Rethinking Corporate Social Responsibility in the mining industry: Focusing on recipients' perspectives

By

THINA N HLATSHWAYO

A thesis submitted in fulfilment of the requirements for the degree of Masters of Art in Industrial/Organisation Psychology

Supervisor: Dr Trust Kabungaidze

Rhodes University

February 2019

Abstract

Views on the importance of companies engaging in CSR initiatives have been debated widely and critics of the concept continue to argue both locally and globally. The objective of the study was to gain an in-depth understanding of the recipients' perspectives on their involvement in CSR projects implemented in their community by a chosen mining company and the successes and challenges of the project. A qualitative research approach was used for the study. Using non-probability purpose sampling, a total of 15 participants from Lusikisiki were selected for the study. The data obtained was analysed using inductive thematic analysis. The results of the study were discussed based on the three research questions of the study which focused on recipients' perspectives on their involvement in the projects and their perceptions on the successes and challenges of the projects. The study found that the chosen mining company made a significant contribution towards developing the community. Furthermore, the study found that recipients' involvement in the projects enabled them to realize their assets in one of the projects as a result of the shift in approach by the organisation as the project progressed (Needs Based Approach to ABCD Approach). In addition, the study found that the successes of the projects changed the recipients' perceptions of themselves and enabled them to actively engage in transforming their lives. However, the projects did face many challenges and recipients posited that more still needs to be done by organisations to develop communities and ensure that projects remain sustainable long after their partnership has dissolved.

Keywords: *Corporate Social Responsibility, South Africa, mining industry, needs based approach, asset based community development approach, recipients' perceptions*

Acknowledgments

I would firstly like to thank the Oprah Winfrey Foundation for funding my Master's degree. I wouldn't have been able to achieve my dream if it weren't for their financial support. I further extend my deepest graduate to the Psychology Department for awarding me a research bursary for use towards my Master's.

To my family and friends, thank you so much for being there for me and for the constant support and love that you have shown me. Only you know how important this degree is to me and why I've stayed in school for so long. I am grateful to you for supporting me, especially during my time of illness and for reassuring me that I can make it to the end despite my challenges.

To my supervisor, Dr. Trust Kabungaidze, wangu I owe most of this degree to you. You've been such a great supervisor and mentor to me. Our first year was not the best and I put you through hell with deadlines and the department. Thank you for not giving up on me. I have learnt so much from you and hope to pass on this wisdom to others as well. Your passion for academia has pushed me to be the very best that I can be in all that I do. I know I was not the best student at most times and wanted to quit frequently but you never gave up hope in me and instead taught me to be positive and to always remember why I started. Feedback was always my most dreaded time but I soon got to learn that you were preparing me for what is yet to come and wanted me to produce work to the best of my ability. It is because of you that I am finally able to submit work of substance that will contribute a great deal to research. Thank you for seeing the best in me and for embarking on this journey with me. I am forever grateful. We did it wangu!

To the Lord Almighty, my way maker and miracle worker, ngithiYaweh ngiyawubonga umusa wakho Thixo. Ngaphandle Kwakho angiyilutho. Ngifike la ngamandla Akho Baba. Kuwe ngithi ngiyakudumisa. Thank you Lord for always making a way for me and for assuring me that what is written in Your Holy Book for my life will surely find me. Jeremiah 29:11, Amen!

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List of Acronyms

ABCD	Asset Based Community Development
BBBEE	Broad Based Black Economic Empowerment
BEE	Basic Economic Employment
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
GDP	Gross Development Percentage
GRI	Global Reporting Initiative
HDSA	Historically Disadvantaged South African's
MPRDA	Mineral and Petroleum Resources Development
NGO	Non-Government Organisation
OTS	Open Systems Theory
SD	Sustainable Development
TBL	Triple Bottom Line
TNC	Transactional Corporations
WBCSD	World Business Council for Sustainable Development

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CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Context of the study

The concept of Corporate Social Responsibility (CSR) began in the 1920s and found its spotlight in 1951. Many people are continuously affected by poverty (55.5% of the South Africa's population lives in poverty) and depend on social grants for their daily sustainability. Environmental issues have further increased vastly due to global warming and the ill use of natural resources (Global Compact LEAD, 2012). Although the definition of CSR has evolved over the years, much confusion as to what the term stands for continues due to the ever-changing nature of CSR practices (Rahim, 2013). Despite the widespread confusion over the concept, three core principles of CSR remain constant; namely social, economic and environmental responsibility (Rahim, 2013). This triple bottom line approach extends to all stakeholders and the society in which their organisations operate (Rahim, 2013). Looking at the South African context, the King III Report on Corporate Governance promotes CSR, focusing specifically on good environmental and social practices for the greater society (King III, 2009). The King IV builds on the King III report and places emphasis on adopting international governance codes and best practice to ensure that it reduces the tick box approach implemented by companies to deal with socio-economic issues (The King IV Report on Corporate Governance for South Africa, 2016). The post-apartheid era left South Africa with many challenges with inequality (racial imbalance) being the prime contributor to the country's development and economic sustainability. Factors such as high unemployment rates, the HIV pandemic and the increase in crime further threatened the country's development post-apartheid (Abegunrin, 2009). The implementation of policies and the political context and crisis of expectation from communities posed a challenge in the transition from apartheid to a democracy. The introduction of CSR as an intervention to reduce unemployment and the lack of skills in the country has, however had a positive impact on the development and sustainability of the country's economy (Aletter et al., 2010).

Organisations engage in CSR for a number of reasons. The debates around CSR have been characterized by a lack of agreement on the reasons organisations engage in CSR initiatives.

Some scholars argue for the idea of encouraging organisations to engage in CSR initiatives and others argue against it. Freidman (1962) argues that businesses have one responsibility, which is ensuring that resources are used to engage in activities designed to raise profits. Carroll (1999) echoed the words of Freidman from a capitalist view by stating that organisations need to make a profit in order to exist. Carroll and Shabana (2010) argue that engaging in CSR initiatives is in the self-interest of the organisation as to be socially responsible yields future long-term benefits for the organisation. In addition, a study conducted by McKinsey and Associates (2006) stressed the importance of organisations finding a balance between shareholder needs and making contributions that benefit society. In agreement, Smith (2011) argues that CSR is a business system that enables the production of wealth for the advancement of stakeholders through the implementation of ethical systems and managerial practices. Smith (2011) argues that the drive for organisations to engage in Corporate Social Responsibility (CSR) is being necessitated by the need to create a balance amongst stakeholders such as shareholders, community members, government, employees and customers.

1.2 Global perspective of CSR

The role of organisations in society is on top of the list of the world economic issues due to the lack of organisational support for communities (Crane, Matten & Spence, 2003). More and more organisations in today's business environment feel the pressure and demands of addressing societal issues and the harm their organisations are causing to the environment and the communities in which they are located (Crane, Matten & Spence, 2013). In the context of the global economic crisis, the chosen mining company in South Africa has implemented a vast number of CSR initiatives globally, focusing on different economic and social issues. The chosen company for this research has extended its CSR initiatives to countries such as Ghana, Tanzania, Australia and Brazil (Sustainable Development Report, 2015). Thus the focus of this research aimed to gain an understanding of the broader view of CSR and how it has been applied in the South African context.

1.3 South African perspective

In South Africa, CSR is not only a frequent topic for conversation and debate, but also a tangible effort made by many companies. The post-apartheid era is one of marked inequalities in terms

of education, infrastructure, economic power, and basic services access (In on Africa IOA: Polity, 2011). Democratic parties that have governed the country since 1994 have made significant progress in combating the social imbalances through the introduction of different social programmes and various public initiatives (In on Africa IOA: Polity, 2011). Although the South African Companies Act 61 of 1973 does not oblige companies to engage in CSR projects, the country's Policy Document and the King II and King III reports explicitly address the need and relevance for corporations to acknowledge all stakeholders and to adopt a triple bottom line approach. In particular, the King reports constitute accepted guides of best practices in corporate governance in South Africa, focusing on social, environmental and economic concerns. The King reports' clauses are not mandatory, but they take a "comply/apply or explain" approach that somewhat forces corporations to apply CSR programmes or justify why they have not adopted them.

According to research, not all CSR efforts in South Africa result from voluntary or indirect business decisions; some of them are the product of corporate compliance with the Black Economic Empowerment (BEE) legislation (Corporate Social Responsibility Course Handbook, 2012). The BEE Act forces South African-based companies to consider all stakeholders when performing their internal and external operations in an effort to eradicate social and economic inequalities inherited from the apartheid era and to help previously discriminated groups to actively participate in the country's economy (Hamann, 2004). Companies that refrain from complying with the BEE scorecard can obtain negative ratings, thereby complicating their ability to operate in the country. Corporations should not see BEE only as a way of ensuring black participation (ownership, management and development) in the national economy, but also as a mechanism to empower rural and local individuals/communities and to support protected groups as part of their social responsibility programmes and business related activities (In on Africa: Polity, 2011). At the end, BEE is not exclusively intended to address racial imbalances; it also tries to strengthen the socio-economic spectrum of the country on the basis of equality and fairness.

Although generally large multinational corporations are the ones that are more dynamic in the area of CSR, more and more companies from a variety of sectors and of different sizes are starting to show interest in social responsible policies, not only because of global

growing trends and external pressures, but also because they can result in efficiency gains. Porter and Kramer (2011) indicate that addressing societal concerns (like energy and water usage, protection of the environment, employee safety, among others) could increase the levels of company productivity, with the subsequent positive effects in profitability and share value. Previous studies in South Africa (Aupperle, Carroll, & Hatfield, 1985; Baron, 2001; Doh & Guay, 2006) mainly used the Needs Based approach to tackle the issue of CSR. This approach was developed in the mid-20th century as a means to address the needs of communities by implementing projects that would speak to the needs of the people. Community projects were chosen based on the needs identified by organisations and what they could provide to assist in meeting those needs.

1.2 Research Setting

Lusikisiki is a town based in Ingquza Hill Local Municipality of the OR Tambo District in the Eastern Cape Province, South Africa. Lusikisiki is a rural Xhosa region with IsiXhosa as the main medium of communication inclusive of different tribes of the Xhosa people (AmaMpondo, AmaXhosa and Xhoisan). The OR Tambo District Municipality is a category C municipality that is located on the east of the Eastern Cape Province bordered by the Alfred Nzo Municipality, Joe Gqabi District Municipality, Amathole District Municipality and the Chris Hani District Municipality (Municipalities of South Africa, 2012-2018). The OR Tambo District Municipality is made up of five local municipalities that make up the entire district, namely; King Sabata Dalindyebo, Nyandeni, Mhlontlo, Port St Johns and Ingquza Hill municipalities (Municipalities of South Africa, 2012-2018). The district covers over 80% of what used to be known as the Transkei homeland. For the purpose of this research the focus was on Ingquza Hill Local Municipality. The town gets its onomatopoeic name from the AmaMpondo people. Lusikisiki is 45 kilometres inland from the north of Port St Johns and receives the majority of its high levels of rainfall in summer which is considered unusual due to the inland location of the place. Before the European occupancy of Lusikisiki, the AmaMpondo chief's kraal occupied what is now known as the present town village.

