everyone covered in the three aspects of TBL, including employees and external stakeholders can expand their relationships with other stakeholders and increase their knowledge of the company. TBL goes beyond the traditional financial aspects of a business and reveals the firm's impact on the world surrounding it.

The three main aspects of the TBL which business activities should focus on comprise of “people, planet, and profit usually called the 3Ps (Alhaddi, 2015). ‘Profit (P)’ being one aspect of the TBL concept deals with the interest of a company's shareholders whereby they expect to gain wealth as returns of their investment in the company. The second (P) which stands for ‘People’ deals with society inside and around the business such as employees, customers, suppliers, creditors, competitors, communities and government. The third (P) representing Planet and deals with ecological environment where the company operates and takes natural resources for its production (Krisnawati, Yudoko, & Bangun, 2014).

The TBL term has also been referred to as the practical framework of sustainability in literature (Rogers & Hudson, 2011). According to the Brundtland report, the term “sustainability or sustainable development” is defined as the “development that meets the needs of the present generations without compromising the ability of the future generations to meet their own needs” (Brundtland, 1987, p43).

With its particular focus on sustainability, the TBL approach provides a framework for measuring the performance and the success of an organisation using three lines: economic, social, and environment (Goel, 2010). The triple bottom line sustainability is regarded as a premise where growth and development take economic, social, and environmental impacts into consideration. The rationale of the TBL approach or model is that organisations must be oriented of attaining profit in accordance with its responsibility in terms of social matters to respect people in society within the firm's catchment areas as well as protect the natural environment in areas it carries on its business operations.

TBL approach is targeted at putting a consistent and balanced focus on the economic, social, and environmental value provided by the organisations. The economic line of TBL approach refers to the impact made by a firm's business practices on the economic system (Elkington, 1997). The economic line under the TBL framework links the growth of the business to the growth of the economy and how it contributes to support it. In other words, the focus is on economic value provided by the firm to the systems surrounding it in a way that strives and promotes capability to support future generations.

The economic line pertains to the capability of the economy as one of the subsystems of sustainability to survive and advance into the future in order to support future generations (Spangenberg, 2005). The social line of TBL refers to conducting advantageous and reasonable business practices to impact on labour, human capital, and to the community (Elkington, 1997). The notion is that these practices provide value to the society and "give back" to the community. Aside from the moral aspect of being "good" to the society, ignoring social responsibility can greatly affect the performance and sustainability of the business (Alhaddi, 2015). The social line of the TBL focuses on the interaction between the community and the

organisation and addresses issues related to community involvement, employee relations, and fair wages and compensations (Goel, 2010). Additionally, the environmental line of TBL refers to engaging in practices that do not compromise the environmental resources for future generations. Environmental initiatives relates to the efficient use of energy resources, reducing greenhouse gas emissions, and minimising the ecological footprint, among others (Goel, 2010).

In order to fully understand the triple bottom line approach to sustainability, it is important to recognize that the concept of the triple bottom line originated in a business setting and this description clearly articulates the fact that the economy depends on society, which in turn depends on the environment (Furnish, 2013). In line with the TBL model, this study thus want to know whether NGRL is consistent in placing a balanced focus on all three elements, thus, economic, social and environmental activities.

Finally, it is important to acknowledge that there are different indicators for measuring progress towards the triple bottom line sustainability. The TBL theory is used to examine impact resulted from the outcomes of NGRL using the evidence of the CSR programmes initiated in the study communities. The relevance of TBL model to the sustainability of Newmont CSR activities have social, environmental and economic dimensions and if the company engages and report its CSR activities to the various stakeholders under the three pillars of the TBL, it can be exceedingly useful and managing its diverse stakeholders and also get feedback, comments, suggestions that can help to sustain its CSR outcomes. The TBL will therefore provide a good framework for Newmont to sustain its CSR outcomes. Figure 1 below displays the TBL indicators that could be used to measure the sustainability level of the CSR outcome by NGRL.

Figure 1: Triple Bottom Line Indicators (adapted from Bailey, 2008)

Economic Impact:

- Increase in job and business opportunities
- Increase in income
- Increase in number and value of assets
- Cost savings and avoidance
- Increased efficiency

Environmental Impact:

- Protection from environmental degradation
- Improvements in environmental condition
- Increase in sustainable practices
- Reduction and elimination of hazards
- Re-use and more efficient use of existing space and materials

Social Impact:

- Expanded opportunities for minorities and women
- Expanded opportunities for low-income people
- Increased assets for low-income people
- Increase in local ownership

2.3 Definition of Concepts: CSR, Stakeholder Engagement and Sustainability

2.3.1 What is Corporate Social Responsibility?

The concept of corporate social responsibility (CSR) has been in existence in literature for decades yet there is no consensus on its definition. Currently, the main reason for no universally accepted definition of CSR is that, it is an evolving concept which over the years has been used to describe progressively wider range of corporate activities (Hamann, 2003; Zadek, 2001; Gutierrez & Jones, 2005). The term CSR is often used interchangeably in studies with concepts such as corporate responsibility, corporate citizenship, global citizenship, corporate community involvement, corporate social, Marketing, social enterprise, sustainability, sustainable development, triple-bottom line, corporate ethics and, in some cases, corporate governance

(Kotler & Lee, 2005; Bassen, Hölz & Schlange 2006). CSR, which is also used synonymously as corporate philanthropy, now takes account of everything from charitable contributions and social investment to the direct incorporation of vulnerable populations into a corporation's regular business practice (Gutierrez & Jones, 2005).

These interchangeable terminologies have influenced the understanding and definition of CSR in various ways. Therefore, different definitions of the concept are given by various observers such as governments, business associations, business consultants, non-governmental organisations, shareholders, employees, consumers and communities in an effort to approve, encourage or criticise its useful implications. These definitions are based on the varied views, values and expectations that each of these stakeholders bring to their relationship with corporations (Moon 2007). This study, therefore, outlines three different generations of definitions for CSR: earlier definitions- before 1991, mid definitions between 1991 and 2010 and most recent definitions from 2011 to date.

Bowen (1953) set out an early definition with regard to social responsibilities and businessmen: it refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society. Soon after, Abrams (1954) commented on a firm's responsibility to maintain an equitable and working balance among the claims of the various directly interested groups – stockholders, employees, customers, suppliers, community and the public at large. Frederick in his contribution to initial definitions of CSR wrote on it as, Social responsibility means a public posture toward society's economic and human resources and a willingness to perceive that those resources are used for broad social ends (Frederick, 1960). Again, Davis (1973)

defined CSR as the social benefits which the firm seeks alongside with other traditional economic gains.

However, Davis and Blamestorm (1975) defined the orientation of CSR as the responsibility of decision-makers, to take actions that will not only meet their own needs and interests, but to also safeguard the protection and enhancement of public wealth. In light of this definition, Carrol (1979) argued that social responsibility encompasses the economic, legal, ethical and discretionary expectations that a society has of organizations at a given point in time. In 1983, Carroll took a broader outlook of the concept by defining CSR as “the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive” (Carroll 1983, p. 608).

According to Wood (1991) the idea of CSR is that business and society are interwoven rather than distinct entities. Base on this position, Wood (1991) proposes a general approach towards corporate social performance and defines it as a business organization’s configuration of principles of social responsibility, processes of social responsiveness and policies, programs and observable outcomes as they relate to the firm’s societal relationships. Hence, society has certain expectations for appropriate business behaviour and norms (Wood, 1991). Fredrick’s (1994) view of CSR is that businesses have an obligation to some other groups in society other than shareholders. Also it goes beyond what is prescribed by law or union contract, which is termed as Stakeholder Theory (Freeman, 1984; Fredrick 1992; Clarkson, 1995). According to Boatright (1997), CSR is the voluntary assumption by companies of responsibilities beyond purely economic and legal responsibilities

Furthermore, the often cited definition in literature is that of The World Business Council for Sustainable Development which recommends a definition for CSR as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large (WBCSD, 1999). The UK Government describes CSR as “how business takes account of its economic, social and environmental impacts in the way it operates – maximizing the benefits and minimizing the downsides” (UK Department of Trade and Industry, 2004. p. 3). Commenting on corporate social responsibility, Steiner and Steiner (2000), state that corporations have the duty to protect and enhance the assets of the societies in which they operate while creating wealth.

The new millennium ushered the definition of CSR by McWilliams and Siegel (2001) as actions that appear to further some social good beyond the interest of the firm and which is required by law. Forstater, MacDonald and Raynard (2002) also perceive CSR as actions that contribute to sustainable development through the company’s core business activities, social investment and public policy debate. For Ford (2003), a good company delivers excellent products and services, and a great company does all that and strives to make the world a better place. Waddock & Bodwell (2004, p25) coined their definition by focusing on stakeholders, “as the way in which a company’s operating practices (policies, processes and procedure) affect its stakeholders and the natural environment”.

Business for Social Responsibility (2004) views CSR in four dimensions in line with Carroll’s (1999) definition being economic, legal, ethical and discretionary or philanthropic. From the four dimensional view of CSR by the Business for Social Responsibility (2004), economic implies that businesses have a responsibility to produce goods and services that society want

and sell them at a profit. Legal implies businesses have to obey the law. Ethics implies business institutions have to exhibit behaviour and ethical norms beyond what is required by law. Discretionary implies business institutions have to exhibit voluntary roles driven by social norms. Pearce and Doh (2005) also describe CSR as the actions of a company to benefit society beyond the requirements of the law and the direct interests of shareholders. Again, it can be said that, CSR is a voluntary action that a corporation implements as it pursues its mission and fulfils its perceived obligations to stakeholders, including employees, communities, the environment, and society as a whole (Halme, Roome & Dobers, 2009).

For the purpose of this study, the definition by WBCSD will be used. The World Business Council for Sustainable Development (WBCSD) defines CSR as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large (WBCSD, 1999). From the definition above, it is observed that business contributes to the welfare of both the primary and secondary stakeholders through its CSR activities. However it can be interpreted to mean a firm's duty to sustain any ecological or human capital contributing to the quality of life of stakeholders, whose wellbeing is considered a vital measure of sustainability. Apparently, the CSR activities of the company is not mostly performance-driven, but also the immediate needs of the community and other stakeholders are considered.

2.3.2 Historical perspective of CSR

A great number of definitions of Corporate Social Responsibility (CSR) construct have been postulated over several decades now during which this multifaceted concept has been researched. CSR suggests that businesses embrace responsibilities toward a larger group of

stakeholders (customers, employees and the community at large) adding up to their customary financial obligations to stockholders (Hernández-Murillo & Martinek, 2009).

There was scant evidence of CSR definitions in the literature in the 1950s and before (Carroll, 1999). Davis (1960) argues that though social responsibility is an ambiguous idea, it should be seen in a managerial context. In addition, he emphasises that some socially responsible business decisions can be justified by an extensive, complex process of reasoning as having a good chance of bringing long-term economic gain to the firm, thereby paying it back for its socially responsible viewpoint. This is deemed interesting as long as this view became commonly accepted in the late 1970s and 1980s. Friedman (1962) contended that few trends could so thoroughly undermine the very foundations of our free society as the acceptance by corporate officials of a social responsibility other than to make as much money for their stockholders as possible.

An influential contributor to the early definitions of social responsibility, William C. Frederick wrote, “A Social responsibility implies a public posture toward society’s economic and human resources and a willingness to see that those resources are used for broad social ends” (Frederick, 1960, p. 60). Another important writer on CSR in the 1970s was George Steiner, who postulated a philosophy that looked at the social interest and the enlightened self-interest of businesses over the long run as compared with the old, narrow, unrestrained short-run self-interest (Steiner, 1971). Johnson (1971) presented a variety of definitions and views of CSR. According to him, “a socially responsible firm is one whose managerial staff balances a multiplicity of interests. Instead of striving only for larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities, and the nation” Johnson (1971, p.50). In 1979, Carroll’s definition had to embrace a full range of social responsibilities of business to society. Component of CSR have extended from just

making a profit to obeying the law governing societies. Therefore, he offered the following definition: “The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (Carroll, 1979, p. 500).

Jones (1980, p. 61) then summarises “the CSR debate by listing the various arguments that have been presented both for and against it”. He opines that, whereas Preston and Post’s (1975) emphasis on “public responsibility” may improve some of the ambiguity in the CSR concept, it still does not address or solve completely all the issues related to CSR. Another empirical study that sought to understand the relation between CSR and profitability was published by Aupperle, Carroll, and Hatfield (1985). What was distinctive about this study was that it was one of the first to use a definitional construct of CSR from the theoretical literature as its measure of CSR. During the 1990s, one of the earliest and major contributions to the treatment of CSR came in 1991 when Wood (1991) reformulated some principles of CSR which included social legitimacy principle, stakeholder management and corporate social responsiveness. In 1991, Carroll revisited his four-part CSR definition where he made some suggestions to his definition, businesses’ responsibility to make a profit, obey the law, and “go beyond” these activities. Also Carroll (1991), by this time, referred to the discretionary component as philanthropic suggesting that it embraced “corporate citizenship.”

According to Carroll (1979), CSR is defined as the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time. Carroll’s (1979) definition does not only throw light on the relevance of involving society’s perspective in CSR practice, it also depicts how businesses depend on society to initiate CSR activities. It had to embrace a full range of responsibilities of business to society and the component of CSR that

extended beyond making a profit and obeying the law. Waddock and Bodwell (2004, p. 25) coined their definition by focusing on stakeholders, “as the way in which a company’s operating practices (policies, processes and procedure) affect its stakeholders and the natural environment”. Pearce and Doh (2005) describe CSR as the actions of a company to benefit society beyond the requirements of the law and the direct interests of shareholders. More contemporary and progressive views of CSR have concentrated on the interdependence between business and society hence, recognising CSR as a business model that is capable of providing common solutions for businesses and communities (Guzman and Becker-Olsen, 2010). Thus they define CSR as the way a company interacts with people and communities to create greater shared wealth, efficiencies and well-being for various stakeholder groups.

Besides these early meanings of the concept, many new definitions have been proposed. According to literature on CSR, the most commonly used definition of CSR was proposed by the World Business Council for Sustainable Development (2002), which explained CSR as the continuing commitment by business to behave ethically and to contribute to economic development while improving the quality of life of the workforce and their families as well as that of the local community and society at large. Steiner and Steiner (2000) also viewed CSR as the duty a corporation has to create wealth by using means that avoid harm to protect the assets of the society.

From the various definitions above, it is observed that businesses do not only operate to gain profit for their shareholders, but also concentrate on other stakeholders more especially the well-being of the society in which they operate. Wood (1991) explains the foundation of CSR as business and society are interwoven rather than distinct entities. As communities expect some reliefs from business, the latter would certainly have an obligation to fulfil these

expectations. In this vein, Ali and Lasmono, (2010) have suggested that society tends to reward organisations that are considered to be socially responsible in different ways. They have further suggested that corporations benefit more from their CSR activities in terms of reputation-returns or profits. Du, Bhattacharya and Sen (2010) also opine that CSR activities are strategic moves to help organisations to build their corporate image and maximise other benefits such as profits. Existing literature also gives other benefits which include the possibility of other stakeholders investing and/or seeking employment in the organisation because of its CSR activities (Du et al., 2010; Sen, Bhattacharya & Korschun 2006).

2.3.3 CSR in Ghana

Over the last decade, the field of CSR has grown considerably and many businesses are becoming more active in contributing to society now than they used to be (Ofori 2007). According to Ofori (2007), the issues of CSR are now being integrated in all aspects of business operations and this has led many businesses to incorporate CSR into their vision, mission and value statements. In line with Ofori (2007), Ofori & Aboagye-Otchere (2005), posit that, the concept of CSR is the integration of social and environmental concerns by companies in their business operations and in their interaction with stakeholders on a voluntary basis. In this contemporary times, there has been a call on organisations to undertake social programs, as government alone cannot handle societal problems and this has affected the implementation of the concept of CSR in the country (Amponsah-Tawiah & Dartey-Baah, 2011).

Corporate social responsibility activities in Ghana are spearheaded by large scale multi-national companies. Ghana is saddled with economic challenges which includes low per capita income, weak currency, capital flight, low productivity, low savings, making it almost impossible for indigenous companies to undertake social actions (Amponsah-Tawiah &

Dartey-Baah, 2011). This is evident from what Ofori (2006) referred to as “the engagement of haphazard indulgence of corporate good works” in Ghana. Abugre (2014) attested to the fact that managerial role in the practice of CSR is limited and ineffective in Ghana. He discovered that difficulties of effective CSR implementation mostly come from lack of leadership commitment, leadership weak spots in the form of mismanagement and corruption, and unwillingness to allocate monies due for CSR activities in his study on managerial role in organizational CSR in Ghana. He further recognizes that, organisations can do better in the practice of CSR if management exhibit a positive attitude towards CSR, corruption, and work behaviours.

In his study on executive and management attitudes on CSR and ethics in Ghana, Ofori (2010) revealed that companies are involved in various CSR activities like support for education, sponsorship of events and cash donations even though there are no legal framework for CSR in Ghana. Managers and executives believe that it is important for their firms to be socially responsible and to be seen to be behaving ethically. The study further revealed that ethical values of both individual managers and their firms are the major factors determining managers’ attitudes toward CSR, whilst a majority of respondents asserted that CSR and ethical behaviour are good for corporate reputation. In the same vein, GTZ report (2009), shows that in Ghana, the government’s involvement in CSR depends on legal dimension, which instructs businesses to obey the law. However, there is no complete set of CSR policy or law in Ghana. There are a number of policies, laws, practices and initiatives that guide CSR activities in Ghana and the government seeks to promote CSR by putting in place legislation that defines minimum standards for business performance such as constitutional provisions, local government laws and requirements for environmental impact assessments contained in an act of parliament.

The findings of a study by Ofori & Hinson (2007) on the perspective of CSR by leading firms in Ghana indicated that although local companies are familiar with the concept of CSR and do, indeed, practice some amount of CSR, they subscribe less to the contemporary notion of CSR; they are less strategic, less moral and ethical in their approach to CSR. Thus, internationally-connected Ghanaian firms seem to have a better grasp of the various dimensions of CSR and how these could be used to business and strategic advantage.

In contrast to Ofori & Hinson (2007), a recent study by Nyuur, Ofori & Debrah (2015) on the impact of foreign direct investment inflow on domestic firms' uptake of CSR activities shows that through the presence of foreign firms and the spillover of their CSR knowledge and capabilities, local firms are able to gain understanding of the relevance and the various types of CSR activities to engage in. The study also revealed that host institutions are important in enabling local firms broaden their CSR activities. Thus, institutions act as knowledge bridges, helping local firms to tap into societal and stakeholder expectations, the rules and regulations as and CSR guidelines in order to advance their CSR practices.

On the aspect of CSR and law, Atuguba and Dowuona-Hammond (2006) observed that there are no comprehensive CSR laws in Ghana. Anku-Tsedde and Deffor (2014) suggest that even though CSR is to a large extent influenced by various regulatory regimes in Ghana, its efficiency is often adversely affected by deficiencies in the enforcement of the relevant laws and thus suggested that enforcement agencies should be empowered to ensure compliance with the laws to enable an effective delivery of CSR in Ghana.

2.3.4 Who is a Stakeholder?

As a result of the emergence of the stakeholder concept and extant literature written about the topic, many definitions of stakeholder have evolved. Stanford Research Institute (1963), defining stakeholders as those groups "on which the organization is dependent for its continued survival" (cited in Freeman 1984). Freeman chose the word stakeholder on the basis of the traditional term - stockholder which takes only a look at the economic point of view. Where the stakeholders are defined as any group of individual who is affected by or can affect the achievement of an organization's objectives (Freeman 1984). Both Stanford and Freeman took a broader perspective of the definitions. They focused on the power of a stakeholder, the fact that a stakeholder wields some form of power over an organization. Then again, according to Cornell and Shapiro (1987), stakeholders are Petitioners who have contracts with the organization. Alkhafaji (1989) also defines stakeholders as groups to whom the corporation is responsible. Here again, Cornell and Shapiro and Alkhafaji emphasised on the legitimacy of a stakeholder's relationship with an organisation.

In contrast, Clarkson narrowed the definitions of stakeholder as voluntary or involuntary risk-bearers: "Voluntary stakeholders bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm. Involuntary stakeholders are placed at risk as a result of a firm's activities. But without the element of risk there is no stake" (Clarkson, 1994, p.5). The word "stake", in this sense, implies something that can be lost. Clarkson (1994) used risk to denote stake appears to be a way to narrow the stakeholder field to those with legitimate claims, regardless of their power to influence the firm or the legitimacy of their relationship to the firm. Freeman (2004) has continued to use this definition in a modified form as those groups who are vital to the survival and success of the organization.

According to Clarkson (1995), two categories of stakeholders can be distinguished, which are primary and secondary stakeholders. According to this view, primary stakeholders refer to those that constitute the business and whose continued participation is totally important to the survival of the business; it includes employees, customers, investors, suppliers, shareholders and host community. A firm's survival is not guaranteed without their continuing co-operations. If any primary stakeholder group becomes dissatisfied and withdraws from the corporate system, in whole or in part, the corporation will be seriously damaged or unable to continue its operations (Clarkson, 1995). While secondary stakeholders refer to stakeholders whom the business depends and are not usually engaged in transactions with the focal organization; it includes the media, trade associations, non-governmental organizations, along with other interest groups. Secondary stakeholders are those that influence, or are been influenced by the firm, but do not have any engagement (in terms of transactions) with the corporation and are not very essential for its survival. Waddock (2001) also shared the same view by distinguishes between primary stakeholders as the group that constitute the business (owners, employees, customers and suppliers) and critical secondary stakeholders on whom the business depends for infrastructure (e.g. communities and governments).

2.3.5 Stakeholder Engagement

Ideally, the rationality of stakeholder engagement is that once consensus has been reached based on mutual respect, dialogue and collaboration, conflict between management and stakeholders is reduced. The Institute of Social and Ethical Accountability (ISEA, 1999, p. 91) define stakeholder engagement as “the process of seeking stakeholder views on their relationship with an organisation in a way that may realistically be expected to elicit them”. While Andriof and Waddock (2002, p. 42) define stakeholder engagement as “trust-based collaborations between individuals and/or social institutions with different objectives that can

only be achieved together”. Moreover, Gable and Shireman (2005) describe it as “a process of relationship management that seeks to enhance understanding and alignment between company and their stakeholders”. The fundamental elements guiding stakeholder engagement are that there are at least two parties – the business and its stakeholders – and that both parties have something to bring to the table and something to benefit from the relationship. Greenwood (2007) defined stakeholder engagement as practices that the organisation undertakes to involve stakeholders in a positive manner in organisational activities.