Ingquza Hill Local Municipality has an estimated population of 279 795 people according to the Community Survey conducted by SARS (Ingquza Hill Local Municipality, 2016). The

estimated population growth is 1.2% per annum and the population density is calculated at 234 people per square kilometre which is high considering the town's rural majority (Ingquza Hill Local Municipality, 2016). The municipal area is predominately rural in nature and the majority of the population reside in the rural area which is what attracted the mining company to invest in agricultural land in the area. The municipal is led by a mayor who is supported by a host of councillors and administrative staff. The deeper rural parts of the municipality are led by chiefs in the homelands. Due to the district's past it comes as no surprise that this is the organisational structure of the municipality.

The municipality has five main economic sectors, namely construction taking up 11.9% of the economy, finance with 7.7%, and electricity with 4.5%, community service taking up 2.5% and agriculture/trade and manufacturing with no reported percentages in the economic market (Ingquza Hill Local Municipality, 2016). Little attention has been given to agricultural activities and trade and this is attributed to the fact that in the rural areas people are not educated in trade and making profits from their livestock. Homesteads have over 100 cows but no economic value is gained from them because of the limited economic skills that the people have. Livestock is kept for the owners' pleasure as well as the agricultural activities that villagers engage in. Individuals residing in villages are not fully aware of the entrepreneurial uses of their land and livestock, hence the importance of this research study.

Approximately 46% of the population in Ingquza Hill are 15 years of age or younger (Ingquza Hill Local Municipality, 2016). 48% of the population are between the ages of 15 and 64 and can be considered to be economically active despite the town's low employment rate (Ingquza Hill Local Municipality, 2016). The remaining 6% of the population are 65 years and older. The burden of supporting the youth and the elderly, therefore, falls on the 15-64 year age group. The high numbers in youth suggest that service provision and social upliftment should be targeted at the youth and made a high priority.

Approximately 55% of Ingquza Hill's population are female and the remaining 45% are male. The gender distribution is in line with the national trends. The male-female ratio in this particular group is equal whilst in the remaining categories the female gender is predominant. This can be attributed to the outward migration patterns that occur in the town. Individuals

leave the town in search of better opportunities. The town has a high rate of children leaving the town once in their adolescent years to study further as the town does not have institutions within the region that allow for higher learning to continue (Ingquza Hill Local Municipality, 2016). Due to the town being a major labour sending area for mining companies, men tend to migrate to bigger cities such as Johannesburg in search of work while the women remain behind to take care of the family. The role of women in Lusikisiki is highly recognized as the tasks they take on influence change within the community. They engage in various agricultural activities to ensure that their livelihood continues to generate sustainability even in the absence of men.

Map of Lusikisiki

Figure 1: Map of Lusikisiki

Source: file:///G:/FINAL%20SUBMISSION%2015%20MARCH%202018%20Latest/CHAPTERS%20FOR%20THESIS/Chapter%201-%20Introduction%20and%20Context/Map%20of%20Lusikisiki.webp

The Municipality faces numerous challenges relating to backlogs in infrastructure, high levels of poverty and underdevelopment due to the area being predominately rural. There are insufficient educational institutions for students to further their studies and develop. The high level of poverty in the area, therefore, is as a result of the lack of opportunities and infrastructural restrictions as well as limited support from government which tackles on the issue of CSR and corporate governance (Sustainable Development Report, 2015). Lusikisiki is predominately a rural area with roads that are neither well maintained nor tarred and buildings that are falling apart and used as offices instead of educational institutions. The chosen mining company has made it its mandate to reach out to the Municipality to assist in the eradication of its challenges as its CSR initiative.

Lusikisiki is a major labour sending area for the chosen mining company. Retrenched and retired employees of the company have found themselves unable to sustain their lives and as a result the mining company reached out to the Municipality with various projects to assist in combating the high poverty rates of Lusikisiki (Ingquza Hill Local Municipality, 2016). Several projects have been initiated such as the Enterprise Development Centres first established in the Eastern Cape in October 2015, the science lab in Goso Forest High and the Agricultural project with AmaMpondo aseMalangeni (Sustainable Development Report, 2015). The chosen mining company further launched a Youth Technical Skills Development Programme to reduce the unemployment rate by focusing on skills such as welding, brick-laying, carpentry and plumbing to build practical skills that would ensure that the youth were able to sustain themselves (Sustainable Development Report, 2015). The mining company's interest in Lusikisiki and the Eastern Cape drew the researcher's attention into investigating why it is that they invested in the Eastern Cape focusing primarily on the recipients' perspectives of the implemented projects. As per the purpose of this research, participants were selected purposely for having benefited from the implemented projects and being of a certain age. The study was a qualitative study and participants were sampled using non-probability purposive sampling to ensure that the desired outcome of the research was obtained.

1.3 Problem statement

Most literature and studies have focused mainly on the service providers' perspective on CSR. Insufficient studies have been conducted on beneficiaries' perspectives on CSR initiatives

undertaken by organisations. The focus needs to shift to recipients' perspectives on the projects implemented in their communities by service providers to get an understanding of the role of CSR and whether it is a good cause to alleviate poverty and empower communities to remain sustainable on their own. The approach taken by service providers to assist communities such as Lusikisiki is what this study aimed to investigate and how the community views the approach. Service providers used to engage in social welfare and the approach taken in how they chose to engage is an important factor to investigate as it determines the manner in which beneficiaries received them. Qualitative in-depth interviews were used to gather data on the recipients' views and perspectives on the projects implemented and the concept of CSR.

1.4 Purpose of study

The purpose of this research was to gain in-depth knowledge and understanding of how the recipients perceive the Corporate Social Responsibility (CSR) initiatives implemented in OR Tambo District, Ingquza Local Municipality in the Lusikisiki Ward by a chosen mining company. The focus was on work done by mining industries to develop, sustain and address socio-economic issues within the communities where they are based. Many studies done on CSR have been approached from the service providers' perspective and not much has been done to understand CSR from the recipients' perspective (Akpan, 2006; Hamann, 2004; Nyamadi, & Opoku-Ware, 2015). This research study sought to explore this gap. Hence, the following research questions were formulated.

1.4.1. Research questions

1. What is the perceived role of the community in terms of the CSR initiatives or projects implemented in their community and how was the community approached for the implementation of these projects?
2. What are the perceived successes and challenges of these projects from the community members' perspectives?
3. What channels have community members used to address their concerns and interventions concerning the projects implemented in their community?

1.5 Chapters outline

Chapter two presents the literature review pertaining to CSR globally and in South Africa. The chapter begins by providing an introduction to the history of CSR followed by the approaches of CSR, namely the Needs Based approach and the Assets Based Community Development (ABCD) approach. The chapter then looks at the studies that have implemented the two approaches in CSR initiatives and the findings generated from the use of these methods. This is followed by debates around CSR from a neo-liberal and neo-Keynesian perspective. A global and a South African perspective of CSR is provided focusing on what has been said globally on CSR and how that has shaped and been applied in the South African context in line with global standards. Definitions of what CSR as a concept is, why it has been introduced and the critics of the concept follow. The chapter ends by providing a legal view of CSR in the South African context with regards to charters and legislation passed by government to ensure that mining companies are held accountable for their contribution towards the development of the economy, followed by the chosen mining company's CSR initiatives put in place to address the socio-economic challenges of the country.

The next chapter, **chapter three**, sets out the theoretical framework of the research study. In this section I discuss the theories governing CSR and how they apply to this particular study. I use the systems theory, stakeholder theory and triple bottom line theory to explain the relationship between organisations and the community and the different agencies involved in creating the connection between organisation and community. The use of the two theatrical framework in the study to understand CSR is justified in the chapter.

Chapter four sets out to discuss the methods used in the research study. The chapter provides details on the research design, research paradigm, sampling and interviewing techniques. Furthermore, the chapter outlines the data collection process and the inductive thematic analysis process. In addition, ethical considerations applied in the study are discussed.

Chapter five provides an analysis of the research findings. Using an inductive thematic analysis, the results of the study are reported in the form of themes emerging from the data. The results report on the recipients' perspectives on their involvement in the implementation of the CSR projects and the successes and challenges of the projects.

Chapter six focuses on the discussions of the results supported by previously reviewed literature. The chapter further provides conclusions, limitations of the study and recommendations for future researchers and the organisation.

1.6 Conclusion

This chapter provided a brief background on the history of CSR from both a global and a South African perspective. It outlined the research focus area, problem statement and the research questions that the study investigated to get an in-depth understanding of the concept of CSR and the recipients' perspectives on their involvement in the implementation of projects and the successes and challenges of the projects. It further provided an outline of the chapters to follow in the research study and a brief description of each chapter focus areas.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter provided a brief background of the history of CSR both from a global and a South African perspective. It outlined the research focus area, problem statement and the research questions that the study investigated to get an in-depth understanding of the concept of CSR and how it is implemented in the mining industry of South Africa. The following chapter presents the literature review pertaining to CSR globally and in South Africa. Definitions of CSR and the reasons organisations engage in CSR are discussed as well as the CSR approaches and studies that have used the approaches. The chapter further discusses the debates pertaining to CSR as well as critics and South African legislative governing the mining industry, including a brief background on the chosen mining company's CSR initiatives in the Eastern Cape.

2.1.1 Background of study

"A business absolutely devoted to service will have only one worry about profits. They will be embarrassingly large." – Henry Ford

Many years ago, post 1994, the government was seen as the sole agent of social change and the driver of CSR (Corporate Social Responsibility Course Book, 2012; Hamann, 2003). People in need looked to the government to be the one to implement and engage in social initiatives. Before 1994 the general attitude was based on what the government can do for the people and it was not viewed as an initiative that could be done by organisations. This view of the government being the sole agent of social change has, however, changed post 1994. Post 1994 the ruling government party tried to amend social imbalances and correct the inequalities implemented before 1994. The government introduced various social projects and initiated programmes to combat the issues of social challenges being faced by the country. Gradually, private and public organisations began to embrace the social change that government was implementing to address issues of society and the economy (Hamann, 2003). From 1994 to the present day, the concept of CSR has become a part of many organisations and a concept accepted by many conglomerates. A lot of debate has occurred questioning organisations' reasoning for engaging in social initiatives

(Carroll et al., 2010). Many writers (Carroll et al., 2010; Friedman, 1962, 1970; Bernstein, 2000) argue that most companies' interest in engaging in CSR activities lies in creating publicity for their brand image while others argue that this may not be the case for all corporates (Corporate Social Responsibility Course Book, 2012). This inconclusively prompted this study. More on the debates of CSR will be discussed in the section to follow.

Over time, mining companies began to take a larger and increasingly active role in addressing issues related to social change through the introduction of community projects such as CSR measures to redress the negative impact on the environment and society (Hamann, 2003, Carroll & Brown, 2018). This thesis explored the role of mining companies in South Africa in their CSR implementation strategy to eradicate the socio-economic issues specifically looking at the recipients' perceptions and involvement.

South Africa is a progressive country faced with many socio-economic issues that affect its ability to grow into a first world country (Bakari, 2017). Despite the abundance of goods and natural resources that characterize South Africa, and despite the remarkable progress in the field of industry and manufacturing, it is still in the list of developing countries. Socio-economic issues such as poverty (55.5% of the country's population live in poverty), education, health care and the ever-growing unemployment rate (27.1% of the country's population) continue to affect the country's development. CSR initiatives implemented by various organisations play a huge role in eradicating South Africa's high socio-economic issues on the different levels. CSR initiatives assist where the government cannot through the use of organisations investing in community building projects. Projects employed by organisations are in the form of internships, learnerships, job-shadowing, bursaries and investments in communities. The initiatives implemented by organisations aim to empower the communities in which they are based in order to build their corporate image and comply with the corporate governance laws of South Africa. The term CSR differs for every organisation based on their organizational vision and mission as well as the type of service they render.

2.2 What is Corporate Social Responsibility?

There are many definitions of the term 'Corporate Social Responsibility' (CSR). The term means different things to different people and many corporates interpret the meaning of CSR based on

their own particular business requirements and size of the organisation (CSR Course Book, 2012). Some organisations measure or evaluate their company's CSR based on a budget and term it Corporate Social Investment (CSI). However, the term 'CSR' is being embraced as it goes beyond the financial investment spent to sustain the cause. Therefore, CSR is 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 of the local community and society at large (World Business Council for Sustainability Development, WBCSD, 2010). The WBCSD further recognises that there is no universal standard for CSR initiatives and that CSR takes on different meanings depending on a community's culture, religion and legal framework (Busacca, 2013). The above definition of CSR places emphasis on community development and the organisation's responsibility to take care of its workforce. This definition of CSR, amongst others, will be applied in this study to further understand its importance in community development and recipients' perspectives.

The European Commission (2011) defines CSR as the responsibility of organisations for their impacts on society. This means that organisations need to be accountable for their operational impacts on the environment and communities. Rajak (2011), in her book *Good Company: An Anatomy of Corporate Social Responsibility*, defines CSR as a movement promising to harness the global reach and resources of transnational corporations (TNCs) in the service of local development and social improvement. Though many definitions of CSR remain vague, the economic, legal, ethical and philanthropic responsibility of organisations to their stakeholders is constantly emphasised as a way of sustainable development (Busacca, 2013). An organisation's voluntarily acceptance for its actions earns it a licence to operate in society (Financial Times, 2016).

Commerce and social community were once viewed as antithetical before they were given the 'compassionate capitalism' term also known as the 'humane face of capitalism' (Busacca, 2013). This new term connects the demands of social issues with the desires of profit maximization; as a result both society and the organisation win. This is an approach advocated by writers of CSR and the organisation striking to find a balance and take responsibility for its actions while generating profits.

More and more corporations are moving away from the sole purpose of satisfying shareholders and towards a more inclusive interest that combines the interests of its stakeholders, employees, consumers, suppliers and, most important of all, the environment and the community. Systems theory states that organisations and communities are intertwined, hence the incorporation of communities as stakeholders of the organisation. Systems theory will be explained in detail in the next chapter. The interests of stakeholders are inclusive of human rights, employee welfare and climate change (Busacca, 2013). A manager's inability to take care of the interests of all parties involved in CSR leads to corporate governance becoming an agency to resolve problems caused by managers. Therefore, corporate governance was put into practice to ensure that owners of companies act in the interests of the company's shareholders (Rossouw, van de Watt & Malan, 2002).

The adoption of CSR programmes by any organisation requires thought and consideration of theory. For instance, the triple bottom line theory (to be discussed in the next chapter in detail) refers to people, planet and profit. This theory embodies the organisation's economic, ecological and social effects. The current research study investigated CSR in the mining industry due to its effects on society, therefore making the triple-bottom line a theory of relevance to the study of CSR. Organisations adopt this introduction due to external pressures from society (Flores-Araoz, 2011). Carroll (1991) graphically portrays the theory in the form of a pyramid that represents the four significant responsibilities of an organisation. This research adopted WBCSD's definition of CSR that holds organisations accountable for their operational behaviour and impacts on communities.

2.2.1 Corporate Social Responsibility in the mining industry

The role of mining companies in sustainable development is under scrutiny. Criticism from non-governmental organisations (NGOs) and the government on what is perceived to be mining companies' irresponsible treatment of communities and the environment, the industry's Global Mining Initiative, is investigating 'how the mining and minerals sector can contribute to the global transition to sustainable development' (MMSD, 2001). Although it is often pointed out that much of the responsibility for sustainable development in the mining sector remains with the government (Danielson & Lagos, 2001), the responsibility of mining companies is increasing in scope and in depth. This responsibility is framed in terms of CSR and entails maximizing the

positive and minimizing the negative social and environmental impacts of mining. It further encourages the maintenance of profits while contributing to sustainable development. CSR prompts organisations to respond not only to its shareholders, but also to other stakeholders. These stakeholders include employees, customers, affected communities and the general public on issues such as human rights, employee welfare and climate change.

Crucially, CSR is particularly relevant in South Africa, where there is a significant need for profitable enterprise, economic inclusion of the poor, the constitutional requirement of civic participation and environmental protection (Hamann et al., 2000), as well as a strong tradition of local self-help and social networks (O'Riordan et al., 2000). The tradition of self-help is specifically important to the development of South Africa's economy because communities tend to rely solely on government for sustainability which in most cases does not always assist in alleviating social issues. CSR seeks to provide a dynamic incentive that links these strands together for self-sustaining, integrated and fair socio-economic development. The evolving CSR agenda is driven by a global shift in the way the role of organisations is perceived. In the context of globalization and the challenges of sustainable development, organisations are increasingly seen as a crucial element in the process of social transformation for the benefit of society and the organisation itself.

CSR is particularly relevant in the mining sector for various reasons. Warhurst (2001) notes that many of the environmental disasters or human rights incidents that have contributed to the growing public concern about CSR over the last 40 years took place in the mining or petroleum industries. These incidents also occurred in both developed and developing countries, indicating that, while public policy plays an important role, it is 'corporate strategy that can make the difference between disaster and prevention' (Warhurst, 2001:58). The social and environmental impacts of mining are particularly significant in South Africa, where mining has dominated the economy for many years (Wilson, 2001; South Africa, 1998). For all stakeholders in the mining industry, it is hence crucial to learn how the evolving sustainability agenda will affect organisational strategies (Hamann, 2003).

Particularly in the mining industry, social responsibility may have direct implications for bottom line profits. Humphreys (2000) convincingly shows how relations between mining companies

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and local communities play a crucial role in the economic and competitive strength of a mine. Local community opposition, ranging from protest to sabotage, can cause costly delays in production and the termination of production. These production delays are particularly problematic in the context of increasingly demanding customers in just-in-time supply chains (Hamann, 2003). Customers of raw materials are becoming more and more concerned about the production conditions of the materials and increasingly demand certification and apply social sustainability standards to ensure that services provided are in line with the law. Good community relations are crucial for a company's reputation, which, in turn, is important to the organisation's access to financial resources, government permits and the retention of qualified and motivated staff. Therefore, mining companies need to ensure that profit making is in line with their social responsibility. Reputation is a key concern for mining companies as it has direct and potentially far-reaching impacts on projects and the company's competitiveness. A good reputation enhances a company's performance from the local project level through improved community and worker relations, right up to the international level, through improved access to mining concessions and finances. This places emphasis on the relations between organisations and communities.

Company-community relations are at the heart of sustainable development in mining, and this is where some of the key challenges for the future lie. It is also one of the key areas of conflict in the debate surrounding mining. Whereas most companies are happy to declare a commitment that communities' well-being is safeguarded and where possible enhanced (Rio Tinto, 2000), many commentators agree that, without exception, the social, cultural, economic and environmental impacts on communities have been devastating (Banerjee, 2001). The following section focuses on the debates surrounding CSR.

2.3 Debates on Corporate Social Responsibility

 CSR is a concept that has been around for over 50 years and has gained much prominence recently (Broomhill, 2007). In South Africa, the concept of CSR grew prominently post 1994 as a means to redress the inequalities that previously disadvantaged individuals faced with regards to economic development and job opportunities. Global corporates and large domestic companies have adopted a so-called voluntary CSR approach that incorporates factors such as

codes of ethical conduct, corporate governance, environmental awareness, community development, legislative laws, stakeholder interests and financial reports (Utting, 2005). Views on the importance of companies engaging in CSR initiatives have been debated widely and critics of the concept are perceived both locally and globally. Unlike many African countries (Goldsmith, 2003; Osuagwu, 2001), CSR in South Africa is not limited to corporate citizenship but incorporates factors such as affirmative action and skills development to redress the ills of apartheid (Babarinde, 2009).

Debates around CSR have been characterized by a lack of agreement on the reasons organisations engage in CSR initiatives. Some scholars argue for the idea of encouraging organisations to engage in CSR and others argue against it. Neo-liberal economists (Branco & Rodrigues, 2007; Carroll, 1979; Freeman, Harrison, Wicks, Parmar, & de Colle, 2010; Friedman, 1962; McGuire et al., 1988) have a narrow concept of CSR. They believe that organisations should focus on their economic and legal obligations (Ndhlovu, 2011). Neoliberal authors posit that organisations should direct their goals towards supplying goods and services to consumers, minimizing costs and maximizing their profits in line with the law (Heath & Norman, 2004; Jamali, 2006; Quazi & O'Brien, 2000; Jamali & Mirshak, 2007). Freidman (1970) argues that businesses have one responsibility and that is to ensure that resources are used to engage in activities designed to raise profits. Lantos (2001) concurs with Freidman's view on CSR not being a legitimate role of the organisation and Carroll (1999) from a capitalist viewpoint stated that organisations need to make a profit in order to exist. Furthermore, Amalric and Hauser (2005) argued that the potential benefits companies derive from CSR activities lies in two sources. The first source is expectations held by immediate stakeholders of the organisation (consumers, employees and shareholders) for responsible corporate conduct. The second driver behind the adoption of CSR activities by organisations is the threat from the state to impose new binding regulations on companies to engage in CSR. The focus, however, of neo-liberal analysis remains on maximizing profits for the organisation and shareholders (Ndhlovu, 2011).