Understanding of the concepts that underline stakeholder involvement is an essential step towards creating a strong involvement in projects, for instance in infrastructure projects, engagement process helps project proponents and stakeholders to communicate effectively (El-Gohary, Osman, El-Diraby & 2006).

Stakeholder engagement is essential in making a project successful since it leads to stakeholders’ participation and satisfaction (Shenhar, 2001). The stakeholder involvement programme should not be disregarded since it determines stakeholder concerns and incorporates them into the scheme of a project to achieve collaborative integrated project development (El-Gohary et al., 2006). Stakeholder engagement is part of the stakeholder theory comprising three basic components (Post, Preston & Sachs, 2002). The first is the flow of benefits and potential threats between companies and stakeholders. The second is the varied and discrepant issues of companies and stakeholders and the third is stakeholder networks (Post, Preston & Sachs, 2002). In other words, stakeholder engagement encompasses different scopes of action between companies and their stakeholder networks which have to be ranked and understood very well in order to address their needs. Companies have several approaches to stakeholder engagement, as such it doesn’t have to be moral (Greenwood, 2007). In this

study, however, stakeholder engagement is seen as part of the process of CSR rather than part of interventions or managerial/social control activities.

- **Rationale for stakeholder engagement**

This line of review is informed by the argument that stakeholder engagement is premised on the belief that progressive companies have moved from reactive compliance oriented management of social issues through proactive boundary covering functions that handle more effectively with external matters and into interactive engagement strategies with a range of stakeholders vital in a company's network (Andriof & Waddock, 2002, p. 42). Using Zadek, Pruzan and Evans (1997) description of reasons for stakeholder engagement and Arnstein's (1969) ladder of citizenship participation, as summarised by Cumming (2001) below, this study hopes to identify the levels of stakeholder engagement within the mining sector in Ghana.

Cumming (2001, p. 45) has summarised the usual reasons for stakeholder engagement as follows: **Managerialist orientation**: Organisational decision-makers seek to understand the perceptions and requirements that stakeholders have of the organisation with a view to anticipating the possible effects that these views may have on the future business activities of the organisation. **Public interest**: Some organisations might be pursuing stakeholder engagement because statutory and opinion driven pressure made it beneficial for them to publicly respond to social and ethical issues. **Value shift**: Some organisations are undergoing a fundamental culture shift with regard to their role and responsibilities to society.

- **Levels of stakeholder engagement**

Also according to Arnstein (1964), a company's stakeholder engagement (citizenship participation) profile may fall within the following: *Non-participation* which consists of manipulation and therapy; *tokenism* consists of notifying consultation and placation and *citizen power* consists of partnership, delegated power and citizen control, in that order. The work was originally written to improve community participation in local community involvement in the USA. It describes the extent of participation possible and necessary in public governance to make meaningful changes to peoples' lives, especially people from the poor areas. However, it can be used in Ghana since it is essentially applicable to an engagement relationship where there is power imbalance.

Furthermore, Arnstein (1969) suggests that real engagement starts within citizen power. This is explained briefly below. Benefits of citizen power include, among others, a sustainable engagement and an effective and efficient developmental (CSR) goal. For the purpose of this study, these levels are referred to as levels of stakeholder engagement. They include:

- **Manipulation**

This is the level of stakeholder engagement where participation is used as public relation tools. They do not have any contribution in the decisions made by organisation or information given to them or information they deliver to the public.

- **Therapy**

This is another level described as both arrogant and dishonest. This level is more of non-participation because instead of addressing the grievances or demands of stakeholders, they are subjected to a mass therapy with the aim of curing them of their misunderstanding.

- **Informing**

This is another level in engagement to achieve genuine positive participation. It is seen as one-way information process from the organisation to the stakeholders.

- **Consultation**

This level is usually a higher level among all the levels on the scale but in many cases easily abused. It is also seen to be a genuine tool for development where stakeholders concerns are considered in decision making and reflected in the result. For instance, if a firm decide to put up a building within a community the initial step it to consult community.

- **Placation**

This is not essentially a higher level of participation. It is often reactive to agitations yet it give stakeholders some voice.

- **Partnership**

This level is described as when stakeholders truly start to exercise some power over their demands or interests. It is partnership when from the beginning the distribution of power is negotiated between the power holders and the stakeholders. This is a prime level for both parties.

- **Delegated Power**

This level of participation operates in various forms. The two most popular are: Specific tasks or projects are delegated to the stakeholders; Separate but parallel groups of stakeholders and power holders with power to decide over a project and the stakeholders retaining the power to veto any decision where differences cannot be resolved by negotiation.

- **Citizen Control**

At this level, stakeholders have high degree of power (or control) which guarantees that participants can govern a program be in full charge of policy and managerial aspects and be able to negotiate the conditions under which “outsiders” may change them (Arnstein, 1969, p. 14).

2.3.6 Stakeholder Identification, Attributes and Saliency

Mitchell, Agle and Wood (1997) developed a model of stakeholder identification and saliency based on stakeholders having one or more of the attributes of power, legitimacy and urgency. Agle, Mitchell and Sonnenfeld (1999) confirm that the three attributes lead to saliency. In view of this, corporations should pay much attention to the legitimate groups who have power and urgency. Savage, Nix, Whitehead, and Blair (1991) concentrated on two attributes to be essential when identifying a stakeholder. They include a claim and the ability to influence a firm. Brenner (1993) and Starik (1994), however, posit these attributes as a components of defining a stakeholder. Kolk and Pinkse (2006) suggest that when managers are sure of stakeholder's saliency it influence a firm's decision and ensure a firm's survival. Saliency is the extent to which managers respond or give priority to the claims of specific stakeholder groups (Mitchell et al., 1997). Managers' perceive saliency of various stakeholder groups as important to a firm. Saliency of a stakeholder is established by its possession of three attributes which include power, legitimacy, and urgency (Agle et al., 1999; Mitchell et al., 1997) also refer to as identifiers of stakeholder classes.

The power of stakeholders is their ability to bring about the outcomes they desire (Salancik & Pfeffer, 1974). Power is demonstrated from the dependence of the firms on the environmental actors for resources (Pfeffer & Salancik, 1978). Most current definitions of power is the probability that one actor within a social relationship would be in a position to carry out his own will despite resistance (Weber, 1947). Thus, a party to a relationship has power to the extent that it can gain access to coercive means to impose its will in the relationship.

Suchman (1995, p.574) defines legitimacy as "a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed

system of norms, values, beliefs, and definitions". In this vein, Suchman (1995) suggests that the definition is broad based and recognises the evaluative, cognitive, and socially constructed nature of legitimacy.

Urgency is defined as the degree to which stakeholder claims call for immediate attention (Mitchell et al., 1997). Urgency helps to identify the various stakeholder groups who demand attention within limits of time (Wartick & Mahon, 1994). It has been argued that urgency is based on the following two attributes: (1) time sensitivity-the degree to which managerial delay in attending to the claim or relationship is unacceptable to the stakeholder, and (2) criticality-the importance of the claim or the relationship to the stakeholder. It is observed from the above that positive perception on these three combined attributes makes a stakeholder more salient (Mishra & Suar, 2010).

2.3.7 Mining and CSR

According to Garvin, McGee, Tomic and Aubynn (2007), Mining industry has embrace CSR as the fundamental approach by which the challenges facing the industry, particularly in the areas affected by mining activities are being addressed. Though, mining in Ghana contribute a greater percentage to total mineral export, Ofori and Ofori (2014), outlined some challenges confronting affected communities including mining related diseases, conflicts, increasing unemployment, noise pollution, land pollution, water pollution destruction of eco-system and other social menace like prostitution.

According Yakoveva (2005), his study on the mining industry opines that, CSR transcends impact mitigation to include improvement of economic and social benefits of operation. According to Ofori and Ofori (2014), community development, financial accountability,

charitable giving through philanthropy and tri-sector partnerships, worker rights enhancement and environmental management are the front position of the mining sector CSR. This relates with the observation made by Amposah - Tawiah and Darty-Baah (2011) that mining firms have started to demonstrate their responsibility to the environment and the society by adopting policies and initiative for improving their performance and also contribute to the sustainable development in the community affected by their operations.

As a result of the destructive behaviours of mining firms, they are to ensure that their CSR initiatives address the different needs and demands of the affected communities and environment surrounding the firms and the economy (Obara & Jenkin, 2008). Hence the operations of mining companies should have positive effect on employees, communities, civil societies and the natural environment in general. Mining companies in Ghana admit the fact that they have obligations to all their stakeholders. Some of the mining firms demonstrate their commitment to stakeholders by being philanthropic in their view of CSR activities (Ofori & Ofori, 2014). The mining industry in Ghana is said to have had some positive effects on the economy, providing support for the protection of the cultural heritage of the country, and enhancing quality of life through community development such as provision of education, employment and other livelihood programs.

2.3.8 Sustainability

According to Hult (2011), the concepts of sustainability has gained much attention by practitioners and scholars and this has led to a considerable interest of corporate sustainability in the literature over the past decade (Freeman & Gilbert, 1988; Friedman & Miles, 2001; Rowe & Enticott, 1998; Rotheroe, Keenlyside, & Coates, 2003). In view of this, most literature has concluded that businesses should incorporate sustainability principles into corporate strategic

policies and business processes. The reason for this incorporation is that sustainability affects the triple-bottom line and long-term profitability of a business and should, therefore, be treated as strategic assets of the business (Elkington, 1997; Russo & Fouts, 1997). Unruh and Ettenson (2010), in an IBM survey found that two-thirds of executives see sustainability as a revenue driver, and half of them expect green initiatives to confer competitive advantage.

The notion that sustainability is a key strategic asset of an organisation has been recognised as a theoretical premise for the development of various contemporary management models and business process initiatives. Ohmae (1999) argued that a corporation is a social institution whose responsibilities extend far beyond the wellbeing of its shareholders to giving security and a sustainable good life to its employees, suppliers, customers, local communities and the society beyond the current generation (Deegan, 2002; Harrison & Freeman, 1999; Friedman & Miles, 2001). A study by Kerr (2007) and Mahler (2007) also attest to the fact that there has been an increasing attention by successful multinational companies to integrate environmental sustainability into their products and services to distinguish the corporate brand.

Linnenluecke and Griffiths' (2010) study shows that the primary external drivers behind conception and adoption of sustainability practices are market behaviour and political initiatives. This to a large extent has ignored how internal forces such as corporate culture, mission and goals relate to the market and political environment, and how they influence corporates' conception and implementation of sustainability (Linnenluecke & Griffiths, 2010). Wagner and Svensson (2010) are also of the view that socially responsible managers get involved in sustainable business practices because it is the right thing to do, and that the code of ethics, plays an important role in enhancing the ethical performance of organisations.

Elkington (1994) coined the concept of Triple Bottom Line (TBL) which consist of three element namely People, Planet and Profit (3Ps). This view is actually in line with one of the approaches that defines the concept of corporate social performance (CSP) as efforts by a company to meet multiple responsibilities, using multi-dimensional concepts, including aspects of economics, legal, ethical, and discretionary proposed by Carroll (Fauzi, Svensson & Rahman 2010). The two Ps out of TBL concept, that is people and planet, may be referred to the three aspects of Carroll's (1979) corporate social performance which is legal, ethical and discretionary aspect of corporate social performance. More so, in reference to the stakeholder opinion, the basic idea of the concept of TBL forms the root for sustainable corporate performance, namely to accommodate the interest of different stakeholder groups in the society (Fauzi, Svensson & Rahman 2010).

Gao and Zhang (2006) argue the in order for businesses to go beyond corporate social and environmental responsibility activities, they require a systematic corporate cultural changes. These changes involve investing in the long term, engaging all stakeholders and building a sustainable society and not just a sustainable business in terms of profit or financial terms. The main evidence of corporate sustainability is that corporations should fully incorporate the social and environmental objectives with their financial objectives and account for their actions against the wellbeing of a wider range of stakeholders through the accountability the three dimensions of sustainability that is the 'triple bottom line' (Elkington, 1997).

2.3.9 Corporate Social Responsibility and Sustainable Development

Freeman and Hasnaoui (2011) argue that CSR is not a universally adopted concept even though it has existed for over 70 years. Corporate Social Responsibility is seen as a subset of ethics (Argandona & vonWeltzien 2009; Weitzner & Darroch, 2009); while some see it as a

distinctive purpose of business, others suggest that CSR does not need a universal definition (Campbell, 2007). Regardless of the lack of a common definition, CSR has become an essential component of many organisations strategic and operational activities (Carroll & Shabana, 2010; Freeman & Hasnaoui, 2011). However, Moon (2007) provided the most useful definition who suggests that CSR is a form of self-regulation to contribute to social and environmental welfare. He further explain that as businesses have aggregate social, environmental and ethical impacts upon the livelihoods of people and societies, and as development often absorbs, changes and damages the human and environmental resources on which future development depends, these concepts of CSR and sustainable development cannot be easily set aside. In CSR, both concepts are ‘internally complex’ because there is the tension of balancing different economic, legal, ethical and social responsibilities towards varied stakeholders each coming up with different principles and expectations to their relationships with the business in question.

In literature, the common definition of sustainable development states that “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987, p. 7). Hence, there is the need to addresses the implications of ecological dependence and the social impact of local behaviors (Moon, 2007). UK Government strategy for sustainable development – Better Quality of Life states that “. . . at the heart of sustainable development is the simple idea of ensuring a better quality of life for now and for generations to come” (DETR, 1999).

The focus of initiating CSR activities in the early stages of the CSR discussions was on making shareholders happy, which is fundamental to every business. However, in recent times, CSR is seen as a means of obtaining permission to operate, engaging in business in a more sustainable manner and contributing to sustainable development (Haalboom, 2012; Moon, 2007).

Corporate organizations see CSR as a means to manage their profit, risks and protect the reputation of their brand and that a company's CSR can greatly contribute to the sustainability of its business success (Arko, 2013). CSR activities according to Freeman and Hasnaoui (2011) include volunteer work in communities, promoting environmental awareness and supporting local community causes.

International Standard Organisation 26000 describes CSR as a tool that seeks to achieve sustainable development (Hahn, 2013). Consequently, CSR is seen as a tool for corporations to use in formulating their input towards sustainable development (Hamann, 2003; Hilson, 2012). Moon (2007) found out that there are clearly limits to the extent to which corporations can be held accountable for sustainable development. More so, many negative contributions to sustainable development result from the behaviour of individual members of society. From the mining perspective, the need to obtain a social license to operate is driving the implementation of CSR programmes which in theory should result in improvements to sustainable development (Jenkins & Obara, 2006). However, notwithstanding improvements in the understanding of sustainable development in the context of the extractive industries, the complications of the situation on site has meant that the implementation of CSR strategies across the sector are highly variable in both operation and success (Hope & Kwarteng, 2014).

2.4 Empirical Evidence of Related Studies

2.4.1 Nature and Form of CSR

Whellams (2007), which examined the role of CSR in development in the mining industry in southern America revealed that mining industry's CSR take the nature of health, education, water and sanitation and quality of life. The findings of her study further revealed that, CSR initiatives appear to have had an overall positive impact on the communities surrounding the

company's mines, as there has been a noticeable improvement in the quality of healthcare offered within the communities and 85% of communities surrounding mining firms have accessed to potable water causing overall improvement in the quality of life. Generally, organisations in Ghana are involved in different forms of CSR activities including education and sponsorship of events, there is no comprehensive policy framework defining the limits of CSR activities in Ghana. However, managers of organisations seem to have a mind-set on CSR that goes beyond corporate philanthropy, to strategic actions that respond to the diverse needs of the communities in which businesses operate (Ofori, 2010).

Exploring nature of CSR activities from the marketing perspective, (Erdem & Pitini 2010) examined social responsibility projects of both Turkish and global firms in their study. The criteria they used to select the firms were based on firms whose social responsibility projects were categorised as projects related to education, health, environment, culture/art, sports, history and community. The findings show that, among the largest milk processors in the world, a Canadian company Saputo has categorized its nature of social responsibility initiatives into four groups namely community, Sport, Quality, and Environment

In a related study, Ismail, Alias and Rasdi (2015) showed that education-related activities formed the dominant type of CSR contribution in Malaysia. Their study further found that legal responsibility was the most important orientation whilst ethical responsibility was the least important orientation. The education dimension covers matters related to students' school enrolment and years of schooling, schooling expenses, scholarship, school attendance, reading literacy, counting literacy, quality education and student performance. One of the main objectives of CSR educational programmes in Malaysia is to improve the adult literacy rate, which was 92.1 per cent for those aged 15 years and above, as of 2008. Thus, the operational

meaning of community development in this article is the improvement or benefits that community members have experienced in any aspect of living standards, health and education resulting from the help of external organisations.

2.4.2 CSR and Stakeholder Engagement

Ihugba (2012) examined stakeholder engagement approach, level, rationale and implications for corporate social responsibility (CSR) management. He used a case study of an organisation in Nigeria called BATN. The findings suggested that entirely discretionary CSR and stakeholder engagement may reduce its developmental impact and sustainability. In order to avert this, some framework is needed to increase informed participation of relevant stakeholders and encourage a sustainable CSR practice.

Ihugba (2012) found that engagement appears too controlled and lacking in authenticity; and that stakeholder engagement framework needed to be developed to improve informed and balanced stakeholder participation and progressive CSR programmes. Stakeholders involved in the study chose confrontation over negotiation in a bid to increase corporate responsibility. In an obvious response, BATN and some other companies in Nigeria are promoting stakeholder engagement as their strategy of implementing CSR. The success of this strategy is however yet to be fully verified.

Evans and Sawyer (2010), on the other hand, examined CSR and stakeholders of small businesses using a quantitative survey approach. They focused on key CSR strategies, activities and attitudes of small business owners in a South Australian regional area with regard to measures taken towards developing socially and environmentally responsible small businesses. This study revealed that the local community is a very important stakeholder of small

businesses and that their commitment to the community is generally quite extensive. The findings of this research in particular can be used as a basis for developing the social and environmental awareness of businesses in that region.

Another study conducted by Ferreira and Oliveira (2014) which looked at the relation between CSR and employee engagement showed that there are no statistically significant differences in levels of engagement between employees exposed to external and internal CSR practices.

2.4.3 Sustainability of CSR Projects

Adewuyi and Olowookere (2010) investigated CSR and sustainable community development in Nigeria using WAPCO as a case study. The study revealed that WAPCO had gone beyond merely providing assistance and community developments to sustainable development in the host communities. However, they had neglected certain vital aspects such as health which the communities needed most.

Barkemeyer (2011) explored sustainability-related perceptions of proponents of corporate social responsibility from 53 countries in order to shed light on contextual differences regarding the conceptualization of the role of CSR in global governance. It was observed that whilst general perceptions regarding the urgency of key global sustainability challenges appeared to be relatively homogeneous around the globe, significant differences could be identified regarding the specific roles and responsibilities respondents attributed to their own companies in countries from the global North and South, respectively.

2.4.4 Challenges of Stakeholder Engagement.

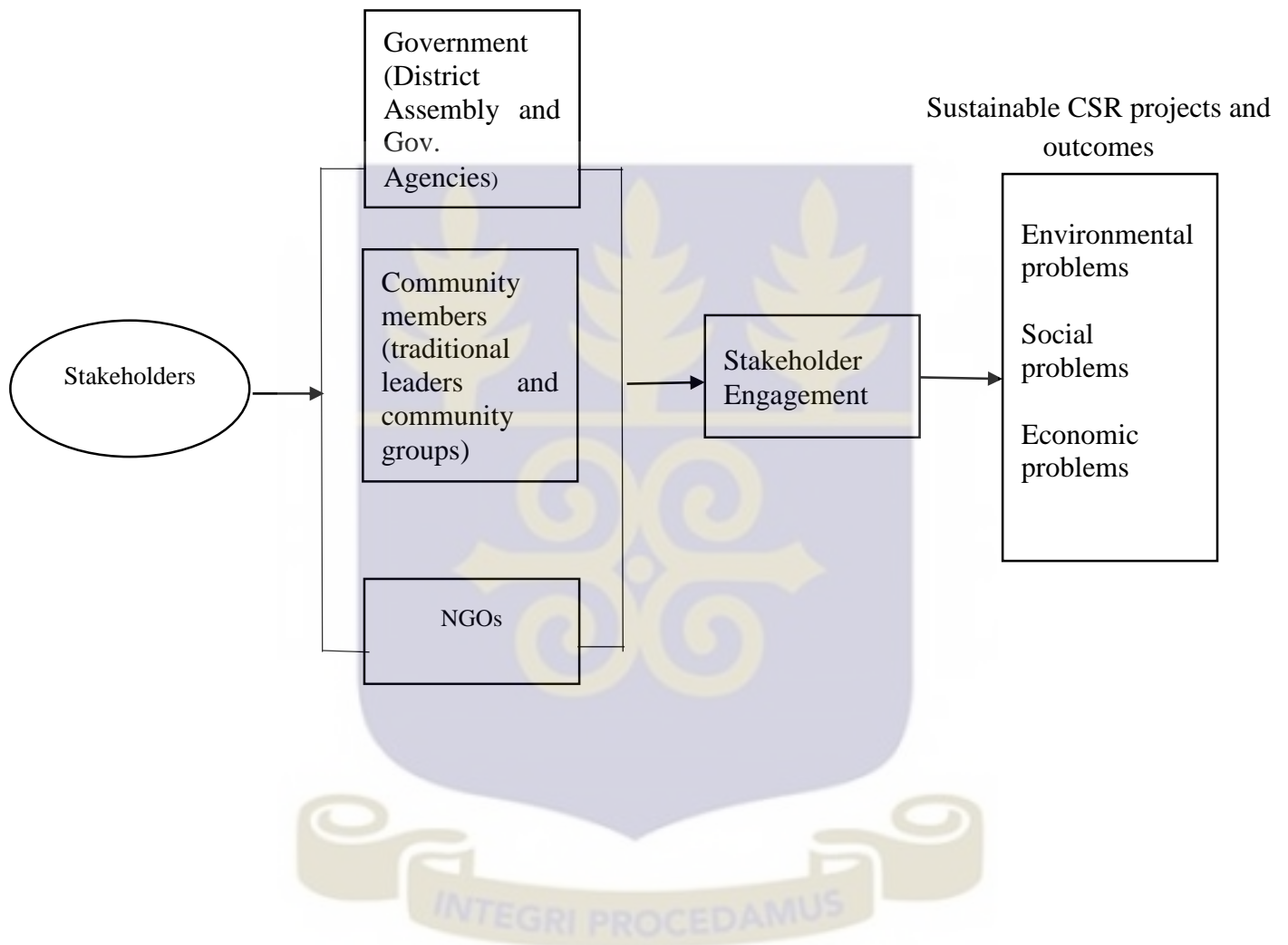
According to Jenkins and Obara (2008), there is a very fine line between CSR that creates dependency and CSR that develops a community or region in a sustainable way. In their study of two multinational mining companies operating in the Western Region of Ghana, the aims were to examine CSR in the mining industry, corporate community initiatives and the problem of mining dependency at a national, regional and local level. The challenge for mining companies therefore is to develop CSR programmes that maintain good will for the company and address the long-term developmental needs of communities in a sustainable way, without creating a culture of dependency. Their findings show that there should be collaboration between the key stakeholder including government, companies and local NGOs, communities. Again, Communities need to be supported by the government during the initial difficult stages of setting up a sustainable livelihoods project. There is also the need to integrate community needs into the development plan of the government for the District.