 The neo-Keynesian analysis as opposed to the neo-liberal analysis has a broader perspective on CSR that incorporates economic, social, technological and environmental awareness (Ndhlovu, 2011). It recognizes that corporate behaviour has a highly significant negative impact

on the environment. The discourse focuses on the reasons for the development of CSR initiatives which include avoiding problems created by organisations and ensuring environmental and social sustainability to achieve economic goals (Broomhill, 2007). It contends the belief that the free market ideology provides solutions to economic, social and environmental problems (Ndhlovu, 2011). Therefore, as a result, given the platform to operate freely, capitalism would produce chaos and unhindered dominance through a love for money (Freeman et al., 2010).

Organisations have a broader responsibility to society other than maximizing profits. Applying the neo-Keynesian analysis to CSR renders relatively minimal costs compared to the benefits accrued to society (McGuire et al., 1988). Engaging in CSR initiatives contributes to the quality of life of employees and social welfare as well as the company's image. It contributes to the workplace environment and enhances employees' performance by increasing productivity because employees are actively involved in the development of their communities. Companies that fail to engage in CSR initiatives suffer more severe impeachments from the government such as heavy fines, lawsuits and strict regulations on pollution (Ndhlovu, 2011).

From the above debates and history of CSR from a global perspective and a South African perspective, it can be seen that there is still scope for improvement. Having investigated debates surrounding the issue of CSR, this research study did not concur with Friedman's (1962) view and the neo-liberal discourse of CSR as they do not take into account the voices of the recipients and beneficiaries of CSR initiatives. Carroll and Shabana (2010) argue that engaging in CSR initiatives is in the self-interest of the organisation to be socially responsible as it yields future long-term benefits for the organisation as attested by neo-Keynesian discourse. In addition, a study conducted by McKinsey and Associates (2006) stressed the importance of organisations finding a balance between shareholder needs and making contributions that benefit society. In agreement, Smith (2011) argues that CSR is a business system that enables the production of wealth for the advancement of stakeholders through the implementation of ethical systems and managerial practices. Smith (2011) argues that the drive for organisations to engage in Corporate Social Responsibility is being necessitated by the need to create a balanced score card amongst stakeholders such as shareholders, community members, government, employees and customers following a global perspective of CSR.

2.3.1 Criticism of CSR

There are some authors who have a critical view of CSR and see it as not assisting the disadvantaged but is instead used for profit and gain. There are, however, others who see it as a way of making the world better. Criticisms of CSR vary. CSR is criticized for its lack of clarity in what the concept of CSR really means and how it should be done. Organisations have different views of what CSR means to them as well as for researchers of the concept. The vagueness of the concept restricts the usefulness of the term in guiding implementers and decision-makers (Blowfield & Frynas, 2005). The vagueness of the concept makes is difficult to determine whether corporates are being socially, ethically and politically responsible or acting in accordance with the norms of society (Devinney, 2009).

Despite the assumption that through CSR business objectives can become more or less outlined, profit always wins over principles. Critics of CSR argue that the main priority of business is to maximize profits for their prospective shareholders (Busacca, 2013). The concept of maximizing profits is further elaborated by Friedman (1962) who stated that few trends could so thoroughly undermine the very foundations of our free society as the acceptance by corporate officials of social responsibility other than to make as much money for their stockholders as possible. Friedman strongly believed that it is the role of government to be the sole agent of social responsibility and not private organisations. Corporations have a psychopathic nature which means that their sole interest is in creating profits and a self-serving organisation. The concept of CSR is an illusory goal that is noble in spirit but unachievable in practice (Devinney, 2009).

Looking at the South African perspective of CSR and the history behind it, Friedman's view of government being the sole agent can be said to be outdated and not fitting to the current South African context (Busacca, 2013). The agenda on social responsibility has changed and continues to change globally, evolving more towards creating sustainability and creating that sustainability requires the contribution of both the government and the private sector. Organisations in the mining industry need to be more accountable for their environmental impact and address social issues, hence Friedman's criticism of CSR being labelled as outdated in the South African context. Friedman's criticism to CSR could hold in a state that is well-ordered and not affected

by issues of illiteracy, crime, poverty and high unemployment rates and a low Gross Development Percentage (GDP). Studies on CSR being good for organisational profits have increased in number, therefore, supporting the view that CSR is beneficial for organisations. Being environmentally aware and socially engaged, organisations increase their levels of productivity as fewer natural resources are being extracted from the environment (Busacca, 2013). Business ethics have become more central in the operations and decision-making processes of organisations which are for the idea of CSR.

The concept of CSR is designed to hide the vicious activities of organisations (Devinney, 2009). The discourse of CSR serves as a deflect critic of corporate activities providing them with a rationale to pursue the tasks they initially intended to undertake. Bernstein (1999) argued that organisations are not institutions established for the sake of moral ground but rather are functional institutions implemented for an economic endeavour. Bernstein (1999) is for the idea that businesses in South Africa must be focused solely on maximizing profits for the organisation and its shareholders which would in due course lead to economic development.

Critics of CSR state that firms by design manipulate society and stakeholders for their own benefit (Devinney, 2009). The traditional viewpoint includes the belief that organisations receive an implicit and broad moral sanction from society and are, therefore, required to act within that economic, legal and political construct in fulfilment of the society's social norms (Wang, Choi & Li, 2008). Although the above viewpoint sounds practical in theory, it is difficult to operate because organisations do not function in a single society and policies differ. The stakeholder theory, for example, does not include all stakeholders (Chen, Patten & Roberts, in press). Organisations through their various strategies mislead consumers into believing that they have the power to influence what organisations produce. The ethics of the practice that consumers believe to have is lost as their concern shifts to factors such as the sell-by date and price (Prior, Surroca & Tribo, 2008). Additionally, corporations distort societal standards to their own needs. We can see this in two ways, the first is the use of regulatory capture and direct and indirect political influence. The second one is the use of social activity as a competitive weapon (Doane, 2005).

Overall, while some believe that CSR is the answer to addressing socio-economic issues that the public sector has failed to redress, critics of CSR see it as an empty approach to appease the people into thinking that change is underway. The aim of this criticism is to draw on the flaws of any implemented concept such as the primary focus of organisations being to create profits and not to address the issues of society (Busacca, 2013). Opponents of CSR advocate for a more radical Corporate Social Responsibility by the government to address and to ensure that organisations are held accountable for their impact on society through the use of three elements. These are radical transparency, the biological metaphor of the egg and the hen as basis for applying the two criteria of management (allocations of resources and communication on CSR actions made by the organisation) and, lastly, moving from green marketing to ecological intelligence (organic products, environmentally friendly packaging, etc) (Fisman, Heal & Nair, 2007). The approaches that organisations undertake to address socio-economic problems determine the sustainability of the projects.

2.4 Approaches to Corporate Social Responsibility

This research study focused on two approaches to CSR, which are, namely the Needs Based approach and the Asset Based Community Development approach (ABCD). Previous studies in South Africa (Aupperle, Carroll, & Hatfield, 1985; Baron, 2001; Doh, & Guay, 2006) mainly used the Needs-Based approach to tackle the issue of CSR. This approach was developed in the mid-20th century as a means to address the needs of communities by implementing projects that would speak to the needs of the people. Community projects were chosen based on the needs identified by organisations and what they could provide to assist in alleviating those needs. This approach is quite useful in providing a foundation for understanding why organisations engage in CSR. However, the Needs Based approach is criticized for its focus on perceiving recipients as needy and incapable of realising their dreams without external help (Mathie & Cunningham, 2005). Researchers such as Kretzmann and McKnight (1993) argue that viewing communities as a list of problems leads to the fragmentation of efforts to provide interventions. Post 1994 CSR initiatives targeted previously disadvantaged South Africans to ensure their ability to enter into the economy and to repay them for their suffering. The angle taken was that of seeing to it that their needs that had been dismissed during the apartheid era were compensated for in a way. The introduction of CSR did

assist the process to eradicate socio-economic issues post 1994 based on the legislation imposed mainly on the mining industry. In line with this argument, the researcher advocated for an approach that views recipients as people with strengths and potentials that can be used to change their lives without the dismissal of their skills and input. In previous years when people needed something they did not have, they would ask their neighbour for assistance. This perspective has, however, shifted over the years to the extent that neighbours feel as though they do not have the skills to assist due to service providers (Nurture Development, 2018), thereby reinforcing the dependency and divide amongst providers and recipients (Nurture Development, 2018).

The Needs Based approach focuses on the problems that communities have and how organisations assist based on their preconceived needs of the host communities. When people are not able to provide for their basic needs and under the belief that they do not have the skills to do so, they become dependent on external agencies to aid them and validate their existence (Nurture Development, 2018). Therefore, the implementation of a different approach would assist in eradicating these beliefs through the process of recognizing community assets instead of their needs. The Assert Based Community Development approach is an approach to sustainable community development. Asset Based Community Development is concerned with how to link micro-assets (skills within the community) with the macro-environment (external organisations and investors). The premise of the Asset Based approach is that communities can drive the development process themselves by identifying and mobilizing existing, but often unrecognized assets (Nurture Development, 2018). It builds on assets found within the community and mobilizes individuals, associations and institutions to come together for the development of strengths (Nurture Development, 2018). The Asset Based Community Development approach differs from the Needs Based approach in that it does not focus primarily on identifying and serving needs. The Asset Based Community Development approach focuses on the identification of individual assets that can be linked with people who are in need of those strengths (Nel, 2018). The key to this approach lies in using skills that are already within the community to drive sustainability. Each community has different needs for sustainable development. Therefore, a set of skills and capacities can be channelled through the use of the Asset Based Community Development approach. The Asset Based Community Development approach is built on tried and tested methods from the sustainable community development

practice. It does not have a set formula as each community has its own assets and ways in which it would like to remain sustainable (Nurture Development, 2018).

What sets apart the Asset Based Community Development approach from the Needs Based approach is shaped by five principles. Firstly, the Asset Based Community Development approach positions people as capable and proactive members of society. It does not, however, deny the existence of problems and the needs of communities but rather reverts these problems by shifting people's energy to engage proactively in implementing change instead of relying on organisations to save them. Secondly, the approach is designed to recognise the attributes and potential contributions of all irrespective of their age, gender and class. Thirdly, it stresses the role played by the informal and formal networks and social relationships built. Fourthly, the approach provides a practical way of mapping assets and economic development to ensure that communities are self-sufficient and not subject to dependency on the organisation. And fifth principle of the approach is a citizen-based approach that encourages proactive behaviour among recipients to own their lives in a respectable way which aids their psychological perspective of believing in their abilities and maximizing their talents and skills (Mathie & Cunningham, 2005).