2.5 Conceptual Framework

Figure 1.1 below is a framework of the initial conceptualisation of the study, which was based on literature, theoretical frameworks and the empirical studies. In explaining the conceptual framework, the main stakeholder groups of the study who can affect or be affected by Newmont Golden Ridge Ltd activities include the community (traditional rulers and community members), government (local government agencies such as Ghana education service, District Assembly and Environmental Protection Agency) and lastly non-governmental organisations (NGOs). On the other hand, NGRL undertakes social responsibility activities aside its mining operations. However, in order to make these CSR projects sustainable they have to engage their stakeholders. These engagement processes build trust and makes CSR initiatives tailored towards the prioritised need of stakeholders. This therefore makes CSR sustainable by

addressing the core needs of community members and having mechanism put in place through consultation with stakeholders.

Figure 1.1 Proposed model for stakeholder engagement and CSR sustainability



CHAPTER THREE

THE MINING SECTOR, CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT IN GHANA

3.1 Introduction

This chapter examines the mining industry in Ghana and how their activities through corporate social responsibility contribute to sustainable development. All minerals in Ghana in their natural forms are properties belonging to the state and ought to be supervised by the state to the benefits of Ghanaians. This point is well argued by Article 257 sections (6) of the 1992 constitution of the Republic of Ghana as well as Section 1 of the Mining and Minerals Act 703 (2006) which states that: “Every mineral in its natural state, under or upon land in Ghana, rivers, streams, water-courses throughout the country, the exclusive economic zone and an area covered by the territorial sea or continental shelf is the property of the Republic and is vested in the President in trust for the people of Ghana”. The chapter mainly discusses that mining industry is both negative and positive impact. The chapter further gives an overview of mining in Ghana, mining sector in Ghana and revenue generation, the legal framework that structures their activities in Ghana’s mining, mining and economic development and sustainable development.

3.2 Overview of Mining in Ghana

The historical perspective of mining sector in Ghana towards economic development of the country is important and well documented. Ghana’s colonial name Gold Coast, reflect the significance of the mining sector, especially, the gold trade to the country (Agbesinyale 2003; Akabzaa 2000). Ghana Chamber of Mines (1998) pointed out that the country has a long tradition of gold mining with an estimated 2,488 metric tons (80 million ounces) of gold produced between the first documentation of gold mining in 1493 and 1997. The country also

accounted for 36% of total world gold output (8,153,426 ounces) between 1493 and 1600 (Tsikata, 1997). It is the second largest gold producer in Africa after South Africa (Yelpaala, 2004), the third-largest African producer of aluminium metal and manganese ore and a significant producer of bauxite and diamond (Coakley, 1999). Despite the economic potential of the mining industry in Ghana, mining output had decreased significantly since the late 1950's with gold experiencing the most dramatic decline in production. (Amponsah-Tawiah & Dartey- Baah, 2011).

A report on the performance of the mining industry, Ghana chamber of mines (2012) however is of the view that the country's mining industry performed appreciably well in 2012. As expected, gold led the pack in performance by mineral type. According to the Gold Fields Mineral Survey, Ghana was the 8th leading producer of gold in the world as its output increased by 6% to 96.8 tonnes, regaining its 2010 position. This was an improvement on the 9th position it attained in 2011. The enhanced performance of the mining industry reflected in its significant contributions to the country's economy in 2012. The Bank of Ghana has reported that, the mining industry's contribution to total merchandise export earnings was about 43% in 2012 (Ghana chamber of mines, 2012).

3.3 Mining Sector in Ghana and Revenue Generation

According to Coakley (1999), Ghana is the second largest gold producer in Africa after South Africa. Also it is the third-largest African producer of aluminium metal and manganese ore and a significant producer of bauxite and diamond. Mining in Ghana accounts for 5% of Ghana's GDP whereas gold accounts for 90% and above of total mineral exports (Ofori & Ofori, 2014). The two main players in the Ghanaian mining industry are small scale or artisan miners and the large scale miners. However, there is no exact figures on the number of small-scale miners

in Ghana, though it is estimated that about 100,000 Ghanaians are legally employed by mining (Aryee, 2003). Unlike large scale mining sector which uses highly mechanized equipment and thus employ very few but highly skilled individuals. The major gold mining companies in Ghana include: Goldfields Ghana Ltd (Tarkwa and Abooso mines); Anglo Gold Ashanti (Obuasi and Iduapriem mines); Central Africa Gold (formerly, AngloGold Ashanti Bibiani Mines) Golden Star Resources (Bogosu/Prestea and Akyempim mines); and recently Redback Mining Ltd (Chirano mine) and Newmont Ghana Gold Ltd (Ahafo and Akyemmines) Ghana Bauxite Co. Ltd. (GBC) operates the country's only bauxite mine at Awaso, just as Ghana Manganese Company Limited's Nsuta-Wassa open pit mine remains the only significant producer of manganese ore in the country. Ghana Consolidated Diamonds' Akwatia diamond mine is also the only operating diamond mine in Ghana (Amponsah-Tawiah & Dartey- Baah, 2011).

With regard to revenue generation, income and foreign exchange can be generated by mineral production through exports and can stimulate local economies through the local purchase of inputs. Furthermore, Mining companies contribute to revenue generation in Ghana by employing workers who earn income where some of the income are spend on domestically produced goods and services. Also, Governments receive tax revenues from mineral production which are available to fund development projects in the form of education, health care, roads, electricity supply and infrastructure development among others. In actual fact most mining companies as part of their social responsibility projects, provide some infrastructure development to the local communities within their catchment areas without evading their tax obligations (Amponsah-Tawiah & Dartey- Baah, 2011).

According to the Ghana's Minerals and Mining Law, Act 703, it states that mining companies are expected to pay royalties ranging from 3% to 6% on the revenue realised from the ounces of gold ore mined in the country. Likewise, the Ghana Revenue Authority (GRA) has stated that, in 2012 the mining sub-sector retained its position as the leading contributor to the Authority's domestic tax collections. The total payments from the mining industry to the Authority's chest was approximately GH¢1.5 billion in 2012. This amount represents about 27.04% of GRA's total domestic collections in the year. The 2012 collection was an increase of 45% on the GH¢1.03 billion it collected from the mining industry in 2011. This was as a result of increased mineral revenue due to higher gold price and marginal increase in output which translated into higher mineral royalty payments and corporate tax for qualifying companies. PAYE to GRA's domestic tax collection from the mining sub-sector also increased in 2012 (Ghana chamber of mines, 2012).

3.4 Regulating the Mining Sector in Ghana

The mining sector of Ghana has received priority attention than any other sector in the country under the Economic Recovery Programme (ERP) in 1983. There were specific sector policy reforms that sought to boost investor interest in the mining sector, apart from the general macro-economic policy reforms for the country. For example, between 1984 and 1995, there were significant institutional development and policy changes that offered generous incentives to investors to reflect the new paradigm. The establishment of the Minerals Commission in 1984; the promulgation of the minerals and mining code in 1986; the promulgation of the small scale mining law in 1989 and the establishment of the Environmental Protection Agency in 1994 were to increase the mining industry in Ghana. In addition, generous incentives were provided to foreign investors to boost foreign direct investment in mining (Amponsah-Tawiah & Dartey-Baah, 2011).

Ghana adopted a World Bank Economic Recovery Program (ERP) in 1983, with the general objectives of short-term economic stabilization and long-term economic structural adjustment (Akadraa & Daramani, 2001; Yelapaala, 2004). These objectives involved the improvement of government finances, stabilization of Ghana's currency (the cedi), and improvement of the domestic production of goods and services and also strengthening the social and economic infrastructure of the country (Yelapaala, 2004).

The Environmental Protection Agency (EPA) in Ghana was set by Government entity solely responsible for the formulation of policies and law relating to the environment. The Environmental Protection Agency (2006) outline the function the agency to include acting in "liaison and cooperating with other Government agencies; ensuring compliance with environmental permits and pollution abatement notices; making recommendations to the Government for the protection of the environment; prescribing standards and guidelines related to the pollution of air, water land, protecting and improving the quality of the environment; and securing the control and prevention discharge waste into the environment" (Environmental Protection Agency 2006, p. 3-4).

Up until this time, mining in the gold sector was not regulated, though diamond mining activities had been regulated through the Minerals Regulation since 1962. The primary laws were: The Additional Profile Tax Law (PNDCL 122; 1985); The Minerals and Mining Law (PNDCL 153; 1986); The Minerals (Royalties) Regulations (LI 1349; 1985,1987); The Small Scale Mining Law (PNDCL 218; 1989); and The Precious Marketing Corporation Law (PNDCL 219; 1989). Ofori and Ofori (2014) are also of the view that the relevant regulatory institutions in Ghana are the ministry of mines and energy, minerals commission, geological survey department, mines department, lands commission, chamber of mines and the

environmental protection agency. According to Akadraa and Daramani (2001) the government founded the Minerals Commission in 1986 as the primary institution to oversee domestic and international actors in the Ghanaian mining sector. The mining sector reforms that started in 1986 formed part of the macro- economic policy reforms of the economic recovery programme (ERP) initiated in 1983. Sectors that had the potential to generate export revenue were the priority targets of these reforms.

3.5 Mining and Economic Development

There are no exact figures on the number of small-scale miners in Ghana, though it is estimated that approximately 100,000 Ghanaians are legally employed by mining (Aryee, 2003). Yelapaala (2004) argues that illegal mining activities create challenges for monitoring and regulating small-scale mining activities in the country. The term “artisanal” and “small-scale” (as they relate to mining) refer to licensed miners as well as galamseys. Artisanal mining activities bring benefits to developing countries, primarily employment and a means of quick wealth. Labour-intensive small-scale mining operations are economically feasible because investment costs per job are typically only 10-12 percent of those costs associated with large-scale mining (United Nations, 1992). Most small-scale mining activities in Ghana have occurred in the southern regions of the country, but there has been an increase in mining in the northern, savannah areas of the country, particularly in Bolgatanga, Northern Region of Ghana (Yembilah, 1997). The growth of small-scale mining activities in savannah areas extends to Ghana’s northern neighbor, Burkina Faso (Bayah, 2003; Gueye, 2001). Galamseys involved in illegal mining activities also create challenges for monitoring and regulating small-scale mining activities in the country (Yelapaala, 2004).

According to the Ghana Chamber of Mines a few years ago, illegal mining has become an environmental, health, safety and security nightmare to Ghana. Its economic implications are dire for the country. Unfortunately, the Chamber of Mines' repeated advocacy for government to take a leadership role to deal decisively with the menace went unheeded. This was when the illicit activity occurred mainly on encroached concessions of member companies. Whilst their focus has not shifted entirely from member companies' concessions, today, illegal miners mine every conceivable land or water body where they expect to find gold. Given the nomadic nature of their activities, illegal miners leave in their trail polluted water bodies, craters and general destructions of flora and fauna (Yelpaala, 2004). Various experts including the Ghana Water Company have cautioned that the nation may face an imminent catastrophe, considering the rate at which its water bodies are being destroyed primarily through illegal mining activities (Amponsah-Tawiah & Dartey- Baah, 2011). In the very near future, the already increased cost of treating water to make it potable will escalate due to extensive pollution of the water bodies. Ultimately, the volume of potable water that can be produced nationwide will be reduced sharply if the spate of water pollutions continues.

To bring the challenges of illegal mining to the public domain, the Chamber continued its series policy dialogues pursuant to the BUSAC Funded study with various stakeholders. The Chamber has noted the recent commitment of government to eradicate the canker from the country. The industry will continue to support government with advocacy and thought leadership in its efforts to address the challenge (Ghana chamber of mines, 2012).

Despite strong economic growth in recent years, poverty remains a problem, especially in rural areas where extreme poverty is severe. The government launched the National Environment Policy in November 2012 with a vision to use and maintain natural resources in a sustainable

way. The policy aims to maintain the ecosystem and ecological processes, ensure appropriate management of natural resources and the environment, protect adequately against harmful impacts and destructive practices, preserve biological diversity, guide the development in accordance with quality demands and eliminate pollutants, to integrate environmental considerations in sectoral structural and socio-economic planning at the national, regional, district and grassroots levels, and seek common solutions to environmental problems in Africa, West Africa, in particular, and the world, at large. The Ghana Environmental Protection Agency requires all investors whose activities will have an impact on the environment to provide a report on the environmental impact assessment of their activities; mining companies are further obliged to liaise with the Water resource Commission, if applicable, as noted above (KPMG 2014).

3.6 Contribution of Mining Sector to Ghana's Economic

In their study, Amponsah-Tawiah and Dartey- Baah (2011) attest to fact that the mining sector of Ghana has received a significance attention unrivalled by any other sector in the country under the Economic Recovery Programme (ERP) in 1983. Apart from the general macro-economic policy reforms for the country, there were specific sector policy reforms that sought to boost investor interest in the mining sector. For instance, between 1984 and 1995, there were significant institutional development and policy changes that offered generous incentives to investors to reflect the new paradigm. The establishment of the Minerals Commission in 1984; the promulgation of the minerals and mining code in 1986; the promulgation of the small scale mining law in 1989 and the establishment of the Environmental Protection Agency in 1994 were all to boost the mining industry in Ghana.

The benefits accrued to mining companies as a result of the dynamic evolution of mineral laws and policies have led to a rapid growth of Ghana's mining economy. Between 1983 and 1998, the mining industry brought approximately US\$ 4 billion in FDI to Ghana, representing more than 60% of all such investment in the country (Ghana Minerals Commission, 2000). The mining sector is credited with bringing in a significant amount of foreign exchange earnings, employment generation, mineral royalties, employee income, taxes payments etc. It is noteworthy that mining's contribution to GDP increased from 1.3% in 1991 to an average of about 5.2% between the years 2001-2004 (Ghana Minerals Commission, 2006).

The mining sector is a source of both direct and secondary employment in the main mining regions of Western, Ashanti, Eastern and Brong-Ahafo in Ghana. The sector has attracted a significant number of sector support companies such as security services, transport companies, explosive manufacturers, and mineral assay laboratories among others in these regions. Out of this number, large scale mining companies employs only 20,000 people while the small scale sector, including illegal mining employed more than 200,000 people (Hilson, Yakovleva & Banchirigah, 2007; Awudi, 2002). The minerals sector has made remarkable contributions to foreign exchange earnings and Gross Domestic Product (GDP). Ghana's mining sector contributes approximately 40% of Gross Foreign Exchange (GFE) earnings and accounts for approximately 5.2% of GDP (Ghana Minerals Commission, 2006).

Amponsah-Tawiah and Dartey- Baah (2011) concluded that even though the use of natural resource wealth is an important engine for sustainable economic growth that contributes to sustainable development and poverty reduction, if not managed properly, can create negative economic and social impacts with countless hardships on the citizens who rather should have benefited from the natural resource.

3.7 Impact of Mining Operations in Ghana

Almost all the large scale mining companies in Ghana employ the open-pit method of mining in addition to cyanide heap leach operations. These methods have far-reaching consequences for human health and environmental safety (Akabzaa, 2000 cited in Amponsah-Tawiah & Dartey- Baah, 2011). This situation has led to adverse effects not only on mining communities but the economy at large.

The impact of mining operations in Ghana both from the large and small scale miners are diverse and quite devastating for it touches on the livelihood and the very existence of people (Akabzaa & Darimani, 2001). The environment (i.e., land, water and air) have been severely affected by mining activities in Ghana. Large areas of land for farming activities have been acquired by mining companies for large scale surface mining operations and this has deprived mining communities of their source of livelihood (Akabzaa & Darimani, 2001). Mining activities in Ghana has led to the spread of diseases especially, sexually transmitted diseases. Most mining towns in Ghana harbour a number of commercial sex workers some of whom migrate to these towns in search of jobs or with the intention of trading, the failure of which compels them to turn to prostitution as the last resort. Other health impacts created by mining activities includes hearing losses and silicosis, conditions created by the blasting and drilling activities with their resultant noise and dust, which have become nuisance in the mining regions (Amponsah-Tawiah & Dartey- Baah, 2011).

In terms of social impacts, there is an increased in the number migration to mining communities and this has worsened the unemployment situation in these areas. It has also created other social problems as overpopulation, congestion, and pressure on social amenities among others. Thus the “gains” from the sector in the form of increased investment and foreign exchange earnings

are being achieved at some significant environmental, health and social costs to the people living in mining communities and the nation as a whole. (Amponsah-Tawiah & Dartey- Baah, 2011).

Akabzaa and Daramani (2001) also confirm that mining projects are usually located in remote sites and this has compelled mining companies to invest in considerable physical and social infrastructure such as roads, schools, hospitals, electricity and water supplies. Communities within mine locations have generally been beneficiaries of some of these facilities. They further argued that these communities have been victims of air and water pollution as well as other forms of environmental degradation resulting from mining operations. Mining also often requires a considerable degree of land alienation. Thus, while mining projects generally have weak links with the rest of a host national economy, they can have a decisive impact on the communities in which or near which the mines are located (Akabzaa & Daramani, 2001).

3.8 Mining Sector and Sustainable Development in Ghana

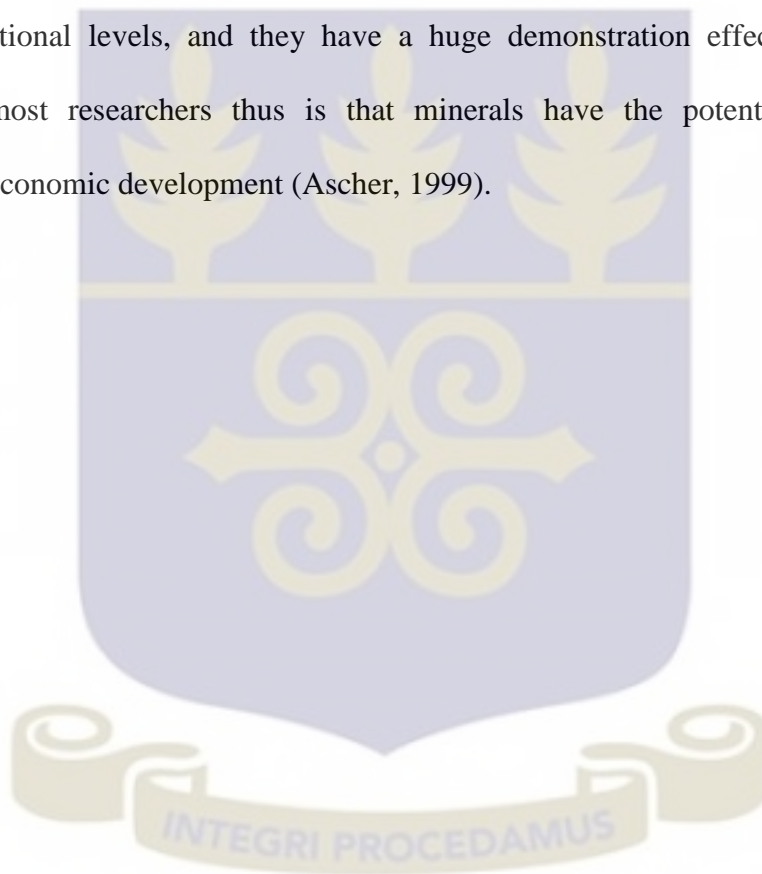
Local communities have emerged as important governance actors in the extractive industry sector (Hope & Kwarteng, 2014). According to Amponsah-Tawiah and Dartey-Baah (2011) mining companies have sought to actively support community investments through the provision of critical infrastructure such as schools, libraries and hospitals. For mining companies to have access to land for mining projects, they develop host communities, provide employment for the local people, provide social amenities, support of health improvement, provide good drinking water and undertake other social and community projects (Hope & Kwarteng, 2014). These activities are commonly understood as an essential part of earning a ‘social licence to operate’ (SLO) whereby organisations seek to win the approval of local people to undertake operations in their communities in order to mitigate conflict and exposure

to risks (Joyce & Thomson, 2000; Prno & Scott Slocombe, 2012). In contrast, Hilson (2012) argued that there is a need for organizations to go beyond obtaining SLO and provide long term social, economic and environmental benefits to the communities within which they operate, thus, contribute to sustainable development.

There has been an interest in the nexus of sustainable development within the mining industry from a corporate perspective for a long time. Kumah (2006) suggests that, any immediate negative effects that arise from mining operations may be acceptable where these are adequately remediated and the outcomes result in an increase the sustainable development of the local community and the net environmental and human benefits. Allan (1995) also is of the view that sustainable mining may occur if the rate of use of minerals does not exceed the capacity to find new resources, or move towards recycling or acceptable renewable substitutes. However, the concept of 'sustainable mining' has been described by Kirsch (2010) as a 'corporate oxymoron', a contradiction in terms that simply serves to deflect criticism of the massive environmental damage caused by the mining industry. Other authors have suggested that the terms mining and sustainability are not necessarily antithetical (Horowitz, 2006; Rajaram, Dutta, & Parameswaran, 2005). The adverse environmental and social impact of the mining have more and more become recognised as a critical issue (Garvin, McGee, Smoyer-Tomic, & Aubynn, 2009).