Table 1: Comparison between Needs Based approach vs. Asset Based Community Development approach

Needs Based Approach	*Asset Based Community Development Approach*
• Problems driven • Blame is given to individuals • Focuses on what's missing • Scarcity of skills awareness • Risks • Needs driven • Controlled by external agency • Top-down • Do to	• Focuses on possibilities • Shared ownership • Works based on what's there • Skills are in abundance • Courageous leadership • Strengths, capacities, assets • Lead by stepping back • Inside-out • Do with & enable to do

• Clients and passive receivers		• Co-producers & active creators
• Provider-led		• Citizen-led

Adopted from Nurture Development, 2018

From the above table (2) we are able to see the significant differences between the two approaches and how each can be applied to drive community development that will remain sustainable. In the Needs Based approach characteristics, community development and involvement are not encouraged while the Asset Based Community Development approach characteristics foster community-driven projects.

Table 2: Implementation process of the Needs Based vs. Asset Based Community Development approach

	Needs Based Approach	*Asset Based Community Development Approach*
Purpose	Changing community through increased services	Changing community through citizen involvement
Method	Institutional reform	Citizen-centred production
Accountability	Leaders are professional staff, accountable to institutional stakeholders.	Leader's area widening circles of volunteer citizens. Accountable to the community.
Significance of Assets	Assets are system inputs. Asset mapping is data collection.	Assets are relationships to be discovered and connected. Asset mapping is self-realization and leadership development.

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Production Resource	Money is the key resource. Falls apart without money.	Relationships are the key resource. Falls apart when money becomes the focus.
Operating Challenge	How do we get citizens involved?	How do we channel and build on all this citizen participation?
System Dynamic	Tends to spread itself thinner over time.	Tends to snowball over time.
Evaluation	Success is service outcomes, measured mostly by institutional stakeholders.	Success is capacity, measured mostly by relationships.
Adopted from Nurture Development, 2018		

2.4.3 Studies on CSR using Needs Based approach vs. Asset Based Community Development approach

Nel (2017) conducted a study based on *'A comparison between the Asset-oriented and Needs-based Community Development Approaches in terms of systems change'*. The study was an exploratory descriptive inquiry using a qualitative research paradigm focusing on the systems perspective (Personal, Organisation and Community). In the study, Nel (2017) reflects on how the ABCD approach succeeded in enabling the community members to engage and participate meaningfully with each other, and how they underwent a conscious change from a poverty-influenced mind set to citizens who created and drove their projects in the community. The findings in Nel's (2017) study indicate that there are successes in using the ABCD approach when implementing CSR initiatives as opposed to the traditional Needs Based approach. Awareness of individual capabilities and skills changes the manner in which individuals and communities see themselves. In this case, the ABCD approach signifies the self-belief, skills, talent and capability to change one's social background. In both sensitized and non-sensitized

communities the personal aspect of the approach shows that real development begins from a personal consciousness level when one is aware of one's assets and affirms them.

The overall findings of the study conducted by Nel (2017) in communities that were exposed to the ABCD approach on all levels (personal, organizational and community) showed more signs of sustainability than those that were not. In comparison with communities that were not exposed to the approach, development did not occur for many people although the projects were driven by passionate leaders who had their community's best interest at heart (Nel, 2017). The reliance on government and private sector funding is most prominent in communities that are not engaged in projects, which is one of the key questions that this current research study aimed to answer in understanding recipients' perspectives of CSR projects (Davids, 2005; Green and Haines, 2008; Russell & Smeaton, 2010). Organisations offer funding based on the problems of the community in which they invest in, neglecting the developmental aspect of their investment fostering a dependency syndrome by the community (Green & Haines, 2008). This supports the need to move away from the Needs Based approach when it comes to dealing with problems in communities. Torres et al. (2012) conducted a similar study on the use of the ABCD approach in community development in Ethiopia. The findings of the study showed that the use of assets assisted in developing the farmers of Ethiopia and further created solutions as to how to evaluate the success of the approach in Ethiopia. One of the research objectives of this study was the perceived successes of the project and, in line with the study by Torres et al. (2012), it aids in understanding how communities perceive projects and how organisations can measure their social impact. Although the studies differ from each other, results show that the use of the approach has many benefits on the journey to transforming CSR as well as challenges with regards to evaluating the success of the approach once implemented which is what Torres et al.'s (2012) study focused on. An early study was conducted by Naidu and Rao (1993) which focused on the public sector exports in America using the Needs Based approach. The findings from the study indicate that more needs analysis must be conducted in order to be able to address the needs of communities. The needs of communities differ and, therefore, cannot be approached by using a blanket approach. To further support this view of a needs analysis and the use of the ABCD approach, Bolin and Stanford (1998) conducted a study on the earthquake that took place in Northridge. The findings of the study revealed that there is a need to engage communities when assisting them to develop and recover from life changing ordeals like the earthquake. The

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study further revealed that sustainability occurs when all parties involved work together in aiding resources and the use of skills to remain sustainable. This study also links to the aims of development in South Africa that seeks to create communities that are self-sufficient.

South Africa has developed over the years and the interest in CSR initiatives by organisations is rapidly growing. The above mentioned studies show that both approaches work in community development when applied correctly. The approach that organisations embark on to give back to communities plays a crucial role in how the community will remain sustainable. The focus of this research study was to engage with beneficiaries of CSR projects implemented by a chosen mining company to get an in-depth understanding of community's role in the project and the approach undertaken by the company to implement the project. The successes, challenges as well as channels to address concerns and provide interventions on the projects were investigated. Studies have focused mainly on the service providers' perspective on why they engage in corporate social responsibility (Mathie & Peters, 2014; MacLeod & Emejulu, 2014). Inadequate research has been directed towards investigating the recipients' perspectives on projects and the impact the projects have had on their lives, hence this research focused on that perspective and the debates surrounding the idea and development of CSR in South African as well as the global perspective.

2.5 Corporations and recipients' perspectives of CSR

2.5.1 Corporations' perspectives on Corporate Social Responsibility

Miles and Munilla (2005) describe the motives for participating in CSR by using Van Marrewijk's (2003) CSR Framework and Carroll's (1991) Pyramid of Corporate Social Responsibility. The framework describes that a company's CSR philosophy can be compliance driven, profit driven, driven by compassion and holistic in nature (Essays, 2018). Organisations engage in CSR based on three stages of CSR, namely legal, economic and ethical philanthropic stages. The legal stage of CSR states that corporates engage in CSR as it is their duty and obligation to follow laws and regulations. In the economic stage, corporates use CSR as a strategy to create a competitive advantage and gain improved financial performance. The ethical and philanthropic stage of CSR aims to create a balance between the profit, people and the

planet. In this stage the organisation does not focus only on profit but also on social welfare which is a key principle of the triple-bottom line theory that will be discussed in the next chapter.

Several authors argue that organisations can gain enormous benefits by being socially responsible (Idowu & Papasolomou, 2007). However, there are a large number of different views of why organisations engage in CSR and what benefits the organisation actually gets from participating in CSR. Kotler and Lee (2005) argue that companies participate in CSR in order to look better, feel better, do better and live longer. They explain that by participating in CSR the company will look good in the view of potential customers, business colleagues, investors and in the media. Furthermore, employees, customers, stockholders and board members will actually feel good for having been a part of that organisation. This is also promoted through the use of employees in social initiatives which, as a result, assists in enhancing employees' performance in the workplace. Employees are satisfied when they are involved in activities that uplift their communities.

Many also argue that CSR improves the brand, and some claim that companies with a strong reputation for CSR will last longer. This view is in line with why mining industries engage in CSR as mentioned previously in the literature. Kotler et al. (2005) describe that companies can gain great benefits from participating in CSR and that these benefits are the reasons for their engagement in CSR. Kramer and Porter (2006) describe the reasons for engaging in CSR as moral obligation, sustainability, licence to operate and reputation. Sustainability allows the organisation to focus on environmental and community stewardship with the belief that it will benefit the organisation in the future. The World Business Council (2010) provided a good explanation of sustainability by stating the following: "Meeting the needs of the present without compromising the ability of future generations to meet their own needs" (Essays, 2018:https://www.ukessays.com/essays/management/reasons-for-companies-to-engage-in-csr-management-essay.php). The licence to operate states that organisations engage in CSR because they are obligated to follow regulations and get permission from government, communities and other stakeholders. Many organisations explain that they use CSR to improve the reputation and company image, to strengthen the brand, in order to demonstrate moral engagement and to raise the company's stock value. This is significantly important in the mining industry due to the nature of the industry to ensure that their reputation does not negatively affect them amongst

stakeholders. Furthermore, organisations engaging in CSR activities relish decreased operating costs and increased revenue. This therefore shows the organisational perspectives for engaging in CSR are mainly aimed at creating positive benefits for the organisation and the betterment of society.

2.5.2 Recipients' perspectives of CSR

Perspectives are defined as a way of thinking and view on particular phenomena based on ones experiences and exposure as well as access to information, (Advanced English Dictionary, 2019). Not much literature has focused on the perspectives of recipients of CSR initiatives. At the forefront of recipients' perspectives is that of what development actually means, as these perceptions differ from person to person. Hamann (2003) in his study of mining companies and CSR asked the following questions on perspectives on the findings of his study: To what extent is culture something that should be conserved in its own right? (McIntosh & Maybury-Lewis, 2001). Also, should indigenous communities be integrated into the modern economy or should they be left in their 'pristine' state? (Banerjee, 2001). These are long-standing issues that defy resolution. Communities that are usually affected by mining companies are rural areas with people who are used to living a certain way (non-technological lifestyle and old people). Therefore their perspectives on CSR differ based on the effect that the implemented project has on their social and economic development. However, some recent developments supported by the mining industry, such as research on social sustainability indicators (Uglow, 2000), may show the way to ameliorating these conflicting perspectives. From his findings, Hamann (2003) stated that the important lesson is that performance indicators need to be incorporated and respect the perspectives of those affected by the mining company. This means that when assessing the impact of mining companies CSR initiatives, assessments need to factor in a perceptions component to measure impact and further development of communities. Another important step forward for responsible organisations would be to bridge the cultural divide between the organisation and local communities. Recipients' perceptions based on the exposure to information in rural communities specifically differ because they are mainly made up of elderly people who engage in subsistence farming for their satisfaction. These cultural differences are at the heart of company-community conflicts (Banerjee, 2001). The relationship between indigenous communities and land use cannot be expressed in the language of Western

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economic theory or property rights (Hamann, 2003). It is this relationship with the land, incompatible with mining interests, that is often the cause of conflicts between land development and indigenous rights, and has given rise to deep divisions within communities and between communities and companies. To be able to fully understand the perspectives of communities with regards to CSR projects, organisations need to invest themselves in finding out more about the community members' culture by actively engaging with them in their environment (Argust, 2001).

The above discussion is premised on the principle of prior informed consent, which states that, communities should have the power to stop a project, or, at a minimum, to have an active involvement in its definition" (Moser & Miller, 2001). The notion of community consent, however, is a complex and problematic one especially in communities that have elderly people who are conditioned to traditional ways of living. The Wavecrest case study is a perfect example of how varying interests and conflict within communities is a common characteristic of mining controversies (Hamann, 2003). A key principle to follow in determining recipients' perspectives is encouraging local community participation in the decision-making process, implying some degree of self-determination.