A result of this has been the desire of transnational mining firms to position themselves as drivers and enablers of sustainable development within the communities within in which they operate (Himley, 2010). Hope and Kwarteng (2014) asserts that much of this desire has arisen through company's recognition that good social and environmental practice is seen to be a crucial element in the organisation's competitive advantage. One way in which mining

companies have sought to operationalize their sustainable development aspirations is through Corporate Social Responsibility (CSR) actions such as implementing community based social development programmes (Garriga & Melé, 2004; Himley, 2010). Regardless of the economic potential of the mining industry in Ghana, Amponsah-Tawiah and Dartey- Baah (2011) concluded that there has been a significant decreased in the mining output since the late 1950's with gold experiencing the most dramatic decline in production. By way of creating jobs and economic growth, mining companies have help catalyse other private investment at the local, regional and national levels, and they have a huge demonstration effect. The informed consensus by most researchers thus is that minerals have the potential to contribute significantly to economic development (Ascher, 1999).



CHAPTER FOUR

METHODOLOGY

4.1 Introduction

This chapter discusses the processes and techniques used in carrying out the study. It gives a description of the participants, information on the study population and sampling. It also provides an outline of research design and the instruments for data collection. The methods adopted in the administration of the research instrument, data collection procedure, and data analysis are also outlined and discussed in this chapter.

4.2 Research Design

Every research study is unique in its own way, especially with how it is undertaken. In the words of Bryman (2008, p. 31), “the design provides a framework for the collection and analysis of data”. In principle, the design influences the choice of the methods to use in the collection of data and how to analyse the data. Bryman (2008) outlined five prominent approaches including the experimental design, cross sectional or survey design, longitudinal design, case study and comparative design. This study adopted the case study strategy to explore the four research questions, using stakeholders from both the mining company and the mining community.

The case study is one of several ways that research is conducted in the area of social science and it enables the researcher to ask “how” and “why” questions (Yin, 2003). Robson (2011) defined a case study as the development of detailed intensive knowledge about a single case, or of a small number of related cases. This case study focuses on an organisation whose operations are likely based on exploiting the natural resources from the environment, and more so seeks to gain insight about their operations, engagement and perhaps impact of their business

as to whether their operations are in tandem with calls for CSR, and if that is the case is it sustainable (De Vaus, 2002). More so, Dubois and Gibbert (2010) posit that case study approach ensures some amount of richness of the description of the circumstances encountered and is appropriate to the handling of the complexity just as Eisenhardt (1989) also emphasizes that the case study approach naturally focuses on understanding the dynamics present within single settings, the focus of this study is to thoroughly examine how Newmont CSR activities can be sustainable with diverse stakeholders involved. The choice of case study method was made because participants were selected from only one organisation and its stakeholders – Newmont, with different educational and professional backgrounds, departments, experience, age and gender among other

4.3 Research Approach

This study adopted a qualitative approach using interviews, focus group discussions (FGDs) and observation. Bryman (2008 p.393) qualitative research involves the following, “words and meaning and takes the view of the participant into consideration; researcher is close to the social reality and the gap between reality and representation is reduced; it attempts to generate theory with its inductive logic; takes the social reality as a process; it is unstructured and pays a great deal to understanding the context therefore it offers detailed data that is rich in depth; further it is micro and seeks meaning of the researched in their natural setting”. It needs to be stressed that qualitative research represent a different approach to social investigation and also underline by different philosophical assumption of social representation.

The choice of this approach is informed by the fact that “case study designs often favour qualitative methods such as participant observation and interviews” (Bryman, 2008, p.53). A qualitative approach was used because the topic is new and it has never been addressed in

research with a certain group of people, and this approach will even bring out much more complexities that can augment or complicate existing theories or literature in this area of study (Creswell, 2009). Therefore, adopting a case study approach in this present study provided descriptive insight into the effects of stakeholder engagement on sustainability of CSR outcomes is justified.

4.4 Research Instruments

Interviewing according to Bryman (2008, p. 436) “is the most widely used method in qualitative research, with other qualitative methods of data collection such as ethnography and participant observation at some point involve some form of interviewing”. An interview involves the process of interacting including two or more people. Kumar (2005) opines that interviews play an important role in any research activity because they bring out certain facts that the researcher has not even thought of especially when a good relationship is established between the researcher and the respondent.

The main instruments for the study was in-depth interviews guided by semi-structured questions, focus group discussion (FGDs) and observation. An in-depth interview allows for probing to tap into the individual experiences and into the structural level information (expert interview) on stakeholders engagement in social responsibility received. Focus group discussion helps to understand how knowledge and ideas are developed within groups or social context, thus understanding how ideas emerged from stakeholders and management and staff of Newmont workers (Brannen, 2005; Bauer & Gaskell 2000). Observation is one of the key methods to collect data in qualitative research (Creswell, 2013). Marshall (1996) mentioned that observation is used to discover complex interactions in natural and social settings. These were used to elicit information from stakeholders about how their engagement in the decision

making of the mining company have impacted on sustainability of CSR outcomes. The rationale for using semi- structured interviews stems from the fact that it obtained in-depth information from the stakeholders on a one- on- one through probing (Bryman, 2008).

- **Interview Guide**

The interview guide was organised into three sections outlined as follows: Section A assessed the general knowledge on CSR activities. Section B assessed the demographic characteristics of the participants and included items such as: gender, age, level of education. Section C covered the main study objectives including: nature and form of CSR projects that mining firms undertaken, the sustainability of the CSR projects and outcomes, the extent of stakeholders' contribution to sustainability of CSR projects and outcomes and the challenges of engaging stakeholders in sustainability of CSR outcomes by NGRL, Akyem Mine.

4.5 Target Population/Research Participants

The first thing that needs to be considered before any sampling can be done is to determine the population, which is defined as the total of all units that have one or more common features. If the research problem is not well defined, finding the population might be the hardest thing in the sampling process (Robson, 2011). In this study, the population for the study included the management of the mining firm-Newmont Golden Ridge Ltd and stakeholders. The stakeholders include chiefs, assemblymen, community representatives and affected farmers from the communities, government and non-governmental institutions operating in these communities whose activities and livelihood are directly and indirectly affected by the operations of Newmont. They comprise of Ghana Education Services (GES), Environmental Protection Agency (EPA), District Assembly, Newmont Akyem Development Foundation

(NAkDeF), Organisation for Livelihoods Enhancement Services (OLIVES) and Sustainable Development Committees (SDCs).

The study was conducted within four selected catchment areas where the mining firm considers as its immediate affected communities including New Abirem, Afosu, Adeusena and Yaayaaso.

Newmont Golden Ridge Ltd, Akyem Mine was selected for the study because the firm's activities during and after the extraction of gold might lead to the destruction of the environment. This can result in the pollution of water bodies, leaching, increasing soil erosion, air pollution, devastation of farmlands and deforestation (Amponsah-Tawiah & Dartey-Baah, 2011; Ofori & Ofori, 2014). Therefore the study explored whether CSR outcomes of Newmont in Abirem community will be sustained for future generations to benefit as well as engaging stakeholders in decision making when undertaking CSR projects.

4.6 Sampling and Sampling Techniques

This study is an exploratory research which employed purposive sampling in the selection of participants. Purposively sampling is used to select people who have knowledge and insight about an issue and therefore their views will be vital in understanding the issue at hand (Atindabila, 2013). It is very common with qualitative study and more so in explorative studies as it is able to provide much in-depth into the issue. Since not all stakeholders of Newmont are directly involved in the CSR activities, the choice of these sampling techniques became more relevant and useful in identifying the key individuals and officials who are mainly involved in Newmont's CSR activities.

The purposive sampling technique was used in selecting a total of thirty five (35) participants comprising eight (8) management members specifically from the Sustainability and External Relation department (SnER) of Newmont Golden Ridge Ltd (NGRL), one (1) representative from Environmental Protection Agency (EPA) and one (1) from Abirem District Assembly respectively. Twenty five (25) participants representing a range of interest groups of different stakeholder categories including chiefs and assemblymen, community representatives, governmental agencies, and non-governmental institutions.

4.7 Preparatory Activities

There was a visit to Newmont Golden Ridge Ltd and the mining community. The exploratory activity served as the initial interactions that informed the necessary arrangements, preparations and planning for the field study.

4.8 Data collection and presentation.

Data for this study comprised both primary and secondary. Primary data for this study was collected from the face-to-face interviews with the management of Newmont golden, community members, chiefs and opinion leaders within the firm's catchment areas, as well as government and non-governmental institutions operating in Akyem Abrem community. The interview guide was used to ask predetermined questions in a manner that sufficiently addressed the substantial needs of the study. Gall, Gall, and Borg (2003) argue that the general interview guide approach is more unstructured than the informal conversational interview although there is still quite a bit of flexibility in its composition. In like manner, secondary data for the study was largely gathered from the mining firm's website and publications, annual reports, brochures, management reports and memos relevant to this study will be considered.

4.9 Data Analysis

The data collected were analysed thematically using qualitative and descriptive approaches. Information gathered from all parts in the interview and focus group discussions were transcribed verbatim from audio to a text format. The audio taped was transferred to compact disc and saved as a backup. The data was analysed according to themes and content as this ensured deeper understanding of the issues under consideration. In the process, the data was coded, reduced to size, identified the themes from the text segments, constructed the networks, assembled and grouped into similar and coherent groups, explored the thematic network, summarize the network and patterns were constructed in sequential (Attride-Stirling, 2001, Braun & Clarke, 2006).

Thematic analysis moves beyond counting explicit words or phrases and focuses on identifying and describing both implicit and explicit ideas (Marks & Yardley, 2004). More so direct quotes from the participants were integrated with the discussion. This was meant to give voice to the work as this expresses their intent, emotions and viewpoints.

4.10 Ethical Consideration

An introduction letter was taken from the Department of Organisation and Human Resource Management and presented to the mining company as well as to the various stakeholders involved in the research. Confidentiality and anonymity were ensured by the researcher. Respondents were assured that information provided in aid of the study would be used for academic purposes. Right to privacy, willingness, voluntary participation and informed consent was guaranteed to respondents.

4.11 Profile of Newmont Golden Ridge Limited (NGRL)

Newmont Mining Corporation is one of the leading gold producers in the world. It was founded in 1921 in New York City by Colonel William Boyce Thompson. The Name “Newmont” came from “New” in the word New York where the Colonel made his money and Mont in “Mont”ana which was his home state. Newmont has its Headquarters in Denver, Colorado, USA with Gary Goldberg as president and Chief Executive Officer. Currently, Newmont is operating in five Continents with core Assets in North America, South America, Asia, Australia, Indonesia and Africa including Ghana. It is publicly traded on the New York Stock Exchange since 1925. The company employs approximately 33,000 employees worldwide, the majority of whom work at Newmont's mines sites in the United States, Australia, Peru, Indonesia, Bolivia, New Zealand and Mexico (Newmont Mining Corporation, 2006).

Newmont operation in Ghana is quite recent, however by 2006, it had over 20 million ounces of gold reserves in its concessionary sites (Newmont Mining Corporation, 2006). Newmont’s African operations are predominantly in Ghana and include basically, the Ahafo mine and Akyem mine. Newmont Golden Ridge Ltd (NGRL), Akyem Mine as a Company is a subsidiary of Newmont Mining Corporation (Newmont) which extracts gold at the Akyem Project site. NGRL Akyem Mine’s operation is located in Ghana in the Birim North District of Eastern Region, approximately 111mile northwest of the capital city of Accra. The project is located in the Birim North District of the Eastern Region in Ghana. It is approximately 3 kms west of New Abirem, 133 km west of Koforidua, and180 km northwest of Accra, in the Kotoku Paramouncy. The Company has continued an extensive exploration programme for gold in the Birim North District since 2002. Newmont obtained the mining lease from Akyem in 2010 and began commercial production in 2013. The Project area extends from Ntronang to the

Nkawkaw-New Abirem highway. It is bounded by the Ajenua Bepo and Mamang river forest reserves on the north and south sides

Figure 4.1 Map of NGRL Relative to the Rest of Ghana



Source: Newmont, 2015

The predominant occupation of the people in Akyem Abirem is subsistence agriculture (palm and cocoa plantation) which contributes 66.7 percent of the economically active labour force. More than half (52.0%) of workers in the District are engaged as skilled agricultural, forestry, and fisheries workers, followed by service and sales workers (14.1%) and craft and related trade workers (12.8%) (Ghana Statistical service, 2014).

Newmont Golden Ridge Ltd was chosen for the study because it has been considered as outstanding in terms of social responsibilities to the host communities. According to AKOBEN programmes report of 2012, Newmont Golden Ridge Ltd has been pronounced not only to be consistent but exceptional in following its CSR activities. The AKOBEN programme is an environmental performance rating and disclosure initiative of the Environmental Protection Agency (EPA) and the Government of Ghana. Under the AKOBEN initiative, environmental performance of mining and manufacturing operations are assessed. Through the AKOBEN initiative, regulators inform companies about their operational performance and also send a clear message to companies about their performance gap (EPA, 2012).

4.12 Profile of the Study Area

This research is conducted with four immediate affected communities that surround Newmont Golden Ridge Ltd (NGRL) comprising Abirem, Afosu, Adausena and Yaayaaso. The study communities are located in the Birim North District in the Eastern region of Ghana. The District is bordered to the North by Kwahu west municipal, to the west by Asante Akyem South and Adansi South Districts. The area covers a total land area of 566.48km² (Ghana Statistical Service, 2014). In terms of relief and drainage pattern, the District is mostly undulating and mountainous in nature. More so, it has two main riverine system which include the Pra and the Birim Rivers. Over the years, the water bodies have seen heavy pollution due to galamsey operation and climate change and variability.

Currently the population of the District is about 78,907. Out of this 50.2% are males and 49.8 are females. Regarding the study communities, New Abirem has a population of about 6165, Yaayaaso has 1,191, Afosu has 6165 and Adausena has 1,815. A look at the population structure shows that a large proportion of the population in these study communities are

between 0-14 age group (Ghana Statistical Service, 2014). Moreover a considerable proportion of the population are between the 10-19 age group (Ghana Statistical Service, 2014). The fertility rate for the District currently stands at 3.9 while the birth rate for the District also stands at 116 birth per 1000 women aged 15-49.

Out of the entire population in the District, 15 years and older which forms 64.7 percent are self-employed without employees while 14.5 percent are employees. Also 1.4 percent are casual workers and 0.5 percent are domestic employees (house helps). Generally, females constitute the highest proportion in each employment category except employees. However, the private informal sector is the largest employer in the district which employs 90.4 percent of the population followed by the public sector which employs 5.2 percent (Ghana Statistical Service, 2014). Figure 4.1 illustrate the District and locations of the study communities.

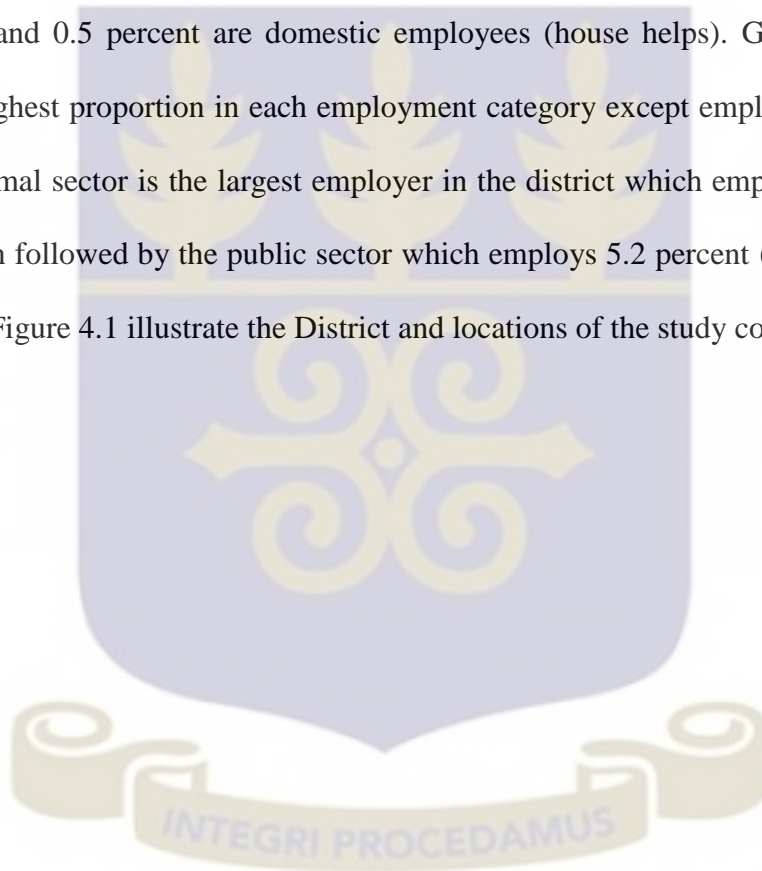
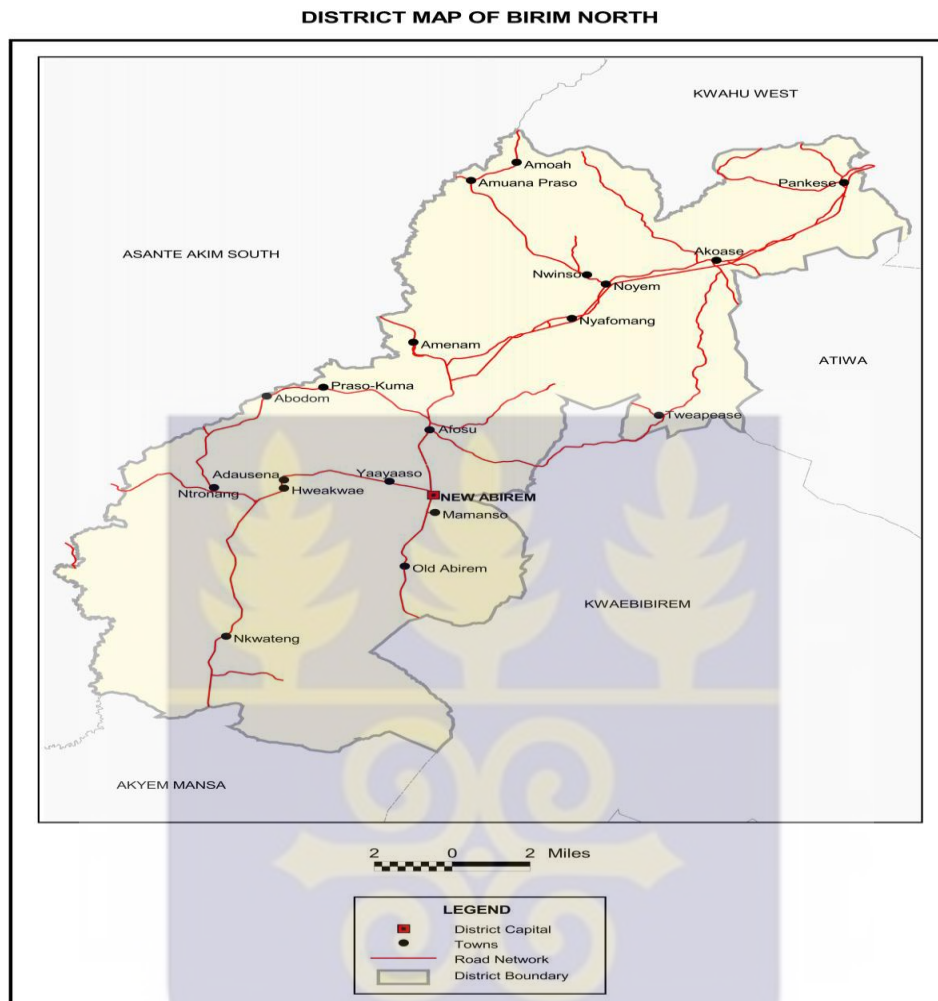


Figure 4.2 Map of Birim North District.

Source: Ghana Statistical Service, 2014 (Population and Housing Census)

4.13 Reliability and validity of the study

According to Golafshani (2003), while reliability as a concept is used in quantitative studies/research; the idea is very applicable to qualitative research. Reliability in the context of qualitative research bothers on issues regarding methods of conducting a research. In this case the consistency of methods and procedures used in evaluating qualitative research. Adding to the discussion, Neuman (2003) opines that reliability in qualitative research means “dependability of consistency” or how dependable are techniques (interviews, participant observation, focus group discussions) in recording observation consistently over a period. In

this regard the study adopted methods common with qualitative studies which include focus group discussions, interview with key stakeholders and field observations. On the other hand validity provides a basis to assess the association between data and conclusion. In other words the credibility, rigour or trustworthiness of the research finding (Golafshani, 2003; Shenton, 2004). Trustworthiness of a research report is an indication of how defensible the research report is, in terms of the conclusion drawn, which invariably determines the confidence in the findings.

A number of strategies have been used to ensure that research is reliable and valid in qualitative studies, one of this is triangulation. According to Shenton (2004, p.65) “Triangulation may involve the use of different methods, especially observation, focus groups and individual interviews, which form the major data collection strategies for most qualitative research”. There are different kinds of triangulation and this include data triangulation, investigator triangulation (involves the use of multidisciplinary team of researchers), theory triangulation and methodological triangulation. This study adopted data triangulation, particularly in ensuring validity of the finding. According to Shenton (2004) data triangulation involves the use of different forms of supporting data, probably archival and views of informants. In addition data triangulation may involve the use of a wide range of informants including community members, opinion leaders, expert opinion etc. In this study a number of informants (stakeholders) were consulted with the main aim of verifying viewpoints against each other with the ultimate aim of arriving at the true picture.

Another strategy used to ensure this study was reliable and valid was collection of referential adequacy materials whereby documents, audio recordings, photographs and other raw data items are collected against which findings and interpretations can later be tested (Guba, 2012).

The researcher applied the method in the study where recordings from the interviews with key stakeholders and management of NGRL and photographs taken during observation were later tested against secondary data from NGRL.



CHAPTER FIVE

DATA ANALYSIS AND DISCUSSION OF FINDINGS

5.1 Introduction

This study examines the extent to which Newmont Golden Ridge Ltd (NGRL) engages with stakeholders in carrying out its corporate social responsibility (CSR) programmes and also how the engagement of stakeholders influences sustainability of the outcomes. The chapter further presents detailed analysis and discussions of findings of the data obtained from the various participants selected for the study. The study discusses the main themes derived from the responses of the participants. The specific aim of the study was to identify the nature and form of CSR projects, the sustainability of the outcomes, the extent to which stakeholders are engaged in the process and the challenges associated with engaging stakeholders in sustainability of CSR outcomes.

The study was undertaken using a total of 35 participants selected from diverse groups of stakeholder categories within the firm's catchment areas and management of the mining firm. These participants were willing to participate in the study and also available at the time the study was conducted. They were categorised into three groups namely; management of Newmont, community members and representative and District officials. Responses were drawn from interviews, Focus Group Discussions (FGDs) and observation with the help of semi-structured interview guide as the main instrument for the study. In order to have a blend of opinion of both management and stakeholders on the effect of stakeholder engagement on sustainability of CSR outcomes, two separate interview guides were developed for management and stakeholders and their responses were analysed descriptively. Data collected from the participants were first transcribed, coded and analysed using thematic analysis where themes were identified showing relationships and connections of concepts and main ideas in

the phenomenon. All data obtained from interviews and focus group discussions (FGCs) from both management and stakeholders of Newmont pertaining to the research objectives were analysed and discussed together. The results and discussion addresses key questions emanating from the research problem and proposes new areas that require further studies.

5.2 Bio Data of Participants

This section of the study describes the demographic features including gender, age and educational level of all the participants. The thirty five (35) participants for the study comprise management of Newmont, community members and representative and District officials.

5.2.1 Newmont Golden Ridge Ltd Representatives

Out of the 35 participants, interviews were conducted with eight (8) management and staff members specifically from the Sustainability and External Relation Department (SnER) of Newmont Golden Ridge Ltd (NGRL). This department is in charge of Newmont's CSR activities and under this department are sub-units including Environment Unit, Social Responsibility Section, Community Relation (CR) Unit and Community Development (CD) Unit which is very instrumental when it comes to CSR initiatives and implementation. The eight (8) participants from Newmont comprise; four (4) management members and four (4) staff members from the various units mentioned above at Newmont. Five (5) out of these eight (8) participants fell between the ages of 30-39 years while the rest of the three (3) participants fell between 40-49 years and their corresponding educational levels were undergraduate and post graduate qualification. Thus, it can be concluded that, the majority of the participants were relatively young as most of them were below the age of fifty. In addition, there were two (2) females and six (6) males.

5.2.2 Regulatory and Supervisory bodies

With regards to supervision and regulation of environmental activities of Newmont, two regulatory bodies have been critical. These include Environmental Protection Agency (EPA) and the Abirem District Assembly. In view of this two (2) males representatives, one each from EPA and Abirem District Assembly were interviewed. In terms of biographical data, both had postgraduate education with an age range of 40-49 years and both were males.

5.2.3 Community Representatives and Members

Out of the thirty-five (35), four (4) respondents were traditional rulers from the Abirem, Afosu, Adeusena and Yayaso (resettlement) communities. The ages of the traditional rulers were within the range of 40-49, 50-59, and 60 and above. Three (3) of them were Assemblymen within the catchment areas of Newmont with the age range of 30-39, 40-49, and 50-59 years respectively. Again, four (4) community representatives from the four communities selected for the study fell within the range of 30-39, and 40-49 years respectively. Six (6) community members who included the affected farmers for the focus group fell within the range of 30-39, 40-49, 50-59, and 60 and above. Also, the age of one staff member selected from the Ghana Education Services (GES) fell within the age range of 50-59 years. Again, two (2) participants from Newmont Akyem Development Foundation (NAkDeF) had the age range of 30-39 and 40-49 respectively. Four (4) members of the Sustainable Development Committees (SDCs) were selected representing the communities with the age range of 30-39, 40-49, 50-59, and 60 years respectively. Finally, two members (2) from the Organisation for Livelihood Enhancement Services (OLIVES) also selected for the study fell in the age range of 30-39 years. In terms of gender, eighteen (18) participants from diverse stakeholder groups were males while seven (7) were females.

With reference to Table 4.1 below, it could be observed that among the participants, 74% were males and 26% were females. Again, Table 4.1 below presents the educational level of participants where 69% of the participants have had either diploma, degree or postgraduate level of education, 14% have had JHS and SHS levels of education and 17% have no formal education.

Table 1 Demographic Characteristic

Demographic variables	Frequency	Percentage %
Gender:		
Male	26	74
Female	9	26
Age:		
20-29	2	6
30-39	14	40
40-49	9	26
50-59	5	14
60+	5	14
Educational Qualification:		
JHS-SHS	5	14
Diploma- Post graduate	24	69
No formal education	6	17

Source: Field data 2016

5.3 Objective 1: Nature and Form of CSR projects

The first objective of the study was to determine the nature and form of CSR projects undertaken by Newmont Golden Ridge Ltd (NGRL) in the four (4) study communities. To answer this research objective, questions were directed to management members and staff in charge of CSR activities and development projects at Newmont. Similar questions were also directed to the diverse stakeholders since they were the end users of the CSR projects.

Responses from the participants revealed that Newmont undertakes CSR projects aside their operational duties as a mining company. Base on the discussion with participants from Newmont and the community, the researcher came out with some broader areas (themes) where CSR projects and programmes of NGRL generally fall under in the study communities, thus a basis for the classification as shown in Table 5.2 below. The emerging themes from the nature of CSR projects include; Health, education, water, sanitation, safety and security, human resource development, livelihoods enhancement programmes, rural development, environment, farming and animal husbandry with their corresponding forms of CSR projects they take. The responses from the participants in Table 5.2 below showed that, NGRL engages in Health, education, water, sanitation, safety and security, human resource development, livelihoods enhancement, rural development, environment, farming and animal husbandry nature of CSR.

However, for the purpose of this discussion and more so because some of these areas of CSR initiatives are interrelated, some of the themes were subsumed under four broader areas without leaving out any vital information. Therefore the four main themes which formed the basis for the discussion included, Health, Education, Water and Sanitation and Quality of life. Responses on the nature and form of CSR projects are presented in Table 5.2 below as a summary of the various categories of CSR projects undertaken by Newmont in the study communities.

Table 2 Nature and Form of Newmont's Social Responsibility Projects

Nature	Form
Health	construction of the following: <ul style="list-style-type: none"> • male and female wards for Abirem hospital • maternity ward for clinic at Adausena community • modern operating theatre for Abirem hospital • doctors and nurses bungalow (3 different set) • incinerator placenta pit at the hospital • provision 270kv generator set to backup power supply at the hospital • partnership with Project C.U.R.E to supply hospital equipment to the health centres (4 containers) • to train nurses and midwives in the district health centres
Education	<ul style="list-style-type: none"> • Construction of school buildings in the study communities • Renovation of some of the classroom blocks • Scholarship programmes for 1,000 students both secondary and tertiary • Provision of teaching and learning materials such as books and furniture • Construction of mini stadium for <i>Yayaso</i> basic school
Water	<ul style="list-style-type: none"> • Expansion of already existing water system in the communities • Construction of new water system such as bore-hole, pipe, reservoirs • Construction of water house where water board members meet.
Sanitation	<ul style="list-style-type: none"> • Construction of mechanised landfill site for refuse dump • Construction of toilet facilities for household and latrine for public use
Safety and security	<ul style="list-style-type: none"> • Building of police station, transit police quarters • Provision of cars for police patrol
Human Resource Development	<ul style="list-style-type: none"> • Vocational training for youth • Entrepreneurship training for the traders
Livelihood enhancement programme	<ul style="list-style-type: none"> • AILAP-Agric Improvement and Land Access Programme including Mmobrowa programme (food ration) • LECDDeP-Livelihoods Enhancement and Community Development
Rural development	<ul style="list-style-type: none"> • Construction of roads • Supply of motor bicycle to all the department for supervision
Environment	<ul style="list-style-type: none"> • Afforestation programme (replace 1 tree by 3) • Planting of trees in the communities and around schools
Farming	<ul style="list-style-type: none"> • Replace of 2 acres of land for affected farmers • Support farmers with agricultural inputs such as fertilizer, plantain suckers, cocoa and palm seedlings for 2 years • Cocoa high technology training for farmers
Animal husbandry	<ul style="list-style-type: none"> • Train farmers to rear animals • Support farmers to rear pigs, genie pigs and goats

Source: Field data 2016

5.3.1 Health

In the case of health related CSR, participants revealed that the organisation had constructed male and female wards for the Abirem Government Hospital and a maternity ward for a clinic at Ahausena. The maternity ward was strategically constructed at Ahausena to reduce the pressure on the Abirem Government hospital. The construction of this maternity ward has solved some challenges regarding health access and delivery in most of the surrounding communities, particularly those relating to child and maternal health. As indicated earlier on, current fertility rate in the study area stands at 3.9 with females within the age of 15-49 being the main demographic group with this fertility rate (Ghana Statistical Service, 2014). Therefore issues of maternal health are important health care issue in the study area. In addition NGRL has also constructed a modern operating theatre and an incinerator placenta pit for the hospital.

Again, NGRL has constructed three (3) different bungalows for doctors and nurses, as well as the provision of a 270kv generator set to backup power supply at the hospital. Apart from the provision of these infrastructures, the firm, in partnership with Project C.U.R.E., company in the United State of America (the largest provider of donated medical supplies and equipment to developing countries around the world) supplied four (4) containers of hospital equipment to the health centres in the district. Project C.U.R.E. organised training programmes for nurses and midwives in the district health centres once every year to help babies breathe at birth, an initiative which has ultimately reduced mortality rate among community members. These have had significant impact in terms of reduction in both infant and maternal mortality rates in the communities. This is because accessibility to health care infrastructure and services has greatly improved, and more so, on the quality.

In fact the health care projects have had direct and indirect benefits for the community especially when gauged against the demographic profile of the study area. It has also addressed morbidity issues especially because a large proportion of the population are between 0 to 4 years (a demographic with high morbidity rate). This result shows initiatives carried out by NGRL in terms of its CSR has improved health care delivery in the community. This initiative is recognised by the community as one of the participants pointed out:

“...the company has constructed male and female wards and this is helping the community. I remember, not long ago, my daughter was even admitted and detained in the female ward because her condition was not good for her to stay at home”.

Another participant was also of the view that:

“...before, our operating theatre was not well equipped, but the mining firm has provided modern operating theatre facility which is contributing to the health of the members in the community”.

Similarly, other participants indicated that:

“...hmmm, now doctors and nurses stay closer to the hospital and they can attend to us any time because of the bungalows that Newmont has built for them” [...] “... we have even provided generator set to backup power supply in the government hospital since the power situation in the country is nothing to write home about”.

The quotes thus suggest that, residents and the communities are not just aware of projects being carried out in the community by NGRL, but also appreciate this initiative as it is directly benefiting them and thus reducing some health burdens they were beset with. Investment in the health sector as a CSR initiative supports WBCSD (1999) view that continuing commitment by businesses in CSR contribute to economic development, while improving the quality of life of community members, and in this case, health care, which can be seen as an important factor in ensuring quality of life. But beyond this, an important issue also is whether health-care efforts by NGRL commensurate or ameliorate the environmental effects on community members, especially when mining companies are noted for causing severe damages to the environment and increasing trend of health

related diseases (Kapelus, 2002; Ofori & Ofori 2014; Yakovleva, 2005). Another issue also is the extent to which these projects will continue addressing healthcare challenges. Some discussion on the sustainability of these projects will throw more light on this.

5.3.2 Education

With regards to education, the organisation has constructed school buildings for the four communities, which include Abirim, Afosu, Ahausena and Yaayaaso. In addition to this, scholarship packages have been awarded to over 1,000 students in both secondary and tertiary institutions in the district. Furthermore, Newmont has donated teaching and learning materials to the schools including books, bags, furniture and jerseys. Also, Newmont sponsors educational and entertainment programmes termed as Edutainment where prizes are given to best students.

These investments in education have gone a long way to improve both enrolment and retention of pupils in the schools. It has also relieved some parents from the burden of school fees payments. More so, these initiatives are augmenting efforts by the District Assembly who are traditionally in charge of implementing these development projects. Discussions with the District Assembly as a stakeholder indicated that, investment made by NGRL in the area of education is supporting the District Assembly's effort as this is also in line with the educational priorities of the Assembly. This point corroborate views by Amponsah-Tawiah and Datey-Baah (2015) that projects and programmes of companies as CSR should be in tandem with the development priorities of government. A mini-stadium for the Yaayaso Community Basic School has also been constructed by Newmont. Interestingly, discussions with community leaders and other key stakeholders revealed that they were aware of the importance of these

educational infrastructures and programmes carried out by NGRL as part of its CSR as revealed by one participant:

“...honestly speaking, NGRL has supported educational system by renovating and building classroom blocks for almost all the affected communities. The company provided the students with school bags furniture, jersey and uniforms. NGRL also supported educational and entertainment programme (edutainment) like interschool competition, also provided scholarships for many students who are needy but brilliant in both secondary and tertiary institutions”.

Another participant from Newmont was also of the view that:

“...we support our host communities in terms education by providing classroom blocks for the schools, we renovated some of the old school bocks which were not in good shape. We have also built dormitory for the vocational school at Afosu and currently constructing principal Bangalore for the vocational school. We organised inter-school competition for the schools in the District. Again, we have awarded scholarships to students and also provided teaching and learning materials to schools just to mention a few”.

NGRL has prioritized education and as such have invested in educational infrastructure and scholarship package in the study communities. While this may be viewed as a way of building capacity and skills of the youth, it invariably addresses an important developmental issue. As indicated in the profile of the study communities, a large proportion of the population are within the 0-19 age group. This therefore requires that basic education (primary to SHS) is given the utmost attention in the communities. Also, those who are currently attending Senior High School level are 6.8 percent while those attending school at the tertiary level are less than one percent (0.7%) as of 2010. Therefore the provision of these educational infrastructure and scholarship package are meeting the educational needs of the community beyond being a CSR initiative. This finding is consistent with Ismail, Alias and Rasdi (2015) who also found that, one of the main objectives of CSR educational programmes in Malaysia is to improve the adult literacy rate, which was 92.1 per cent for those aged 15 years and above, as of 2008.

5.3.3 Water and Sanitation

Another kind of CSR undertaken by Newmont are water and sanitation projects where the firm has constructed new water systems such as bore-holes, pipes and reservoirs for the study communities. The company has also expanded the already existing water system and has constructed a water house for water board members to meet and discuss issues concerning the projects. In order to improve sanitation in the affected communities, Newmont has constructed a mechanised landfill site for refuse dump and also constructed toilet facilities for households and latrine for public use. During an interview with one of the Chiefs, it was revealed that, NGRL has provided the community with a water reservoir. According to one of the chiefs:

“...Indeed, NGRL has lifted a heavy burden from our heads. When we were in our old settlement my community members were faced with serious water crises, but moving to our new settlement has resolved the problem. NGRL has put up a big water reservoir that supplies the entire community with water in addition to the bore holes they built”.

The quote above therefore reveals the positive outcomes of the provision of water for residents. Lack or inadequate water has serious negative health implication on people’s lives. Moreover, the provision of a number of community stand pipes by NGRL has reduced the distances residents might have to cover to access water, especially to nearby streams. This result corroborates similar findings by Whellans (2007) study on CSR activities of mining firms in southern USA. In the area of water she found that 85% of communities surrounding mining firms have access to potable water, while there was also significant improvement in the standard of living for many families living closer to mining firms

The discussion thus far indicates that community recognises key projects being undertaken by NGRL to enhance social and economic life. Such recognition builds up legitimacy which is a key component for ensuring sustenance of NGRL operations in the study communities. According to Suchman (1995) the legitimacy theory holds that, legitimacy affects not only the

action of people toward organisations, but also how the people understand them. Hence, observers recognise the legitimacy of organisation not only as more worthy, but also as more meaningful, more predictable and more trustworthy. The theory also posits that, people hold the perception that the actions of an organisation are desirable, proper, or appropriate within some socially constructed system of norms, values and beliefs.

The legitimacy theory attempts to explain the reason for firms to engage in activities that do not give direct financial benefit. Thus, an important objective is when a company is able to maintain its legitimacy (Oliver, 1992). This suggests that companies are always either working towards earning legitimacy or ensuring that they sustain their legitimacy. In view of this, the study was interested in knowing how NGRL has maintained their legitimacy given by society and also if NGRL for some reasons engage in sustainable CSR activities that do not give the firm direct financial benefit in line with societal expectation. However, the discussion thus far suggests that NGRL has gained some reputation through its CSR, which as Kunetsov et al (2009) suggest, is vital for enhancing legitimacy.

5.3.4 Quality of life

In addition to health, education, water and sanitation, NGRL projects that have improved the quality of life of the workforce as well as the local community take the nature of safety and security, human resource development, livelihood enhancement and rural development. The company has constructed police station and transit police quarters at Abirem police station and has also provided cars for police patrol to enhance the safety needs of community members. Newmont Golden, through its human resource development programme, has organised vocational and apprenticeship training programmes for the youth in the communities and this has built their capacity to be employed in mining firms and other institutions. More so,

entrepreneurship training was organised by NGRL through the Organisation for Livelihood Enhancement Services (OLIVES) for traders and business-oriented people in the study communities where they were taught proper costing, contracting and capacity building. OLIVES gives business training to traders and other entrepreneurs so that their businesses can move to another level. If their capacity and skills are not built up, any competitor from outside the firm's catchment areas can overtake their businesses. As a result of the training programmes, these traders were able to supply goods and services to NGRL at a profit.

Newmont CSR projects also aimed at enhancing the livelihoods of community members within the firm's catchment areas. The Organisation for Livelihood Enhancement Services carried out livelihoods enhancement programmes on behalf of NGRL. Some of the programmes are the Mmobrowa programme, Livelihoods Enhancement and Community Development Programme (LECDDeP), Agric Improvement and Land Access Programme (AILAP) and Agric intervention programme.

Currently enrolment on the Mmobrowa programme is dominated by residents from Yaayaaso. The rationale for this was to resuscitate community members who through the operation of NGRL have lost their livelihoods and also unfortunately been displaced from their communities. Thus, Mmobrowa programme sought to target the poorest people in the resettlement community who fell within one of the following criteria: widow, blind, aged or physically challenged. Among the support they received included food stuffs and a fixed amount of money every month. In its desire to further improve their standard of living of the people, Newmont introduced a complementary programme called LECDDeP to support the Mmobrowa programme. The Mmobrowa group constitute people who were strong enough to engage in trading or farming. The LECDDeP programme was mainly for people who had been

enrolled on Mmobrowa for at least six (6) months and also engaged in a livelihood activity, albeit a survivalist activity. As a result of resettling them, they lost their capital to small scale business, nonetheless LECDDeP provided support to start up small scale business under the guidance and counselling given by a committee made up of the budget manager, Ghana Health Service, representatives of chief, social welfare, farmers' representatives in the community and OLIVES. Some of the participants indicated in the focus group discussions that:

“...when we were living at Yaayaaso that is our former settlement we were doing oil palm processing, corn mill, gari processing, trading in food items, selling of smoked fish and had cold store. We explained to OLIVES if we are able to receive some kind of package, we can start the processing again in order for me to move out from the mmobrowa group when we get the money” [...] “... if I get one deep freezer, 500 GHc cash I can take my first stock...I explained to OLIVES. After I made the request then the business analyst from OLIVES went and bought the freezer, gave me an amount of money to purchase the first stock. Interestingly, some of us who tried this LECDDeP project last year were able to harvest 5 bags of maize. The money we got was invested into the business”.

It could be inferred from the discussion that, NGRL has made and continue to make significant investment through some form of economic empowerment particularly those who are lower down the social ladder. While it may be assumed that activities of NGRL are directly affecting the environment negatively, it does not preclude the fact that NGRL is meeting the ethical obligation to the communities. In light of this, it can be suggested that NGRL CSR activities resonate with Gutierrez and Jones (2005) definition that involves social and economic investment into the lives of vulnerable people in society while also tailoring their needs to the business objective, especially those relating to society.

More so, the fact that NGRL is a foreign company operating in Ghana also support Ofori and Hinson (2007) view that in Ghana, internationally-connected Ghanaian firms seem to have better grasp of CSR and are as well living up to their ethical obligation than local companies. However, the researcher is quick to admit that the current study is not a comparative study

between local and foreign firms on their social responsibility programmes. But evidence from the field work thus far shows key investment into the communities. The subsequent discussion provide details of a number of these projects that have been undertaken.

- **Farming**

Agric Improvement and Land Access Programme (AILAP) is an intervention programme that aimed at replacing two acres of land for all the affected farmers together with farm inputs support like citrus, oil palm and cocoa seedlings, plantain suckers, maize seeds and an amount of money to maintain the farm for two years. The study showed that, Cocoa farmers were also given some training aimed at equipping beneficiaries to use modern technologies. This training programme was organised by OLIVES. In addition to this, interested people who wanted to do backyard garden were given support such as net, fence, vegetable to plant and they were encouraged to plant more vegetables for home consumption.

- **Animal husbandry**

Another aspect of Agric Intervention is the rearing of animals like rabbits, goats, sheep, and poultry. Interested farmers were given the needed training that equipped them to rear animals successfully. Some households had goat pen, piggery, some also had small goats or fowls without structure, OLIVES provided the structure and additional goats or fowls. Although this programme was introduced two years ago and still running, it must be pointed out that not all the households have benefited from the programme. The strategy being used is that OLIVES target people already in the venture and support them. However targeting just prospective people already in the field may be ideal but also problematic. This is because there may also be people who have no entitlements to even start with, but if supported can greatly empower them. It is suggested therefore that a holistic strategy that identifies both prospective and

residents with no entitlements to start with will be a more appropriate strategy as it addresses the needs of a large spectrum of the population.

- **Environment**

Although the activities of the mining firm has destroyed the forest, NGRL undertook massive afforestation exercise by planting three (3) trees to replace every single tree being cut. Also, there were tree planting exercises in the communities and around basic schools to provide fresh air for people living in the communities. The data revealed that NGRL is committed to working in partnership to re-establish the forest area which were devastated by mining operation. The company through its environmental department has constructed a modern nursery that is operated by members in the local communities. This exercise has been impactful because from the time of inception to date, over 2000 new seedling trees have been planted and this trend is set to continue into the future (Newmont, 2016). Hence the impact on the environment is sustainable. This initiative is a clear indication that operations of NGRL have direct negative impact on the environment. Therefore this tree planting exercise may be viewed as an initiative aimed at assuaging the imbalances to the natural ecological system caused by the operations of NGRL. However, while this may be in consonance with the issue of environmental sustainability, it has also provided employment for some of the youth as they will be among something after being engaged.