The complex and problematic character of identifying the 'community's voice' is what guided the focus of this study. When communities are not fully aware of what is going on, they will be resistant towards the projects being implemented by organisations. Rural areas, for example Lusikisiki, are dominated by agricultural activities such as herding cattle and grazing land for the community's own benefit and, therefore, if not well informed on the aims of the mining company, they will not have positive perceptions of the project. Furthermore, findings from Hamann's (2003) study show that opposition to the proposed mine was particularly fervent amongst elderly males who owned most of the cattle and were accorded greatest authority in the villages. They felt they had the most to lose if the mine were to be constructed (loss of grazing land, changes in lifestyle, and diminished authority in the community). This places emphasis on the need to inform recipients well on the aims of the project. In contrast to the views of the elderly members of the community, women and the young members of the community were more open to the idea of mining, because they felt it might create job opportunities and keep young men from immigrating to towns. Perspectives of CSR initiatives from recipients will

differ based on their constructed and perceived reality and organisations initiating CSR projects in communities should bear the recipients' opinions in mind and inform them of their intentions for their community. These perceptions further address the differing global perspectives of CSR.

2.6 Global perspective of CSR development of CSR

The evolving CSR agenda is driven by a global shift in the way the role of organisations is perceived (Hamann, 2003). In the context of globalization and the challenges of sustainable development, organisations are increasingly seen as a crucial element in the process of social transformation, both for the benefit of society and the organisations themselves. This shift in CSR is characterized by the growing emphasis amongst the United Nations and the other government organisations on the need for partnerships with organisations to drive towards achieving a common objective (Hamann, 2003). A number of organisations argue that CSR represents the organisations' enlightened self-interest. A prominent example of this can be seen in the World Business Council for Sustainable Development (2010). "There is an increasing emphasis on the importance of CSR amongst employees, consumers, social and environmental activists and investors" (Hamann, 2003:238). In order for social responsibility to instil change, it requires the involvement of all stakeholders to actively engage towards the agenda of sustainable development.

Globally, organisations are finding it increasingly important to respond to these challenges. A number of organisations have emerged as leaders in the field of sustainability reporting, including Shell, Novo Nordisk and, in South Africa, Eskom (Elkington et al., 2001). These leading organisations, however, face many more challenges, which shows the level of commitment required in driving sustainable development. Many more organisations are yet to develop a coherent response towards the agenda of CSR as they are still placing emphasis on the environmental agenda of the early 1990s and on the view that CSR is primarily about philanthropy. CSR goes beyond the philanthropy of community investment and environmental impact (Hamann, 2003). This point is particularly important in the South African context which places much emphasis on Corporate Social Investment instead of Corporate Social Responsibility due to its historical development circumstances. Organisations need to understand that CSR is not specifically based on profits and that there are other social factors involved.

To embrace the social, economic and environmental components of sustainable development, organisations need to integrate CSR initiatives into their core functions. CSR entails a shift in mind set towards constructive engagement. This is an important aspect in understanding the development of CSR in South Africa, particularly the approaches of CSR which are based on the needs of society.

Social projects and social welfare have traditionally been viewed as the government's domain and not that of organisations. The traditional purpose of organisations is to generate profits and the distribution of goods and services - not to be involved in social welfare. However, the issue of social responsibility causes organisations to become socially inclined in their activities to give back (Cavico & Mujtaba, 2012). Friedman looks at CSR in the organisation in a narrow and legalistic sense. He believes that the social responsibility of organisations is to make monetary funds and pay taxes (Cavico & Mujtaba, 2012). This view of CSR is outdated and misplaced, as it views organisations as driven only by self-interests. The role of organisations is to create jobs, provide goods and services and generate wealth. Services beyond that organisational scope such as charitable pursuits are the responsibility and choice of the individuals working within that organisational sphere (Cavico & Mujtaba, 2012). Friedman believes that it is not the role of the organisation to solve the world's problems and that profit should be shared amongst shareholders and owners of organisations, instead of being spent on social issues (Cavico & Mujtaba, 2012). Wealth drives with the intention of creating charitable outcomes can exist only in a free market that is free of government regulations, laws and persuasions to engage Corporate Social Responsibility (Cavico & Mujtaba, 2012). Friedman strongly believes that the role of organisations is to make profits and solely that. This, in fact, is an argument that is frequently encountered amongst mining company managers, not so much in corporate communications with the public, but in connection with the day-to-day functioning of organisational activities.

Friedman's argument is perfectly reasonable in a well-ordered, strong governance context, where whole system needs such as the law, social justice and conservation, and market failure issues are relatively well controlled (Marsden, 2000). This, however, is not the case in the global context of CSR. Reich (2007) holds a similar belief to that of Friedman. Like Freidman, Reich (2007) argues that liberals were wrong for continuously coercing organisations to engage in social responsibility. Reich (2007) stated that organisations are not social institutions and that

corporate stakeholders do not have the authority to determine and fulfil social objectives and nor do they know where public interests lie (Cavico & Mujtaba, 2012). The emphasis of the global perspective of CSR is that government should be the sole change agent in implementing social responsibility and sustainable development. Reich's (2007) beliefs on social responsibility are steadfast and can be quoted several times stating that organisations that are involved in social responsibility and are environmentally conscious should not be given a grand stature as organisations rarely sacrifice their profits to combat social issues.

Reich and Friedman's (2007; 1962) view on social responsibility is short-sighted in understanding the role that social responsibility emphasises in sustainable development. Organisations committing themselves to social good can increase profits through social projects and community development initiatives. The exposure that comes from giving back reaps more rewards and profit than not engaging in social responsibility (Cavico & Mujtaba, 2012). Page and Katz (2011) argue for the notion of community and stakeholder interests in reference to CSR. The CSR engagement of organisations in social development in the present day is still arguable. Cavico and Mujtaba (2012) argue that the social responsibility of an organisation can be defined as the organisation's active role in tackling social issues through charitable investments in communities where they are located. The above argument neglects to understand that not all organisations are particularly based in communities where they pose a direct threat to the environment and still choose to have CSR projects in those communities for other reasons (i.e. labour sending area for mine workers).

The social responsibility of an organisation can be looked at in a broader stakeholder and constituency framework. This framework will be discussed in detail in the next chapter. According to Millon (2011), in order for the stakeholder approach to work as a means of CSR, management needs to find a balance between shareholder and non-shareholder interests. Organisations are prone to shift their primary interest on stakeholders for profit generation purposes and gravitate away from non-shareholder interests as those mean giving away their profits. The Business Roundtable (entity committed towards driving solutions that make meaningful contributions for employees, communities, families and organisations) views the organisation as an entity that is mandated to serve both their shareholders and society at large (Mickels, 2009). The World Business Council for Sustainable Development (WBCSD) further

re-iterates Mickel's (2009) view by stating that social responsibility in the organisational context is the organisation's continued commitment to morally commit itself to the economic development of society whilst empowering the quality of life for its employees, local community and broader society (Holmes & Watt, 2004). This view of CSR supports the focus of this study.

There are many components of the global view of CSR that are supported by various approaches to the concept that assist in understanding what global countries in different regions (Asia, Caribbean, Europe, Middle East, South America and the Pacific) are saying about social responsibility. The above concept on social responsibility speaks to the sustainability approach to corporate social responsibility that follows the ideal that organisations must remain economically viable in the long-term by taking into consideration other stakeholders and shareholders (Cavico & Mujtaba, 2012). In addition to the above, Millon (2011) explains that, in order for the organisation to remain viable, the well-being of its stakeholders, employees, suppliers and consumers needs to be a constant priority. The mining industry, for example, engages in work that requires employees to risk their lives and is exposed to many harmful chemicals and diseases (black lung disease, silicosis and pneumoconiosis). Mine workers travel from various labour sending areas seeking job opportunities that will change their social backgrounds. The work requires for there to be an ongoing supply of natural resources and the natural environment (in which people reside in) to remain sustainable; therefore, the role of sustainability looks beyond annual reports and takes into consideration factors that will affect the organisation in the future such as the environment, resources and employees (Millon, 2011).

Organisations are profit-making entities that exist in the competitive environment, thus limiting their ability to solve various social problems at the expense of the organisation, primarily its owners. Organisations that ultimately focus solely on the development of society place themselves at a disadvantage when compared to organisations that are less socially engaged. In a highly competitive market system, organisations that are immersed in social responsibility compromise their attractiveness to potential investors and may lose their stake in the market (Mickels, 2009).

A clear case of the disadvantages of organisations solely engaging in social responsibility is that of Ben Cohen and Jerry Greenfield of Ben and Jerry's (2000). Ben and Jerry's are said to be the first business to engage in social responsibility and introduced the concept of improving the environment as the second bottom-line (Mickels, 2009). The business, however, placed much focus on social responsibility resulting in the daily business functions being neglected and interests of the organisation being sold. This places emphasis on the need for integrated strategies that will assist organisations in addressing social activities without jeopardizing their core business functions. Smalley (2007) argues that there is a problem in placing a certain kind of expectancy model on organisations to engage in the development of the general public welfare. as Although organisations possess power and not mandated to answer to the general public, assisting government in eradicating socio-economic issues increases the organisations' good standing with the law.

Engaging in social responsibility to a certain degree in the long-term is in the interest of the business. According to Munch (2011), charitable donations, community engagement and holistic decision-making processes have assisted organisations in reaching tangible goals such as improving the workforce well-being and engagement as well as establishing their consumer base which is in line with their organisational interest and profit-making strategies. Afsharipour (2011) conducted a study in India on CSR and found that there is a positive relationship between organisational performance and social responsibility. It has been argued that organisations' investing in social projects to develop society makes congruent sense as they cannot afford to function in an economic environment that is deteriorating. To effect change within communities and the environment, organisations need to develop their employees through training and workshops, thereby supporting the notion of 'charity begins at home' as alluded to by Mickels (2009). The following section provides the South African perspective of CSR.

2.7 CSR in the South African perspective

Prior to 1994, the mining industry in South Africa embodied socially destructive practices that were linked with that era because of illegal mine work. Post 1994, CSR became the vehicle that would restore justice and redress the legacy of apartheid (Liphapang, 2017). South Africa's transition into a democratic country brought about political, economic, institutional and social

transformation. The concept of CSR was factored into the transformation of the country as was the role of the mining industry (Siyobi, 2015). The dispensation of post 1994 ensured that the newly elected government assumed custodianship of the country's mineral resources for the sake of all South Africans (Liphapang, 2017). The government enforced several legislations during this time to ensure that the mining industry was regulated (Mining Fact, 2012).