It is clear from the above discussions that NGRL have demonstrated much commitment in terms of CSR. This has contributed immensely to economic development of the area while also improving the quality of life of the workforce and their families as well as the local community and society at large, thus in consonance with the WBCSD (1999) definition. Moreover the nature and form of the projects have immensely benefitted the study communities by improving

both quality of life and contributing to economic growth. Again, an issue worth noting is that, while some of these projects may be seen as CSR projects by NGRL, they are important developmental programmes needed in jumpstarting and enhancing economic development of the area. Therefore CSR projects such as Mmobrowa programme, Livelihoods Enhancement and Community Development Programme (LECDDeP), Agric Improvement and Land Access Programme (AILAP), Agric Improvement and Land Access Programme (AILAP), Agric intervention programme and Business intervention programme, while viewed as initiative by NGRL because of its operation on the environment and its associated problems, they are however critical to the economic and social progress in the District.

Clear examples from the point highlighted above include the financial supports given to economically active members of the community, by providing them with money to start up small scale businesses. Also, land are provided to community farmers who are affected as a result of the organisation's business activities as well as training of farmers on new technologies that helps in their day to day activities. With the issues of economic development, NGRL as part of its CSR activities have help to maintain law and order within the communities in which they operate, particularly through the support they have given to the police service by building police station and transit police quarters at Abirem police station. Again the provision of cars for police patrol has enhanced the safety needs of community members. Apart from this, any initiative carried out by a business to improve lives may be considered as an ethical obligation.

Further, these projects undertaken by NGRL as part of its CSR (which include health, education, livelihood enhancement programmes) meet Carroll (1979) definition of what CSR should entail, that is, CSR is seen in four dimensions namely, economic, legal, ethical and

discretionary (philanthropic) expectations. According to Carroll (1979), economic expectations of businesses is by increasing return on investment and maximising profits. In terms of economic obligations, NGRL through its human resource development has organised vocational and apprenticeship training programme for the youth in the communities and this in turn has built their capacity of the youth to be employed back into mining firm.

Complying with rules and regulations is the legal expectations where NGRL performs its activities in relation to the laws of Ghana, apart from this, any initiative carried out by a business to improve lives may be considered as an ethical obligation. In this case, NGRL has undertaken a massive afforestation exercise by planting three (3) trees to replace every single tree they cut. Discretionary (philanthropic) expectation is to be a good corporate citizen and this is seen in some of the CSR activities such as the construction of classroom blocks, hospital wards, good water systems and the provision of scholarships for school children among others which they perform freely without any governmental obligations.

The figures below display some of the picture taken during observation of the various projects. This was done to ensure consistency in the information provided through interviews and focus group discussions.

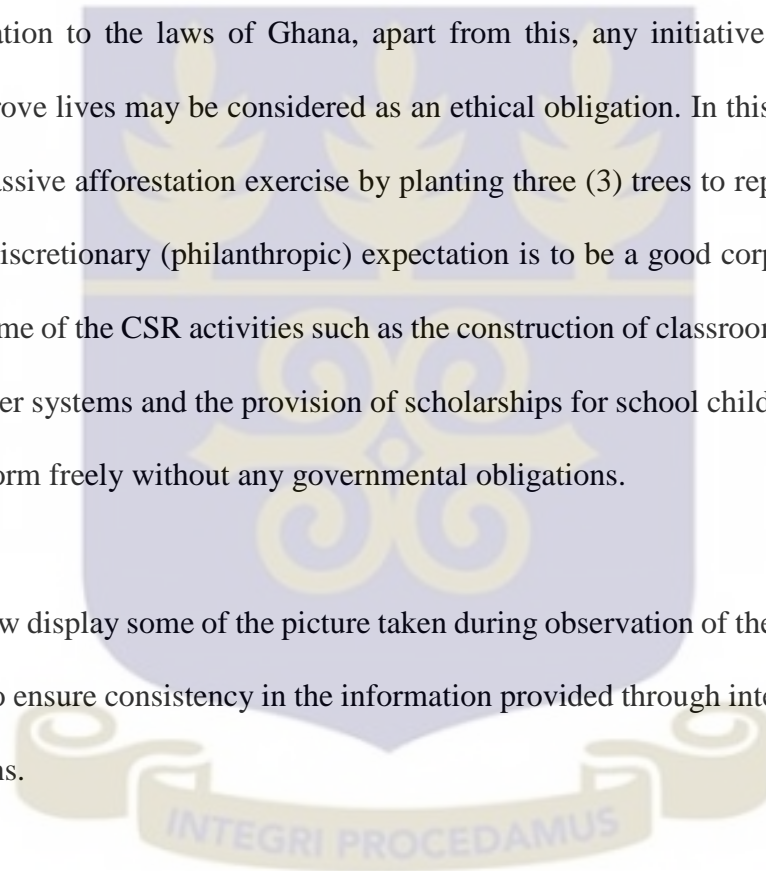


Figure 5.1 Girls vocational dormitory constructed by the CGML at Afosu



Source: Fieldwork, 2016

Figure 5.2 NGRL awarded prizes to students at Inter-Schools Edutainment Programme



Source: Fieldwork, 2016

Figure 5.3 New Operating Theatre for the New Abirem Govt. Hospital



Source: Fieldwork, 2016

5.4 Objective 2: Determine the Sustainability of CSR Projects and Outcomes

The second objective was to determine the sustainability of CSR projects by NGRL. This objective was achieved by asking persons in charge of CSR activities at NGRL questions on the life span of projects implemented, the strategies used to sustain those projects and whether the projects will benefit future generations. Moreover, during interviews and focus group discussion, the various stakeholders indicated NGRL role in ensuring sustainability of CSR projects in their communities. Base on the narratives and discussion with key stakeholders, the emerging themes under this objective include the prolong usage of facilities, strategies used to prolong CSR outcomes, long term projects.

In examining the sustainability of the CSR outcomes in the various communities, questions were asked on the kind of strategies put in place to deal with the sustainability of those projects. Stakeholders' views were also solicited in relation to the sustainability level of the CSR outcomes in order to ensure consistency in the information provided by the managers of NGRL. Table 4.3 below illustrates the themes developed from the responses given by participants during the interview. Table 3 illustrates the sustainability level of the CSR outcomes derived by NGRL.

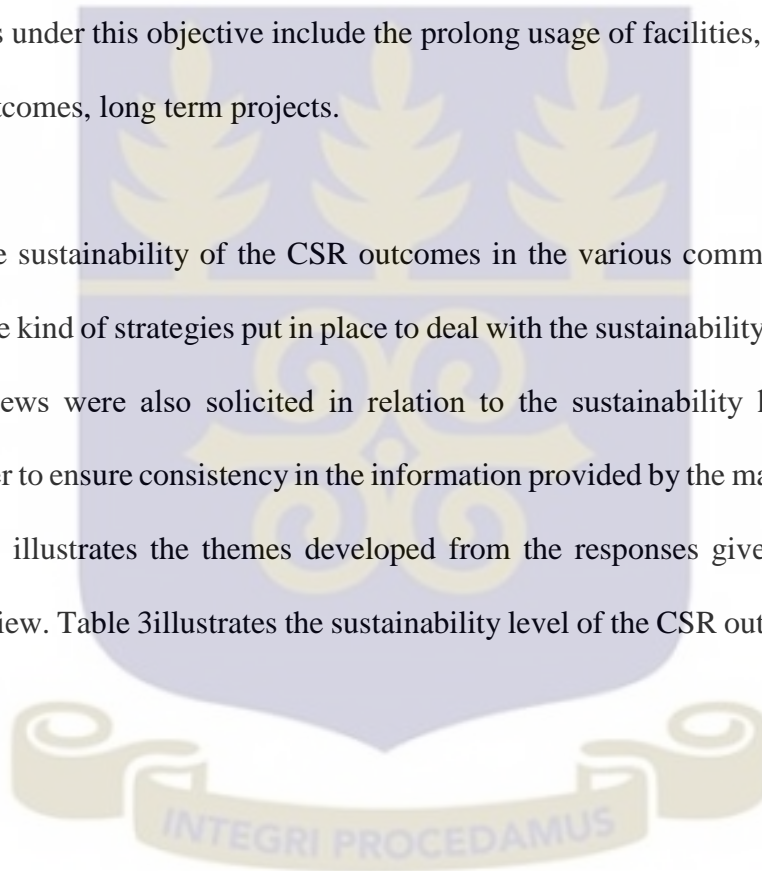


Table 3 Sustainability of CSR Projects and Outcomes

Themes	Description
Strategies to prolong life span of projects:	Newmont aimed at implementing long term CSR projects that will benefit future generation
Persons/sub-bodies responsible for CSR projects <ul style="list-style-type: none"> • Organisational level • Community level 	Sustainability and External Relation (SnER) department: <ul style="list-style-type: none"> ○ Environment units ○ Social Responsibility Section (SRS) ○ Community Relation (CR) unit ○ Community Development (CD) unit ○ Information unit ○ Social responsibility forum ○ Sustainable development committees Newmont Akyem Development Foundation (NAkDeF)
Creation of the foundation	Creation of the foundation for CSR sustainability
<ul style="list-style-type: none"> • Training 	Availability of stakeholders for training Partnership with Project C.U.R.E. to train health workers Train technicians Train local companies and businesses to supply goods and services to Newmont
<ul style="list-style-type: none"> • Investment 	Investing fund into the foundation, collecting fee from usage of some recourses
<ul style="list-style-type: none"> • Maintenance 	Ensuring maintenance of projects
Tripartite programme (community, District Assembly and Newmont)	The community provides the land, the District Assembly provides technical expertise and Newmont provides the fund for projects
Monitoring and supervision	Committees were set up to monitor and supervise projects

Source: Field data, 2016

The findings from this study showed that, NGRL aimed at implementing long term projects that will benefit the people living in the communities till future generation. This may be attributed to a number of factors and include the fact that NGRL is mindful of prolonging the usage of the CSR projects they implement. In prolonging the life span of CSR outcomes, the findings showed that there were provision of training, development of programmes, investment, maintenance, stakeholder involvement and creation of the foundation among

others by NGRL. The findings again revealed that at community and organisational levels, sustainability committees and sub-units have been set up to see to the sustainability of the projects established in the catchment areas. Below are some details regarding the administrative structure and specific functions of these sub-units and committees mentioned.

5.4.1 Strategies to Prolong Life Span of CSR Outcomes

- **Persons/sub-bodies responsible for CSR projects**

NGRL has departments and sub-units at both organisational and community level that are in charge of CSR activities. At the organisational level, there is Sustainability and External Relation (SnER) department. This comprises of Environment units, Social Responsibility Section (SRS), Community Relation (CR) unit, Community Development (CD) unit. More so, at the community level there are units and committees in charge of development project which includes District Assembly, Information unit, Social Responsibility Forum (SRF), Sustainable development committees (SDCs), Newmont Akyem Development Foundation (NAkDeF).

According to the agreement NGRL made with stakeholders, all completed infrastructural projects in the community should be jointly owned and managed by the community and the District assembly. NGRL as part of its policy allows the community and the District Assembly to also have full responsibility regarding the running and maintenance of the projects. Therefore, maintenance after Defect Liability Period (DLP) lies in the hands of the community and the District Assembly. DLP is the one year period for engineers to do the necessary maintenance before the project is commissioned. On the part of the stakeholders, the community and the District Assembly are responsible for the maintenance and sustainability of infrastructural projects. For this purpose, the Sustainable Development Committee (SDCs), District Assembly and Newmont Akyem Development Foundation (NAkDef) have developed

an agreed operations and maintenance plan where personnel were employed to manage and operate CSR project such as a school, clinic, water etc. The District Assembly has therefore liaised with the appropriate Government Agency to provide such personnel with agreement in writing to manage the projects. This information was ascertained when an officer from the District Assembly was interviewed:

“...maintenance of projects after DLP lies on the community and the Assembly because after the contractor has handed over that is after the DLP has elapsed it becomes the property of the assembly. It is the duty of both the Assembly and the community to maintain the projects. But now the SDCs which was formed under the foundation also take part of the responsibility to maintain the various projects. For instance, water project is managed by water Board, classroom blocks are managed by District assembly through Ghana Education Service and health projects are also managed by Ghana Health Service”.

The deployment of these personnel has helped significantly, not just in the running of the CSR projects, but has also being critical to the sustenance of the outcomes of these projects. For instance the Ghana Health Service is now fully in charge of the managing of the various health facilities in the community. A clear example is the case where in Adausena community three more midwives have been brought to add up to what currently exist. Therefore in response to the increased access to health care due to the CSR initiative, is also the availability of skill personnel to address pertinent health challenges within the study communities. Similar can be said of the deployment of teachers by the GES to offer services in schools built by CSR initiatives.

- **Newmont Akyem Development Foundation (NAkDeF)**

Newmont Akyem Development Foundation (NAkDeF) was strategically established for sustainability of CSR activities and its outcomes in the affected communities. NAkDeF is a company, limited by guarantee, set up by Newmont and Akyem communities to establish and manage development projects. NAkDeF seeks to promote the type of development, which

responds to the people's needs and represents their goals, objectives and priorities. It has a 9-member Board of Trustees, representing Newmont and the Community. The Board supervises the work of a Secretariat headed by an Executive Secretary, The Foundation has a 7-member Sustainable Development Committee (SDC) for each of the 10 communities within the firm's catchment areas. Sustainable development projects funded by the Foundation includes educational scholarships to secondary, vocational and tertiary training institutions, infrastructural and social amenities, youth development and promotion of culture, business development and economic empowerment, among others. Funds for CSR projects are provided by NGRL calculated as one percent of profit before tax in addition to one US dollar of every ounce of gold sold (1% of PBT + US\$1/oz of gold sold). With regard to this, a participant from NAKDeF revealed that:

“...currently, NGRL as part on our strategic goal, we have moved from the traditional way of doing CSR where community put in request for a committee to approve and Newmont fund the projects. In that case, the community see projects as 'Newmont project' and those ones are not sustainable. A typical example is Afosu community where we built a very nice toilet facilities for them but after three months it was abandoned. So now we have moved to NAKDeF where the community themselves to do the need assessment, plan and lead the process involved in implementing projects”.

Table 4.4 shows amount of monies (in USD and GHS) invested in CSR activities. The table shows that from 2013 to 2015, a total of GHS 13, 528,738.52 have been invested into CSR projects. All these amount came directly from NGRL to NAKDeF who officially oversees and manage these funds. These monies have been invested in diverse areas as some have previously been mentioned. The discussion below further highlight and discusses key areas where these funds have been invested thus far.

Table 5.4: NAKDeF Contribution to CSR Projects

NAKDeF Contribution to Date, 2015			
2013	Basis	Amount in USD	Amount in GHS
	Ounces Sold Portion	129,133.00	419,535.04
	1% Profit Before Tax	564,240.61	1,833,138.74
2014	Ounces Sold Portion Q1	472,535.80	1,543,142.22
	1% Profit Before Tax	2,235,205.66	8,796,562.47
2015	Ounces Sold Portion Q1	114,438.53	450,368.25
	Ounces Sold Portion Q2	121,497.95	485,991.80
	Grand Total	3,637,051.55	13,528,738.52

Source: NAKDeF Annual Report, 2015

- **Training**

It was found out that training was one of the strategies used by NGRL to prolong the life span of their CSR outcomes. In this case, stakeholders avail themselves to be trained and equipped with the requisite skills and knowledge to manage the projects. For instance with the water project, training programme was organised for the technicians and management on how to handle the project. This was also meant to address any fault and other technical issues that may arise in the course of their usage. This definitely will ensure that the lifespan of the water project is prolonged. Again, with the issue on training, Newmont has entered into partnership with Project C.U.R.E. to train nurses and midwives at the health centres in the district. This has also improved the health of the people living in the communities. These training programmes transcend those required to handle physical projects, and involves also training in various business ventures provided by OLIVES. For instance, traders are trained on how to sustain their business, thus, training on how to do proper costing and contracting.

The study further revealed that another mechanism used to sustain NGRL projects is development of programmes such as AILAP, LECDeP, Mmobrowa programme. The organisation also believes that proper management and regular maintenance of projects can prolong the life span of the facilities. Therefore there was the need to train some people, build up their management capacity to manage and maintain the projects. In an interview with a participant from Newmont, he said:

“...for the projects to be sustained it depends on how the people use the projects. Also regular maintenance and management capacity building is very important that is why we train them on how to maintain and manage the projects”.

Data was collected from other stakeholder groups such as chiefs, community members, district assembly, GES to ensure consistency in the responses provided by the management of NGRL. For instance focus group discussions (FGDs) were held with the community members at Yayaso (resettlement community) to find out whether they were involved in some kind of training in enhancing their livelihood. Interestingly, the responses from the FGDs affirmed what was provided by the management of NGRL. One of the participant from the community revealed that:

“...after the business analyst at OLIVES has conducted an assessment and identified people who need help to start business, they gave us some training in the form of guidance and counselling on how to manage our finances by investing one third of the profit generated from the business in order to sustain the business”.

The above findings with regard to training is consistent with a study conducted in Norway by Mysen (2012) on sustainability of CSR missions and strategies. This study revealed that educational and training programmes and outreach initiatives that target young people, disengaged and unemployed people and deprived communities around the world helped in sustaining corporate projects and the outcomes of these projects

- **Investment**

Furthermore, investment is another strategy adopted by NGRL to sustain CRS outcomes in the study communities. It was revealed that some of the facilities like water and latrines are used at a fee and the revenue generated is invested into a fund for maintaining the projects. Aside revenue generation, an endowment fund has been created under Newmont Akyem Development Foundation (NAkDeF), where 20% of annual profit made by the foundation is invested into the fund. The money invested into the fund is used by the foundation to sustain both CSR projects and outcomes should the mining firm shut down. Thus NGRL together with stakeholders ensure sustainability of CSR projects in the affected communities. It was revealed by a participant from NAKDeF that:

“... The major foundation for sustainability is maintenance, with the water project, we involve the water management team and this team collect revenue from users of the water to maintain the project as part of sustainability mechanism”.

Similarly, another participant said:

“... I am not allowed to use the public toilet without paying. I pay GHC 50p for using the toilet and this fee comes with the provision of toilet roll... I was told by the assembly man that the money they collect are used to maintain the facility”.

- **Tripartite programme**

The tripartite programme is a strategy put in place to ensure the sustainability of CSR outcomes by NGRL. It is a partnership programme between Newmont, District Assembly and the community where each party plays very important role in sustaining projects. Wharhurst (2001) referred to this programme as tri-sector partnerships described as the type of agreement that exist between the gold mining company, government, community leaders and NGOs necessary for the implementation of a CSR project.

Before Newmont undertakes development projects in any community, the community provides the land, the District Assembly provides technical expertise and Newmont provides the fund

for projects. Basically, the motive behind is to bring all stakeholders on board to make contributions towards implementation, management and maintenance of projects. Stakeholders are involved from the initial stage of project where they provide proposal for management to approve it in order create the sense of ownership.

In situations like this, the community sees the projects as their own so they make sure they are managed well and sustained. This makes all stakeholders involved to feel part of the CSR process and in turn help them to appreciate the CSR outcomes. This form of partnership among stakeholders is consistent with Sirsly and Sur (2013) view that making people feel part of a project is a strategy for sustainability initiatives. Similarly, the study by Ofori and Ofori (2014) pointed to the critical importance of involving communities in programmes identification, design, implementation and evaluation. They further explained that such involvement create a sense of project ownership which ensures achievement economic development and contribute to project sustainability.

One participant from NGRL revealed that:

“... if I say the District Assembly, the Ghana Education Service (GES) is part of the district assembly so we bring them in. The community also has a role to play because the project is on their land and they have interest in projects so we bring these stakeholders together so that they can own the project because we want them to own and use the projects as their own”.

Another participant was also of the view that:

“...we have partnership with the District Assembly (DA) so we work closely with them, we have their engineers coming around to supervise what we are doing, make input here and there. We consulted them on the district development plan. The DA has developmental plan for the District but due to lack of funds they couldn't implement all. Newmont collaborates with them a lot so if Newmont is not there tomorrow the projects will be sustainable”.

- **Monitoring and supervision**

As part of initiatives by NAKDeF to ensure monitoring and supervision of CSR projects and outcomes, the Sustainable Development Committee (SDC) are charged with the responsibility of monitoring and evaluation of projects in the course of construction and reporting to NAKDeF if there were concerns regarding technical issues. However the role of SDCs is largely within the pre-construction and construction stages. After the projects are done they are handed over to the community and the local government. As indicated early on, the District Assembly handover the projects to the various government agencies who then take full responsibility in the running of these projects, including monitoring and supervision of their usage and thus making sure that the benefits coming out are sustained. In a discussion with participants from SDCs, this point was highlighted:

“...As a member of SDCs, I strongly believe that NGRL CSR projects can be sustained because our responsibilities as a committee is that we are in charge of monitoring and evaluating the projects and reporting to NAKDeF. For instance, we usually go to spy of them unannounced, and if we find any fault with the project we report to the management in charge of the project or NAKDeF for necessary actions to be taken”.

The participant from the SDCs was optimistic that projects can be sustained because of their roles and responsibilities played in prolonging the life span of projects. The view expressed by a staff member at NGRL was captured below:

“...yes, our projects can be used for a longer period of time. To ensure this, we have established NAKDeF and under the foundation they have a sustainability development committees in all the communities that sees to it that every project they undertake can stand a test of time. So in other words sustainability is one of our key priorities. We are not interested in just building the projects but how the projects will benefit future generation”.

5.4.2 Sustainability of CSR Outcomes

It is important that NGRL CSR outcomes integrate the ‘triple bottom line’ (Elkington, 1997) sustainability by contributing towards economic, social and environmental goals. The management of NGRL was of the view that CSR outcome have been largely successful as those that holistically address and incorporate the three elements also known as the 3Ps of the triple bottom line. Here is the discussion on the impacts of the CSR projects in relation to the triple bottom line sustainability. According to the Brundtland (1987, p.7) report on sustainability, the element of the 3Ps should contribute to the sustainable development, thus “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

5.4.3 Environmental

In terms of environmental protection, it is quite easy to qualitatively judge the impact of CSR projects since the projects addresses a variety of environmental issues. The study revealed that NGRL has put some measures in place to ensure environmental protection including environmental education and awareness programme, enhancement of environmental condition such as tree planting, drains and stream clean-ups. Again, NGRL has projects like water and forest conservation which protect the environment from degrading. The company, as part of their sustainable practices, ensures that all refuse in the various communities are collected to the mechanised landfill site. Also community members are encourage to practice organic farming and gardening techniques.

It was observed that NGRL has a broader sense of environmental preservation and resourcefully addressed several environmental issues. The various CSR projects of NGRL is considered to be successful in addressing some of the environmental issues by involving

stakeholders. Again, to link environmental conservation to the other two legs of the triple bottom line, NGRL has encouraged stakeholders to participate more and develop keen interest in preserving the environment. Further, this findings affirms the study by Furnish (2013) who evaluated the impact of triple bottom line on resourceful communities' Creating New Economies Fund (CNEF). The discussion of the study regarding environmental sustainability issues addressed by NGRL CSR has much connection with Furnish (2013) view that the environmental concept within the TBL involves practices and initiatives that will not compromise the environmental resources for future generation.

5.4.4 Economic

There were several ways through which NGRL's CSR outcomes provided economic benefits like vocational and job training programme for the youth, apprenticeship training programme and entrepreneurship training for traders or businessmen. These training programmes has led to employment and increased revenue which were considered to be useful and of economic benefit to both the company and the mining communities. The programmes focused on trade skills development of the local youth. Since the commencement of the mine, over 200 male and female apprentices have received training which geared towards serving the needs of both the mine and surrounding communities.

The initiatives have also had significant impact on the lives of residents, particularly the youth and children. For instance one finds that most of the CSR projects focused on education, health through the provision of infrastructure in these sectors. In the case of the educational infrastructures, it is expected that it will contribute in providing formal training to the youth, who will also in the near future contribute back to the society. Again the various skill and entrepreneurial training programmes offered has also immensely benefited the youth, thus

ensuring that beneficiaries or the youth are economic independent and contributing meaningfully to the communities. The point highlighted above is consistent with Spangenberg (2005) view that by building capabilities through economic empowerment in mining communities, it allows residents to make the best of their lives, while enlarging opportunities for future generation.

5.4.5 Social

Generally, NGRL's social responsibility outcomes addressed the needs of different class of people within the mining communities, particularly the vulnerable groups, especially judging from programmes such as Mmobrowa programme. In actual fact, the impact on most of the projects could not be quantified in monetary terms but were said to have contributed to the welfare of the entire population. The company claims that a great number of people have benefited from their projects and social services. Additionally, important services provided which targeted the intangible needs of the people include education and entertainment programmes, health services and security services among others.

The various CSR projects and outcomes of NGRL are meeting the economic, social and environmental sustainability requirement demanded of business in the mining sector. From the discussion, it is clear that NGRL social responsibility initiatives are meeting current calls for businesses in the mining sector to address the economic, social and environmental problems that may arise through business operations. This further indicates that, NGRL CSR activities is congruence with the TBL model which targets at putting a consistent and balanced focus on the economic, social, and environmental value. In terms of economic value, NGRL has contributed to the growth of smaller business which in turn promotes the ability to support future generations. In addition, NGRL through its CSR outcomes has socially impacted on

labour, human capital, and the community as a whole. Additionally, in relation to the environmental line of TBL, it was revealed that NGRL embarked on massive afforestation program which at the long run protects the environment. The researcher can therefore conclude that the proposition which states that the type of CSR outcomes influence sustainability is consistent with the findings.

Figure 5.4 Awarding of fund by NGRL for sustainability of projects



Source: Fieldwork, 2016

5.5 Objective 3. Stakeholders' contribution to sustainability of CSR projects and outcomes.

The third objective of the study was to ascertain the extent to which stakeholders contribute to sustainability of CSR outcomes. The only medium through which stakeholders can contribute to sustainability of CSR initiatives is proper stakeholder engagement sessions. Stakeholder engagement is key in making a project successful since it leads to stakeholders' participation and satisfaction (Shenhar, 2001). Stakeholder engagement requires that some form of contact

or relationship exist between the firm and its stakeholders. However, this study focused on the secondary stakeholders as against primary stakeholders. Secondary stakeholders are other individuals or groups whom the company depends and are not usually engaged in transactions with the focal organisation including customers, suppliers, governments, unions, local communities and the general public (Maignan, Ferrell & Ferrell, 2005).

The study found that the secondary stakeholders with whom NGRL engaged were members drawn from traditional authority whose communities host mining operations, Assemblymen, Community representatives, affected farmers, Newmont Akyem Development Foundation (NAkDeF), Ghana Education Services (GES), Sustainable Development Committees (SDCs), Officials from Environmental Protection Agency (EPA), District Assembly and Organisation for Livelihoods Enhancement Services (OLIVES). From the data gathered, the various stakeholders are contacted by NGRL depending on their engagement schedule for the year. Moreover, Stakeholders are contacted by invitation as the first step which takes the form of letters issued by management to the stakeholder categories. Normally what the company does is, before projects commence they meet traditional rulers at durbar where the leaders are informed about the scope of the project. Such meetings are critical as it allows input to be made into the design and planning, implementation and monitoring of these projects. It also provides the basis for the community to see that they own the project and not something dashed out to them by the mining agencies. Table 4.4 illustrates the themes identified in the data regarding stakeholders' contribution to sustainability of CSR outcome derived by NGRL. The themes include involvement of stakeholders, consultation and collaboration.

5.5.1 Involvement of Stakeholders

Newmont Golden Ridge Limited considers stakeholder engagement as very important and has developed schedule for engagement. There are different engagement schedules for the range of diverse stakeholder categories. According to the responses from participants, stakeholders are involved in decisions concerning development projects in the affected communities. NGRL plan with stakeholders prioritised projects that will benefit members in the communities. In order for NGRL not to build white elephant projects, they actively involve stakeholders from planning stage to post implementation stage of project development. The organisation believes that stakeholders' involvement in decision is key to successful project implementation and sustainability. Similarly, the stakeholders affirmed that they are actively involved in projects schedules from planning to post implementation stage.

Stakeholder involvement has helped to maintain cordial relationship with management of NGRL and this has resulted in the sustainability of projects and its outcomes. A clear example of this is that, through engagement and sense of ownership of the projects by the community, there have been no skirmishes or confrontation between NGRL and the community. This situation is very unlike other problems found in mining communities where there is constant confusion between community members and mining companies owing to distrust (Ofori & Ofori, 2014). In addition through these engagements and stakeholder involvement in decisions related to development, there have been the establishment of units and bodies such as NAKDeF and SDCs to augment NGRL efforts by providing both technical, oversight role of CSR projects and outcomes. The quote below by one NGRL manager highlights this point.

“...we want them to own the projects. It has been observed that when stakeholders are involved right from the beginning of the projects, they turn to own it and when they own it that is where they can maintain it. Aside owning the project, they support planning of different projects within the communities, they

take initiatives, bring out proposal for approval by management of Newmont. Also since the stakeholder lives in the community they know kind of projects beneficial to them”.

Additionally, these units/bodies formed as a result of the various stakeholder engagements have been critical to ensuring sustainability of projects by constantly visiting project sites and monitoring progress and defects of projects. One of the community representative said:

“...though I represent my community at engagement session, I belong to SDCs which was formed as a result of engagement with NGRL. I believe projects can be sustained because the SDCs are in charge of monitoring and evaluating the projects. We have projects site meetings once in a while to monitor the progress of projects. Previously, we invited management of NGRL to attend site meetings but now we have the NAKDeF who represents NGRL as well as the SDCs who represent members form different communities”.

This finding tends to confirm a position widely held by El- Gohary et al (2006) that understanding of the concepts which underline stakeholder involvement is an essential step towards creating a strong involvement in projects, for instance in infrastructure projects, engagement process helps project proponents and stakeholders to communicate effectively (El-Gohary et al, 2006). The authors further explain that stakeholder involvement programme should not be disregarded since it determines stakeholder concerns and incorporates them into the scheme of a project to achieve collaborative integrated project development. Therefore, this study seems to deviate from most mining communities in developing African countries where mining communities are in constant confrontation with mining companies due to ineffective stakeholder engagement processes (Hilson & Yakoveleva 2007).

5.5.2 Consultation/Dialogue

The study shows that consultation was also a genuine tool for development where stakeholders concerns were considered in decision making and their contributions were reflected in the result. The company better understands the community’s viewpoint and concerns through

dialogue. Gao and Zhang (2001) have argued that meaningful stakeholder engagement in the process should share views via genuine dialogue between stakeholders and management of the organisation. Whenever the company decides to initiate any kind of CSR project, the first step was to consult the community because the members in the community will eventually be the end users of the project. A participant from the community explained that:

“...yes, we are consulted and the consultation takes the form of letter to the chiefs and the various stakeholders involved as the initial stage. Newmont does not initiate projects without discussing it with our traditional rulers. I can attest to the fact that Newmont engages ours leader in meetings and durbar where they deliberate on projects to undertake”.

During the consultation/ dialogue sessions, the company first present the agenda before the stakeholder for them to deliberate and make meaningful contributions. At meetings stakeholders help in making decisions, planning, implementation and evaluation of projects. Stakeholders are allowed to express their views at meetings and the firm respects their views. Discussions with stakeholders revealed that diverse group of stakeholders are invited to all meetings and dialogue sessions and their input are incorporated at all times. The categories of stakeholders represented during meeting sessions comprise of local government (District Assembly), NGRL, NAKDeF, SDCs, Assemblymen, representatives of various such as youth groups and traditional leaders. More so, such representation also promotes balance during consultation sessions. Such consultation have had indirect effect on the sustainability of CSR projects and their outcomes. A clear example is the current agreement on the percentage of profit of ounce of gold to be contributed by NGRL into the coffers of NAKDeF which in itself was established by the communities and NGRL. Through consultation, NAKDeF role in terms of ensuring sustainability of CSR projects and outcomes have been highlighted earlier in the discussions. A number of initiatives such as OLIVES have all been a direct result of consultation or dialogue. This finding is in contrast to the study findings of Ihugba (2012) who observed the CSR stakeholder engagement appears too controlled thus, this could be seem

as an efficient way of handling a session of people with diverse views and varied interests, but essentially not an effective way of providing sustainable social development benefits. According to Cumming (2001) this stakeholder approach gives the impression to be more like a very pointed managerialist interest in controlling than engaging.

Figure 5.5 NGRL stakeholder engagement session



Source: Fieldwork, 2016

5.5.3 Collaboration

NGRL through the foundation (NAkDeF) have an agreement with Social Responsibility Forum (SRF) and Sustainable Development Committee (SDC) who together plan projects based on thematic areas and execute the projects. The SRF is an important mechanism that brings together the community and other key stakeholders, namely, the regional and district authorities, non-governmental organisations, woman and the youth to form a 60-member Social Responsibility Forum (SRF). The aim of this forum is to collaborate with NAkDeF and identify key community developmental projects needed to be implemented as NGRL CSR activities and this ensures that the challenges of scarce resources are innovatively overcome. The quote below by an officer from NGRL CD department highlights this point.

“...we have partnership project made up of Newmont, the District Assembly and the communities and the collaboration is paramount. Each community has a 7-member committee called sustainable Development committee (SDC). They work on behalf of the community with the foundation and SRF to plan development projects. So it's not just consultation but planning with them and executing projects with them...we call it collaborative and participatory planning...meaning, we do it together”.

Again, another officer from NAKDeF indicated:

“... Projects are planned based on the money available with the help of the SDCs...It is a practical participatory planning led by the people themselves. The foundation do not plan projects for the communities but we give guidance to them based on the result from the need assessment”.

One officer from NGRL explained:

“...as mentioned above, we are conscious of sustainability, before we begin any project, we do needs assessment, we seek stakeholders' involvement, we incorporate their input, we give them guidelines on how to share responsibilities because eventually Newmont will close down and those projects need to continue. So right from the start we involve stakeholders, we bring District assembly on board, social responsibility forum (SRF) and some other partner agencies like NAKDeF and we partner with them in order to ensure sustainability”.

From the study, Stakeholders such as management teams under Sustainable Development Committees (SDCs) play a vital role by constantly monitoring projects and reporting any concern to the appropriate office. The SDC members were formed under NAKDeF and as part of the foundation agreement, this special committee is a 7-member committee formed in each of the 4 communities, in such a way that they will reflect traditional authority, women, youth and general public. As part of the NAKDeF agreement, the SDCs for each community were trained on how to conduct needs assessment and plan projects NAKDeF should fund based on the needs assessment results. Interestingly, putting the facts against Arnstein's (1969) stakeholder participation ladder, a similar story emerges. Arnstein (1969) describes this as partnership, this level of participation is described as when stakeholders truly start to exercise some power over their demands or interests. It is partnership when from the beginning the distribution of power is negotiated between the power holders and the stakeholders. This finding affirms a study by

Evans and Sawyer (2010) which revealed that the local community is a very important stakeholder of small businesses and projects development and that their commitment to the community is generally quite extensive.

It can be observed from the discussions above that, for an organisation to ensure sustainability of CSR outcome there is the need to incorporate meaningful stakeholder engagement approach into sustainability strategy. The findings is consistence with the study of Nyuur et al (2014) which revealed that stakeholder engagement is one of the nine key promoting and hindering factors of CSR for businesses in Sub-Sahara Africa. Their findings further revealed that a very high level of interdependence between these stakeholders and corporations is therefore vital for businesses to achieve legitimacy and create both social and economic value. In order to promote or gain the successful implementation of CSR managers must build bridges with their stakeholders through both formal and informal dialogues and engagement practices (Andriof & Waddock, 2002; Blowfield and Frynas, 2005). This study have also shown that stakeholders in current business organisation makeup transcends just the immediate business setting and involve shareholders, local communities, government, and the general public.

Moreover the various engagements, consultations and collaborations which have been critical in sustaining the various CSR projects and outcome, resonate with Kunetsov et al (2009) view that underpinning the stakeholder theory is the issue of constant relationship among stakeholders is critical to both the survival and continued operations of the business. Additionally, the stakeholder theory holds that, businesses can be seen as systems whose survival depends on their ability to satisfy a particular set of audience known as stakeholders who can be identified by their rights, ownership, or interests in a business and its activities, past, present, or future (Blomback & Wigren, 2009). The theory also posits that, businesses

have a social responsibility that requires them to take into consideration the interest of all groups or parties affected by their operations. In view of this, the study was interested in knowing how the interest and contributions of NGRL's stakeholders could be integrated in CSR activities to ensure sustainability of projects and outcomes.

Moreover the discussion has also addressed the second proposition which stated that, the extent of stakeholder engagement influence the sustainability of SCR outcomes. This is also evidenced by the various bodies and units formed as a result of the various engagement and consultations. These bodies have been critical to the sustenance of CSR projects and outcomes as discussed in previous parts of this section.

Figure 5.6 NGRL signing an agreement with traditional leaders



5.6 Objective 4: Challenges of engaging stakeholders in sustainability of CSR outcomes at NGRL.

The final objective was to determine the major challenges associated with the process of engaging stakeholders in sustainability of CSR outcomes at NGRL. Questions to answer this

research objective were directed to both members of management and persons in charge of the company's CSR activities. In view of this objective, some themes were identified including extreme demand, poor voluntary participation in projects and high dependency on the company.

5.6.1 Extreme Demand by Stakeholders

A major challenge faced by NGRL while engaging stakeholders in sustainability of CSR outcomes is extreme demands made by various stakeholders. It was observed from the study that the various stakeholders seem to place excess demand on NGRL which often makes the cost of corporate social seem unbearable. In most cases, the community representatives together with the youth groups issue threat of demonstrations especially if the demands are not met. It was revealed that because stakeholders have different interest, they tend to hold divergence views on issues pertaining to community development. For instance one officer from NGRL revealed this information during the interview, he said:

“...we faced serious challenge in one of the community when we wanted to embark on scholarship programme for the students. The local traditional leaders of that community strictly opposed and rejected the scholarship idea and demanded for road with the motive that they won't benefit from the scholarship at their age”.

5.6.2 Poor Voluntary Participation in Projects

The sustainability development committees (SDCs), as one of the stakeholders group play active role in managing the CSR projects initiated by NGRL. The mining company engages them in scheduled meetings throughout the year. The vital roles played by SDCS include monitoring and evaluating the various CSR projects, attending scheduled meetings drawn by the secretariat as well as giving report on project progress. According to the agreement NGRL made with the community members within the firm's catchment, it was underlined boldly that communities would provide voluntary services in the form of communal labour to support

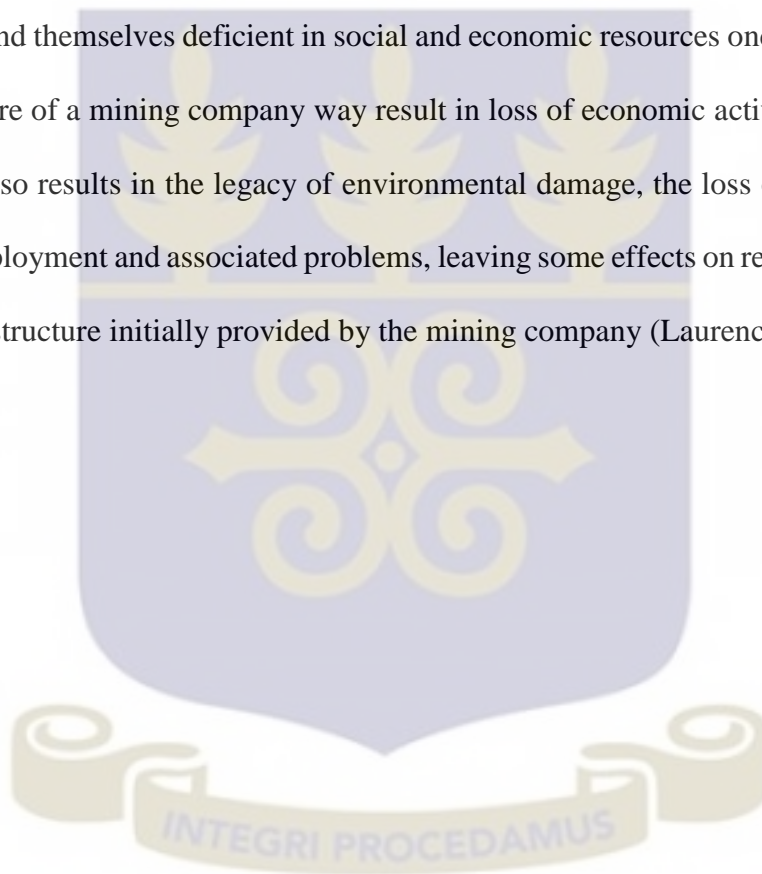
project implementation. Initially, the SDCs honoured their promise to the company where they work voluntarily but somewhere along the line all the SDCs in the study communities were demanding for pay and allowance for supporting their own community. Nevertheless, the study revealed that the SDCs had genuine reasons since the role they play is time demanding. The company is having challenges concerning voluntary work on the part stakeholders especially when it comes to monitoring the projects. Though this issues has been deliberated on for couple of times yet agreement have not been reached between management and stakeholders. On the other hand, NGRL see no apparent reason to pay for their time even though sometime the company pay operational allowance including phone calls, refreshment and transportation. This problem of poor voluntary participation can affect the sustainability of CSR projects in the community because the SDCs who are responsible for sustainability of projects are reluctant and apathetic to contribute to community development.

5.6.3 High Dependency on the Company

In discussing how CSR projects undertaken by NGRL can be sustained to the benefit of future generations, one manager from the SnER Department of NGRL expressed concerns about the communities' dependence on the company. Frynas (2005) posits that when communities are highly dependent on a firm, it is perceived that they do not 'own' the social responsibility projects of the firm. This challenge arises because most people in these communities are of the view that anytime a company undertakes development projects as part of its CSR, the company is responsible for the project's operation and sustainability.

“One of the challenges we face as an organisation is high dependency where the communities perceive Newmont as the government. All the communities want Newmont to provide all the recourses needed to develop their local communities and District. As a company we can meet all the needs of the communities within our catchment areas even though we are undertaking some development projects as a social responsibility”.

When asked what they thought about NGRL's CSR projects, half of the local NGOs interviewed said that the company's projects were too independent and this has led to dependency. Attesting to this findings, is a study by Whellams (2007) that companies fail to relate their CSR activities to government developmental plan. If project services are solely dependent on the mining company for funds, maintenance or operational capacity, these services will then cease with closure of the mine and withdrawal of the mining company from the area (Lapalme, 2003). There is a likelihood that the communities which depend exclusively on NGRL will find themselves deficient in social and economic resources once the NGRL shut down. The closure of a mining company way result in loss of economic activity which can be devastating. It also results in the legacy of environmental damage, the loss of jobs leading to high local unemployment and associated problems, leaving some effects on residential property values and infrastructure initially provided by the mining company (Laurence, 2006).



CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This final chapter of the study provides a summary of the study and highlights the main research findings obtained from the field. It further draws conclusions and makes various recommendations and proposals to enhance stakeholder engagement in sustainability of Corporate Social Responsibility (CSR) outcomes.