The King reports were introduced with the aim of promoting good corporate governance in South Africa (2009). The Mineral and Petroleum Resources Development Act (MPRDA) passed in June 2002 signified the legislative commitment to achieve equal access to and the sustainable development of the South African mineral and petroleum resources (Siyobi, 2015). The mining charter was introduced to govern the manner in which the mining industry promotes Black Economic Empowerment (BEE). The BEE policy includes certain elements of MPRDA which obligates mining companies to convert their old rights under the Mineral Act 50 of 1991 into the new rights constituted by MPRDA conditions to enact sustainable BEE deals (MPRDA, 2002).

Due to the change in laws governing the mining industry and moving towards an equal South African mining industry, capital markets within SA became closely tied to international markets through the listing of mining companies on the internal Stock Exchange of London (Mabuza, Msenzane & Kwata, 2010). This resulted in these mining companies being pressured to meet international CSR expectations in accordance with corporate governance guidelines. The listed mining companies were incentivised to increase their CSR commitment to attract investors to further develop the South African economy. Due to these international expectations, polices at local level had to be changed in order to allow the country to compete on the same level as international countries (Siyobi, 2015). To compete in line with international expectations, the King III report evolved to be consistent with the Global Reporting Initiative (GRI) guideline allowing mining companies to successfully implement the guidelines in sustainability disclosures in their annual reports (Liphapang, 2017).

Sustainable development in South Africa has been influenced by international initiatives that promote sustainable development around the globe. The King III is aligned with international bodies that encourage sustainable development and good corporate governance (King III, 2006). In the mining industry, progress in the three dimensions of sustainable development (economic,

social and environment) could be achieved through economic development. Furthermore, the investment of generated revenues to ensure the future development and long term livelihood of communities and environmental protection could mean minimizing the environmental impact of natural resource exploitation and land rehabilitation (Jenkins & Obara, 2006). The adoption of the King III report leads to social cohesion through the reduction of social and cultural disruption to communities, maintenance of stakeholder dialogue and transparency of operations (Jenkins & Obara, 2006). CSR is a tool that organisations can use to frame their attitudes and strategies towards and build relationships with stakeholders, investors, employees and communities within a popular and acceptable concept (Mining Facts, 2015).

Mining companies have started to engage their stakeholders in their business plans and mining activities. The mining industry has become the leader in implementation CSR programmes and has made the greatest financial contribution as a sector (Siyobi, 2015). The South African government has put legislative frameworks in place to regulate the mining industry to ensure that social and environmental needs are addressed during the life of the mines and beyond the closure of the mines. Mining companies should contribute towards social and economic development in the areas where they operate and the areas where they source most of their labour (Mabuza et al., 2010). Doing so assists the company in gaining the community's support. The South African mining industry faces intense corporate governance pressure in terms of corporate responsibility because current sustainability practices cannot be separated from the political history of the sector and socio-economic conditions of the mining populations. Given these complexities in South Africa, coupled with the fact that the country is among the global leaders, both in terms of sustainability issues and in mining, questions abound on the extent to which the South African mining sector has transformed itself in terms of corporate governance and Corporate Social Responsibility (Chipunza, 2011). The CSR initiatives of mining companies provide a compensation mechanism for social and environmental issues in communities affected by the mines (Mining Facts, 2012). Although CSR still has long way to go in South Africa to increase sustainable development, much has been done to address the country's historical past and development.

2.8 Development of CSR in the South African mining industry

Historically, the mining industry has been known to operate in areas without social legitimacy, causing major devastation and leaving an area exhausted of all economically valuable resources (Linford, 2001). In 1948 the National Party (NP) began the apartheid regime that would separate whites from non-whites. The medium of language spoken at the time (Afrikaans) strengthen the divide created by the NP. During this era, non-whites were excluded from certain good paying jobs, basic education and the political system while the other racial group benefited from and experienced much more social, economic and political mobility at the expense of the greater South African population that existed (Busacca, 2013). The 1994 elections after Mandela's release brought an end to the three and half decade suffering that was endured by the majority of the South African population. During this time South Africa experienced a political and economic transition as a new emerging market.

The mining industry in South Africa is significantly meaningful in terms of the economic, social and historical background of the country. South Africa is the largest export nation in the world of numerous minerals, namely, gold, platinum, manganese and chromium (Ardelean et al., 2002). Mining contributes more than 50% to the country's exported goods. The mining sector is at the core of the country's economy contributing 18.7% to the GDP and employs over 13.5 million employees (Ardelean et al., 2002). Though the mining industry contributes a great deal to the economy, it is also responsible for a number of negative impacts related to land use, environmental pollution and mine closure (Chipunza, 1995). Other negative impacts posed by mines include disruption of river flows, degradation of land and forest resources, disturbances to local communities and their traditional indigenous way of living and the extraction of mineral resources being the most environmentally and socially disruptive component of the mining industry's negative impact on society (Jenkins & Yakovleva, 2006).

Historically, there has been much tension between mining companies and their host communities due to the inequities of apartheid and how mining activities were linked to colonial apartheid policies through the use of migrant labour (Hamann, 2004). Mining companies were once infamous for, "neglecting their mining producing communities during the apartheid regime" (Hamann, 2004:279). Communities lacked electricity, potable water and housing, and their land

for agricultural activities was destroyed by the mining activities (Hamann, 2004). As much as mining companies reported having corrected their negative impact on communities, it was not enough to change the community's living conditions (Frynas, 2005; Jenkins & Obara, 2004). It fell on the government to implement initiatives that would provide support for the community with regards to housing and water supply (Hamann, 2004). However, this changed over time with the introduction of the South African Constitution in 1996 that would protect communities from being exploited by foreign mining companies that abandoned mines without any regard for their environmental and social impact. Since the introduction of the Constitution and much other legislation pertaining to mining and environmental development, the mining industry has been taking the lead in CSR-led initiatives through the formation of partnerships with the public to address the socio-economic problems of the country (Hamann, 2004; Mabuza et al., 2010; Cowell, et al., 1999).

2.9 Legal framework of CSR

The Companies Act 71 of 2008 does not compel companies to engage in CSR initiatives. However, numerous government policies, documents and the King III report all address the need and relevance of companies acknowledging all stakeholders and adopting the triple-bottom line approach (Corporate Social Responsibility Course Handbook, 2012). The triple-bottom line approach focuses on social, environmental and economic issues that affect organisations. This framework will be discussed in detail in the next chapter. Other scholars further simplified the three pressing issues as people, plant and profit (Corporate Social Responsibility Course Handbook, 2012). The King III report in contrast to the King I and King II reports applies to all entities regardless of the corporations' establishment manner. All organisations are obligated to apply the King III principles in the mining industry, especially companies listed on the JSE.

According to the Broad Based Black Economic Empowerment (BBBEE) legislation Act 53 of 2003, companies are legally obligated to embrace CSR initiatives as the Act requires all South African companies to engage in Preferential Procurement Policy to assist previously disadvantaged groups in actively engaging in the economy (Corporate Social Responsibility Course Handbook, 2012). Through this Act, the government believes that imbalances of the past will be addressed and corrected.

2.10 The Mining Charter

According to the Basic Economic Employment (BEE) Act, the government has power to make industry specific charters that will govern the way that industry promotes and enforces BEE (Busacca, 2013). In October 2002, the Broad-Based Socio-Economic Empowerment Charter (The Mining Charter) was passed by the following bodies: the Chamber of Mines of South Africa, the South African Mining Development Association, the Department of Minerals and Energy and the National Union of Mineworkers (Government Gazette no. 33573, 2010). The vision of the Mining Charter is to support the pursuit of a shared vision of a globally competitive mining industry that draws on the human and financial resources of all South Africa to create an industry that will proudly reflect the promise of a non-racial South Africa (Busacca, 2013, Liphapang, 2017).

The Mining Charter aims to promote equal access to the nation's mineral resources to all South Africans and to substantially and meaningfully provide opportunities for historically disadvantaged South Africans (HDSA) to enter into the mining industry (Department of Mineral Resources, 2010). The Charter legally binds the mining industry to enhance access to the previously disadvantaged individuals to South Africa's mineral resources and associated economic benefits (Busacca, 2013). This can be noted in the specific projects that the mining industry implements to ensure that opportunities are accessible for people in disadvantaged communities to develop and remain sustainable (i.e. AmaMpondo aseMalangeni Agricultural Project and Goso Junior High School Laboratory Project).

2.11 Chosen mining company

Headquartered in Johannesburg, South Africa, the chosen mining company has a globally diverse, world-class portfolio of operations and projects. It is the third largest gold mining company in the world, measured by production (Chosen Mining Report, 2017). It has 17 operating gold mines in nine countries, as well as several exploration programmes in both the established and new gold producing regions of the world. In South Africa, the chosen mining company has four deep-level mines which are divided into two operations, Vaal River and West Wits, and three surface operations (Chosen Mining Report, 2017). The chosen mining company is an autonomous entity from Anglo America following the unbundling of its gold assets in 1997

and finally in 2007. Anglo America holds no share in the chosen mining company since it cut its ties in 2009.

2.11.1 Community

The chosen mining company seeks to invest in socio-economic development and create shared values. Their aim is to ensure that communities and societies are better off from them having been there. Given the complex and diverse environment, establishing good relationships built on trust with host communities for the chosen mining company is fundamental to acquiring and maintaining their social licence (Chosen Mining Company, 2017). The chosen mining company plays an influential role in the development of local communities and supporting economic growth which is why the mining company strives to nurture harmonious relationships (Chosen Mining Company, 2007). The most prevalent socio-economic issues that most host communities face include unemployment, inadequate infrastructure, access to health services and education, access to information and technology. In framing their approach to contribute towards social development, the chosen mining company is guided by a set of managerial standards that include the following factors: enterprise development, infrastructure development, public health initiatives, education and skills development and gender equality.

The CSR initiatives implemented focus on the benefits that they can generate for the community through the provision of opportunities. The projects implemented by the chosen mining company are not specific only to South Africa due to its global standing. The company has implemented CSR initiatives in Colombia (Socio-economic Development), Tanzania (Geita Economic Development Programme) and Ghana. The focus of this research was on the projects implemented in South Africa in the Eastern Cape in Lusikisiki, Ingquza Hill Local Municipality.

2.11.2 AmaMpondo aseMalangeni Agricultural Project

In 2016 the company implemented the AmaMpondo aseMalangeni Agricultural Project. This was a three year project aimed at harvesting maize in the eMalageni. The implementation of this project was sparked by the community's rich land that could be used for harvesting. Prior to the implementation of the Agricultural Project, the company had brought food parcels to ex-mine workers who had worked in the mines and had been without employment due to the closure of

the shaft in which they were working. This project was developed as a means to support unemployed mine workers from Lusikisiki as it is a major labour sending area for the mining company. Together with the chief of eMalangeni, the company introduced the maize project that would change the lives of many community members. The chief was provided with tractors to assist in ploughing the maize seeds during the harvest season. Community members were compensated for the use of their land (R700 compensation fee). Two students were offered bursaries to study Agriculture at Fort Hare University with the aims that they will go back to the community and teach others about agriculture and harvesting.