6.2 Summary

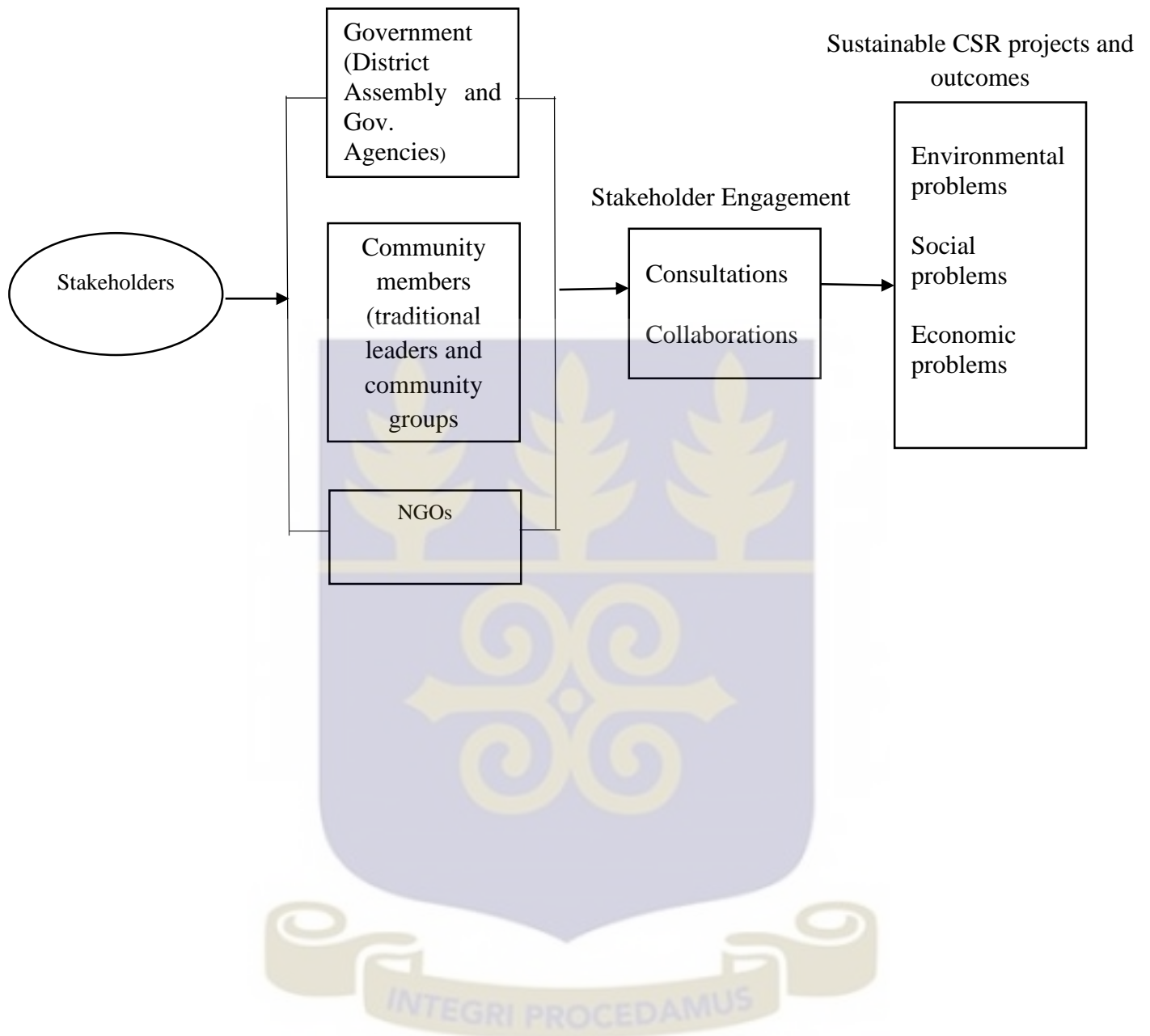
This study sought to find out the nature and form of CSR projects undertaken by Newmont Golden Ridge Ltd (NGRL) in the affected communities. It also sought to find the sustainability level of the nature and form of CSR projects derived by NGRL. The study revealed the extent to which stakeholders contribute to the sustainability of CSR outcomes. It finally brought out the major challenges associated with the process of engaging stakeholders in the sustainability of CSR outcomes at NGRL. A case study design within qualitative research approach was adopted for the study. The study purposively selected thirty five (35) participants for the interview and focus group discussions. Pictures were also taken through observation as an evidence of the various projects. The stakeholders of the study include government and non-governmental institutions comprising the Ghana Education Services (GES), the Environmental Protection Agency (EPA), the District Assembly, Newmont Akyem Development Foundation (NAkDeF), Organisation for Livelihoods Enhancement Services (OLIVES) and Sustainable Development Committees (SDCs). The interviews were recorded and transcribed, sorted out, organised thematically and discussed adequately.

The study further revealed that Newmont undertook some kind of CSR projects aside their operational duties as a mining company. Further, NGRL engaged in health, education, water, sanitation, safety and security, human resource development, livelihoods enhancement, rural development, environment, farming and animal husbandry kind of CSR. In examining the sustainability level of the CSR outcomes in the various communities, the study found that NGRL aimed at implementing long term projects that would benefit the people living in the communities. In addition, NGRL is mindful of prolonging the usage of the CSR projects they undertake as well as the outcomes of these projects. In prolonging the life span of CSR outcomes, the findings showed that there was the provision of training, development of programmes, investment, maintenance, stakeholder involvement and creation of the foundation among others by NGRL.

The study also observed that the only medium through which stakeholders can contribute to the sustainability of CSR initiatives is through proper stakeholder engagement sessions. Stakeholder engagement requires that some form of contact or relationship exist between the firm and its stakeholders. The study found that the stakeholders with whom NGRL engaged were traditional rulers whose communities host mining operations, Assemblymen, Community representatives and affected farmers, GES, EPA, NAKDeF and OLIVES. Stakeholders' contribution to the sustainability of CSR outcome was through involvement, consultation and collaboration.

However, the few challenges that emanate from this broader stakeholder engagement process in the sustainability of CSR outcomes involve extreme demands by traditional leaders and community members, poor voluntary participation on the part of stakeholders in project.

Figure 6.1 Revised Conceptual Framework



6.3 Revisiting the Conceptual Framework

Figure 6.1 above shows that the main stakeholders in the study include the community, the government (District Assembly and Government agencies) and the NGOs. NGRL engages in CSR activities and this has been an important policy choice since it helped NGRL had access to license to operate. However over the years there has been significant engagement between the stakeholders and NGRL. What was found in the study was that through consultations and collaboration there have been the formation of units (SDCs) or bodies like NGOs (NAkDeF) in outlook and which have oversight over the formation, implementation and management of CSR activities. This engagement has made CSR projects and outcomes sustainable because it has addressed the core needs of the community including the economic, social and environmental problems.

6.4 Conclusions

The findings of the study demonstrate how NGRL in Ghana has taken actions to address socio-economic needs of the affected communities in a sustainable manner. The firm combined discretionary CSR with stakeholder approach to achieve sustainable outcomes, establishing partnerships with relevant government and Non-governmental organisations to implement CSR programmes. The level and extent of stakeholder engagement processes have increased, relationships between stakeholders and NGRL have improved and the role played by all stakeholders to achieve sustainability is evident.

From the information gathered in the study, it was observed that the immediate affected mining communities within the firm's catchment areas have appreciated the benefits they have derived from NGRL's CSR initiative. The nature and form of the CSR outcomes were targeted at both tangible and intangible needs of community members. It, can be concluded, therefore, that the

CSR activities of NGRL are sustainable as a result of its strategic aim to prolong the life span of projects. CSR outcomes have eventually impacted of the triple bottom line sustainability comprising of the economic, social and environment. We, therefore, conclude that effective stakeholder engagement in CSR activities of mining firms has promoted a cordial relationship devoid of tensions in the NGRL mining communities.

The study revealed that stakeholders in the mining communities participated fully in the CSR engagement sessions organised by NGRL. More so, we also conclude that, the extent of their contribution and involvement has resulted in sustainable CSR outcomes which will benefit future generations. Finally, the study revealed that integrating stakeholder approach into CSR brings about excess demand form diverse stakeholders. This tends to increase the firm's responsibilities and cost which leads to poor voluntary participation on the part of stakeholders.

6.4 Contribution of Study to Knowledge

In the course of discussion, certain issues surfaced and in the opinion of the researcher it is an important insight and which adds to current discourse and literature on CSR. An indicated earlier, NGOs happen to be important secondary stakeholders of various corporations and businesses working in various communities. Normally their roles are basically that of advocacy and oversight on operations of companies so that they do not compromise the environment and core issues of human right and justices. Again, sure NGOs normally exist prior to start of the business operations and also get fund from external sources. However, what was found in this study was that NGOs like NAKDeF was formed by the community and NGRL with a clear mandate and responsibility.

This kind of partnership leading to the formation of NGOs is important for several reasons. The first is that unlike other forms of NGOs, NAKDeF in the case of the study have a responsibility that transcends just being an advisory body to that which can affect changes through their actions. Moreover as a product of engagement, they have legitimacy and their operations are also backed by law (legal agreement between stakeholders). However, care must be taken as their operations may be beset with some challenges. For instance, even though NAKDeF is a product of the community and NGRL, the fact that it obtains most of its funding from NGRL can lead to a situation where NGRL may wield some control over activities of NAKDeF, thus undermining their ability to act independently. However, with proper checks in place, balanced composition of Board members and high levels of community participation this situation (control) can be prevented.

6.5 Recommendations

First, it is recommended that the current CSR outcomes should be more closely monitored and maintained by the diverse stakeholder groups in order to provide genuine and full assessment of the sustainability of programmes undertaken by NGRL. Concerning livelihood enhancement programmes, NGRL should continue to work with OLIVES to help the beneficiaries in the communities create ready markets for their goods and services.

Furthermore, we recommend that top management should involve themselves in the selection of stakeholder representatives for the communities. Also, management should educate community members on the relevance of voluntary participation in projects schedules and engagement sessions. These strategies will enhance effective stakeholder engagement especially at the local level where the impacts of projects are felt most. Dashwood and

Puplampu's (2010) findings describe the involvement of organisational leadership and learning as relevant features for sustainable CSR practices.

Finally, as a result of consultative and collaboration process, the firm is faced with challenges of outrageous demands from diverse stakeholders. We therefore recommend that NGRL effectively manage the demands and expectations of different stakeholder groups. This can be achieved by prioritising stakeholders in the selection process. Mitchell et al. (1997) in their study of stakeholder identification and salience, strongly pointed out the three different attributes that stakeholders possess which include power, legitimacy and urgency. Kolk and Pinkse (2006) suggest that when managers are sure of stakeholder's salience it influences a firm's decision and ensures its survival. Salience is the extent to which managers respond or give priority to the claims of specific stakeholder groups (Mitchell et al., 1997). The management of the company can liberate itself from the conflicting demands of stakeholders if they select stakeholder representatives based on the attribute of power, legitimacy and urgency. Similarly, an effective way management can communicate to stakeholders is to educate them on actual issues of corporate mining and that may inform them in making realistic demands.

6.6 Limitations and Directions for Future Research

This study, like any other, is subject to certain limitations. First the study concentrated on a single industry (mining sector), which means the results are only applicable to that sector. With regard to future research, it would not be proper to make generalisations about industries' CSR given that the impact on each sector is different since CSR and stakeholders of the extractive industry may not be similar to other sectors such as manufacturing, banking, pharmaceutical among others. A further study area could involve a cross-industry comparison of stakeholder

engagement and sustainability of CSR outcomes in Ghana. This will afford society the opportunity to know the various approaches being adopted by industries to sustain their CSR outcomes in the area of community development.



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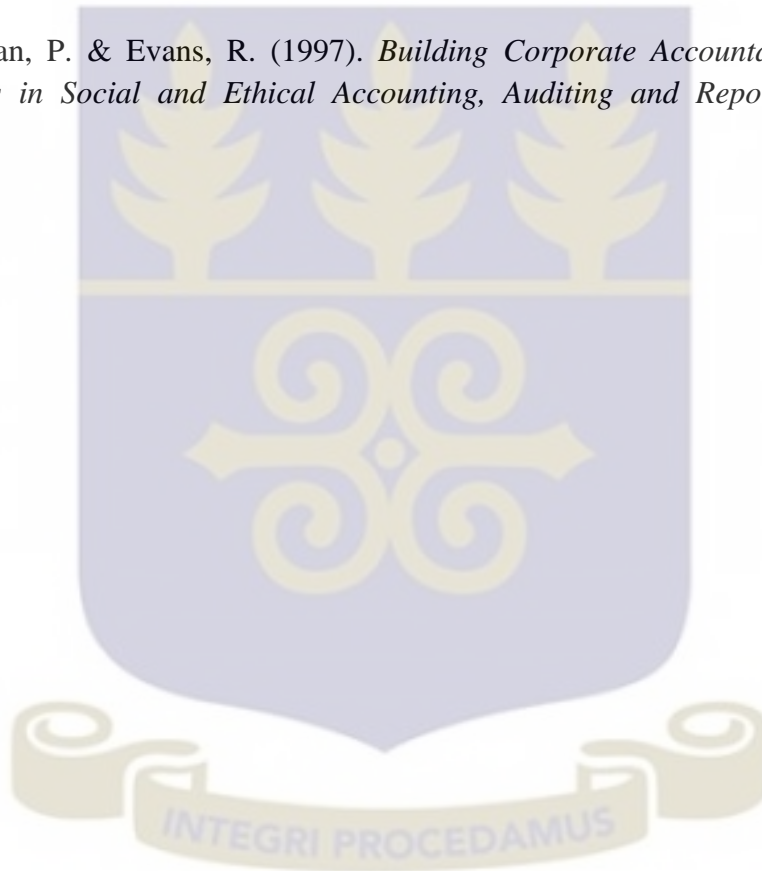
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APPENDIX

APPENDIX 1: INTERVIEW GUIDE FOR RESPONDENTS UNIVERSITY OF GHANA

DEPARTMENT OF ORGANISATION AND HUMAN RESOURCE MANAGEMENT

Title of Research: Stakeholder engagement and sustainability of Corporate Social Responsibility (CSR) outcomes: perspectives from the Ghanaian mining sector. A case study of Newmont Golden Ridge Limited, Akyem Mine.

INTERVIEW GUIDE FOR NEWMONT MANAGEMENT/ STAFF CSR DEPARTMENT

This research is conducted as part of the requirement of an award of MPhil programme at the University of Ghana, Legon. The aim of the study is to determine the nature and form of CSR projects, their sustainability level, and the extent to which stakeholders are engaged in the process and the challenges associated with engaging stakeholders in sustainability of CSR outcomes. This exercise is only for academic purposes and any information provided will remain confidential and anonymous. Thank you for your participation in this exercise.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Gender: Male [] Female []
2. Age: (a) 20 – 29 (b) 30 – 39 (c) 40 – 49 (d) 50 – 59 (e) 60 +
3. Highest educational level attained:
(a) JHS (b) SHS (c) Diploma (d) Undergraduate
(e) Post graduate (e) No formal education (f) Professional Certificate

Section B: (Main study Research Questions)

1. **What is the nature and form of Corporate Social Responsibility (CSR) projects undertaken by Newmont, Akyem Mine?**
 - a) What kind of CSR projects are undertaken by Newmont in the affected communities?
 - b) How has the organisation categorized the various forms of CSR projects undertaken in the affected communities?

- c) Are some of the CSR projects temporary and what is the estimated life span? Are some of the CSR projects permanent and what is the estimated life span?
- 2. What is the nature and form of Corporate Social Responsibility (CSR) projects and their sustainability level derived by Newmont?**
- a) How does your organisation sustain or ensure continuity of the various forms of CSR projects undertaken in the affected communities?
- b) How does your organisation determine the sustainability level of the various forms of CSR projects in the affected communities?
- c) Who is responsible for the sustainability of CSR projects in your organisation? What role do the stakeholders play in ensuring the sustainability of CSR projects in the communities?
- 3. To what extent do stakeholders contribute to the sustainability of Corporate Social Responsibility (CSR) projects?**
- a) Why must stakeholders in the affected communities be involved in CSR projects?
- b) How do you think stakeholders' participation in decisions on CSR ensures sustainability of projects?
- c) How would management describe the rate of stakeholders' engagement in achieving sustainable CSR projects?
- 4. What are the challenges of engaging stakeholders in sustainability of Corporate Social Responsibility (CSR) projects at Newmont, Akyem Mine?**
- a) Are the stakeholders on your CSR projects board willing to work voluntarily?
- b) Do stakeholders demand remuneration for the execution of CSR projects?
- c) What are the major challenges associated with involving stakeholders in executing CSR projects in the affected communities?

UNIVERSITY OF GHANA

DEPARTMENT OF ORGANISATION AND HUMAN RESOURCE MANAGEMENT

Title of Research: Stakeholder engagement and sustainability of Corporate Social Responsibility (CSR) outcomes (projects): perspectives from the Ghanaian mining sector.
A case study of Newmont Golden Ridge Limited, Akyem Mine.

INTERVIEW GUIDE FOR STAKEHOLDERS

This research is conducted as part of the requirement of an award of MPhil programme at the University of Ghana, Legon. The aim of the study is to determine the nature and form of CSR projects, their sustainability level; the extent to which stakeholders are engaged in the process and the challenges associated with engaging stakeholders in sustainability of CSR outcomes. . This exercise is only for academic purposes and any information provided will remain confidential and anonymous. Thank you for your participation in this exercise.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Gender: Male [] Female []
2. Age: (a) 20 – 29 (b) 30 – 39 (c) 40 – 49 (d) 50 – 59 (e) 60 +
3. Highest educational level attained:
 (b) JHS (b) SHS (c) Diploma (d) Undergraduate
 (e) Post graduate (e) No formal education (f) Professional Certificate

Section B: (Main study objectives)

1. **What is the nature and form of CSR projects undertaken by Newmont, Akyem Abirem?**
 - a) What type of CSR projects does Newmont undertake in your community? Mention them.
 - b) Do the people in the community benefit from these projects? How?
 - c) What do you think will be the reasons why Newmont supports community development?
 - d) Do you receive any donation in these forms? Example:

- i. Medicine ii. School uniform iii. Farm products iv. Fund v. scholarship

Any other;

- e) What is the form of CSR projects?

Example

Categorization	Form
Infrastructural development	
Health	
Education	
Community development	

2. What is the nature and form of CSR projects and their sustainability level derived by Newmont?

- a) What year was each CSR project completed?
- b) How long have the various CSR projects been in existence?
- c) Do you think you can use the projects for more than 10 years?
- d) How do you maintain the various CSR projects?
- e) How do you determine the sustainability level of CSR outcomes?

Please tick [✓] the appropriate

Level of sustainability	YES	NO
We have used the project for 1 – 2 years		
The project is still in good shape		
We have not done any maintenance yet		
We have done some maintenance on some of the projects		
Maintenance was done after 1 year		
CSR outcomes depend on Newmont for maintenance		

3. To what extent do stakeholders contribute to the sustainability of CSR outcomes?

- a) As stakeholders in the community, are you consulted before CSR projects are initiated?
- b) Do you contribute at meetings before any CSR project is undertaken?

- c) Do you think your contributions are reflected in the CSR outcomes?
- d) Do you make decision over a project by negotiation?
- e) Are you consulted after a change has been made on decisions on CSR projects?
- f) Describe your engagement in decision making on CSR projects by ticking YES or NO.

Engagement Processes	YES	NO
Management calls for meetings to solicit our views on projects		
Agreement letter is sent to us to sign		
A representative is chosen to speak on our behalf		
We are given the opportunity to contribute at meetings		
We decide on projects that will benefit the community		
We receive feedback from management		

4. What are the challenges of engaging stakeholders in sustainability of CSR outcomes at Newmont Mining Corporation, Akyem Abirem?

- a) Are you satisfied after the engagement session is over?
- b) Are your views sought directly or indirectly?
- c) Is the engagement process controlled by management of Newmont?
- d) As stakeholders, do you have the power to demand for a sustainable CSR outcome?
- e) Do you think different educational levels on the part of stakeholders is a constraint to engage in decisions on sustainable CSR outcomes?
- f) Does the culture of the community impede the implementation of sustainable CSR outcomes?
- g) Do you incur some cost in the engagement process? State the form of cost incurred.

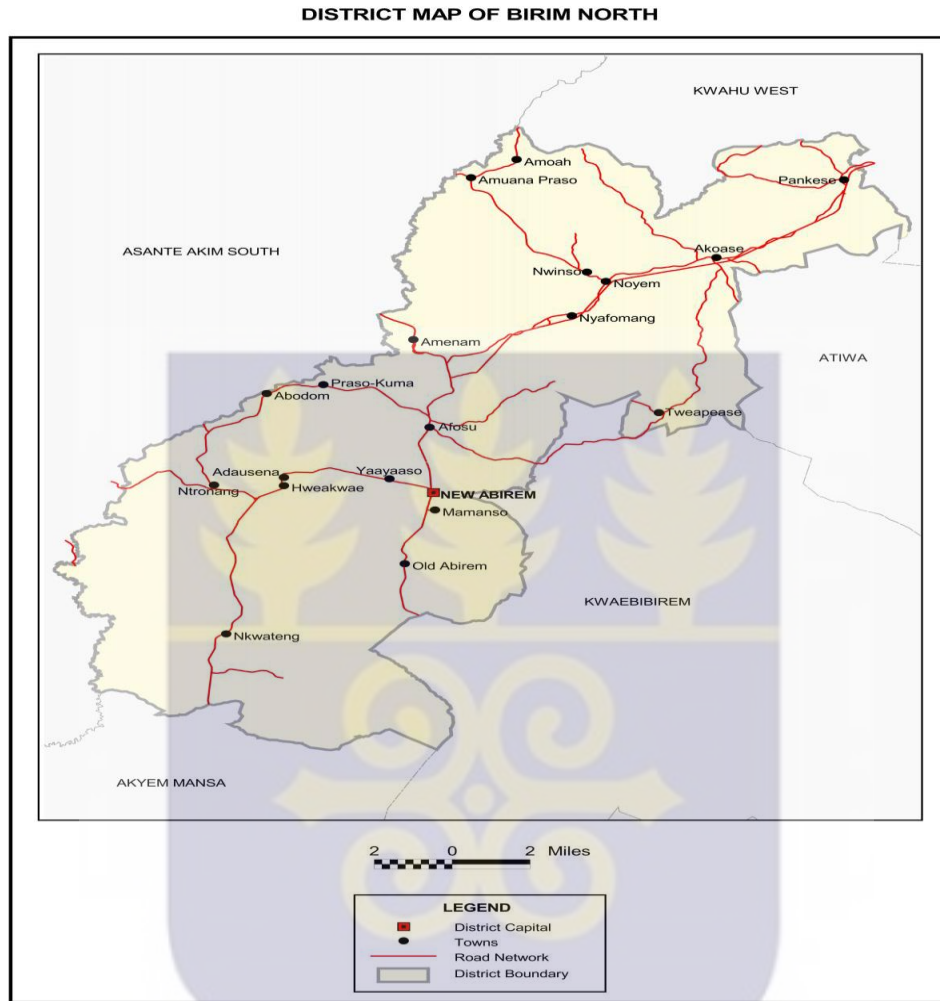
APPENDIX 2:

PHOTOGRAPHS FROM THE FIELD

i. Map NGRL Relative to the Rest of Ghana



Figure 4.2 Map of Birim North District.



ii. Figure 4.1 girls vocational dormitory constructed by the NGRL at Afosu



iii. Figure 4.2 NGRL awarded prizes to students at Inter-Schools Edutainment Programme



iv. Figure 4.4 New Operating Theatre for the New Abirem Govt. Hospital



v. Figure 4.5 Awarding of fund by NGRL to NAKDeF for sustainability of projects



vi. Figure 4.6 NGRL signing an agreement with traditional leaders



APPENDIX 3: OBSERVATIONAL CHECK LIST

Name of organisation.....

Names of communities.....

List/Item	Tick [✓]
Availability of physical projects	
CSR Unit:	
Organizational level	
Community level	