2.11.3 Goso Junior Forest High School Laboratory

This laboratory was built at Gose Junior Forest High in Lusikisiki. The purpose of the lab was to spark an interest in the sciences amongst the learners studying at the school to broaden their views on science.

2.12 Conclusion

As the above literature has shown, the concept of Corporate Social Responsibility influences how organisations engage in community development and sustainability. Specifically looking into the mining industry, CSR has contributed greatly to the development of communities globally and in South Africa. The literature further showed that there is still much to be done with regards to development in South Africa to redress its historical past. The various reasons as to why mining companies engage in CSR were presented and provided a background for the organisational perceptions of engaging in CSR. The debates and differing viewpoints on CSR from a number of different authors on the importance and principles of CSR were discussed.

This chapter discussed the different approaches to CSR. The Needs Based approach and the Asset Based Community Development approach were discussed as concepts of CSR and how they impact on sustainability based on how organisations approach communities. Studies that have used both approaches show that each approach is useful to a certain extent but most studies advocate the use of the ABCD approach as it contributes towards enabling self-sufficient communities. The literature further outlined the legal framework and charters that govern the mining industry in line with international standards and specific to South Africa. Furthermore,

this chapter provided the premises of this study and the need to focus on recipients' perspectives due to limited literature that reports on the community's viewpoint of CSR. The chapter ended by providing a brief background of the chosen mining company and its CSR projects. The next chapter will discuss the theoretical framework of this study.

CHAPTER THREE

THEORETICAL REVIEW

3.1 Introduction

The previous chapter discussed the global and South African perspectives of Corporate Social Responsibility and its role in the mining industry in addressing socio-economic issues. The chapter discussed the approaches to CSR and the organisation and community perceptions of CSR. Furthermore, debates on why organisations engage in CSR were discussed and the South African legislation on corporate governance. This chapter builds on the previous chapter by providing a theoretical framework for the study. It begins with an overview of what a theoretical framework entails with regards to this study. It distinguishes between the general systems theory, stakeholder theory and the triple-bottom line theory in understanding the concept of CSR. It offers a critique that allows us to understand the theories and their strengths and weaknesses. The main aim is to provide a theoretical basis for understanding how organisations engage in CSR initiatives to address social, environmental and economic issues in host communities. The general system's theory, stakeholder and triple bottom line theory are used in this study to understand the relationship between organisations and communities with regards to social responsibility.

3.2 Theoretical framework

Sustainable development (SD) is the idea of using resources towards continued progress in a way that will not impede upon the basic needs of those who are yet to come, a concept of putting people first by placing the necessary value on the environment. Sustainable development focuses on three major areas in development: economic, environmental and social. However, the principle of sustainability can be widely applied to many aspects of our societal functions, most of which can be arguably categorized under one of these three defined areas - see Figure 3.1 below. The economic element pertains to the sustainability of economic growth and profitability, the social element deals with socially equitable development and the environmental aspect focuses on issues of natural resource use and preservation. Corporate Social Responsibility can be understood without considering the role of sustainable development, hence its importance in

underlying the theoretical framework guiding social development in communities.

Figure 3: Pillars of sustainable development

A theoretical framework is the blueprint of the research study and is based on existing theories in a field of inquiry that reflects on the objectives of the study (Grant & Osanloo, 2014). According to Brondizio et al. (2014), a theoretical framework is the specific theory or theories on aspects of human endeavours that are useful to the study of events. In the case of this research, it is useful for understanding the concept of CSR in the mining industry. The theoretical framework consists of principles, constructs, concepts and tenants of a theory (Grant & Osanloo, 2014). The three theoretical frameworks used for this study assisted in understanding the research topic and the objectives of the study. The three theoretical framework were further used to understand why organisations engage in CSR initiatives and the structures that exist in the organisations that affect the community.

From an organisational development perspective, there is a need to understand the relationship that co-exists between organisations and communities. Warren (2003) did his study on CSR pyramids and found out that the relationship between organisations and society is a complicated

phenomenon. To further clarify this complexity, Siljala (2009) stated that the role of organisations has evolved from being an instrument of government and privilege to a few to being a right to many. This shows that more (185 companies engaging in CSR in South Africa) organisations are engaging in CSR initiatives and no longer relying on government to be the sole agent of change in social, environmental and economic issues. Organisations hold statutory power which allows them to decide whose interests to serve, private or public. The role of organisations is influential in society in relation to social and economic development (Siljala, 2006). According to Rayman-Bacchus (2006) economic activities do not occur in isolation but are rather interrelated to social, environmental and political systems. Organisational activities have both a negative and positive effect on host communities and society at large. The mining industry, for example, due to its exploitative nature to the environment, bears many consequences. The following section provides details on the theoretical framework used to explain the concept of CSR and how each theory guides the implementation of CSR and community development.

3.3 General systems theory

A system as defined by von Bertalanffy (1956) is a set of elements standing in interaction, meaning a group of things with a common element. These could range from a collection of people, plants or anything that identifies with those interactive elements (Tamas, 1987). Von Bertalanffy introduced general systems theory as a universal theory applicable to many fields. General systems theory emphasises the relationship between parts and describes how parts function and behave .A fundamental notion of general systems theory is its focus on interactions. Organisations and communities depend on one another as in a system. Therefore, the basic concept of CSR states that organisations and communities are intertwined rather than distinct entities allowing communities to have certain expectations for appropriate business behaviour from the organisations (Mele et al., 2010). The systems theory is an interdisciplinary theory that connects every system in nature, society and in scientific domains as well as provides a framework which can be used to investigate phenomena from a holistic perspective (Capra, 1997). A system can be defined as an entity which is a coherent whole (Maull & Yip, 2009) such that a boundary is perceived around it in order to distinguish internal and external elements and to identify input and output relating to and emerging from the entity.

Corporations and communities need to develop the idea of thinking holistically and look for interrelationships among social systems. This was a development of systems theory (Capra, 1975, 1996). Systems theory is the understanding that a system comprises of interrelated parts and is greater than the sum of its parts. Over the past three decades the work of Capra (1975, 1996) and Sterling (2001, 2005) have put pressure on environmentalists to adopt a systemic approach when trying to understand and cope with environmental and social issues. A system consists of individual parts that can be looked at individually; the whole cannot be entirely defined without recognizing the relationships among those parts. In essence, sustainability is dependent upon healthy systems. If any interactions between the parts are win-lose, one will, by definition, sub-optimize the whole. According to Hawken et al. (1999) each must be pursued if the organisation (mining industry) aims to remain sustainable in the long-term as with natural systems. A sustainable form of thinking is the best way to develop a systemic, effective and efficient solution to community development. The systems theory advocates for the ability of the organisation to grasp more complex relations, interactions and economic challenges.

Another core tenet of the general systems theory is the distinction between open, closed and isolated systems. In open systems there are exchanges of energy, matter, people, and information with the external environment. This means that organisations and communities form one system that affects the other and vice versa. In closed systems there are no exchanges of information and matter, just exchanges of energy. In this system the organisation does not bear in mind its external influences and the systems that exist within it. In the isolated system there is no exchange of elements. Furthermore, building on general systems theory many approaches developed. Among others there are open system theory, the viable system model and the viable system approach. Open system theory (OST) looks at the relationships between the organisations and the environment in which they are involved. This focus reflects on organisations' ability to adapt to changes in environmental conditions (with or without the need for information processing) (Boulding, 1956; Katz & Kahn, 1978). This theory assumes that entities that are capable of processing information about their own specific environment show more adaptation skills to shifts in contextual conditions. However, there are aspects of this theory that cannot be applied to sustainable development and aid in understanding CSR.

3.3.1 Critics of general systems theory

Critics of general systems theory are concerned with the complexity, optimality, and ideological implications (Drover & Shragge, 1977). Beer (1967) suggests that the difficulty of defining boundaries and understanding interactions among different adaptive systems is enormous, as a result, questioning the systems theory's worth in providing readily available solutions to social, economic and environmental issues. Another concern with systems theory is the concept of optimality. It has been demonstrated by Seyle and Miller (1956) that the interplay of forces between an open system and its environment produces a state of system tension such that there is initial lag in response, followed by increasing adaptation up to an optimum point. If organisations are not aware of their environmental impact on society, it becomes difficult for them to fully optimize opportunities to address the imbalances.

Another criticism of the general systems theory are ideological implications. Closely related to optimality are the ideological implications of systems theory. Ideology refers to two elements, values and goals. With regards to values, Gouldner (1970) criticized systems theory as theory less in the sense that there is a neglect of substantive concepts and social relations. This weakness in the systems approach has been acknowledged by Bertalanffy when he noted that general systems theory is descriptive but the description contains no logical elegance. The above critics of the general systems theory are what led to the need for another theoretical framework that is used to understand CSR and sustainable development.

3.4 Stakeholder theory

The way businesses involve the shareholders, employees, customers, suppliers, governments, non-governmental organisations, international organisations, and other stakeholders is usually a key feature of the Corporate Social Responsibility concept. For decades, scholars have discussed the relationship between organisations and society in the context of CSR (Carroll, 1979) and the stakeholder theory (Freeman, 1984). The stakeholder theory, as described by Freeman (1984) and others (Bowmann-Larsen & Wiggen, 2004), is the mirror image of CSR. Stakeholder management argues that stakeholders are interest groups who affect or in turn are affected by the organisations (Freeman, 1984). They are interdependent groups who need each other in order for the one to function. Similar to the systems theory, the stakeholder theory bears all parties

involved in order for the organisation to function successfully. When an organisation, for example, produces industrial waste or engages in production that affects the environment such as a mining company, a stakeholder perspective attaches a responsibility directly to the organisation to dispose of the waste and nurture the environment accordingly (Brusseau, 2012). Failure to account for the company's negative effect on society in turn jeopardizes the organisation's relationship with its stakeholders. The stakeholder theory therefore suggests that those living in communities surrounded by organisations that pose a threat to their environment have a voice as stakeholders to hold the organisations accountable for the negative impacts that they have on the environment (Brusseau, 2012). Organisations are dependent on stakeholders to obtain the necessary resources for their survival and for their development (Fontaine, Haarman & Schmid, 2006). Mining companies engage in activities that disrupt nature and put the lives of workers at risk due to the depth of the field. The legitimacy of the organisation to use these resources depends on the correspondence of its behaviour to rules and values recognized by the society. The organisation will, therefore, obtain a licence to operate on the condition of not being considered as a predator of the natural and social environment (Fontaine, Haarman & Schmid, 2006). It is about an effective legitimacy. A stakeholder approach is very much concerned with the active management of the organisational environment, relationships and the promotion of shared interests in order to develop organisational strategies.

Stakeholder dialogue helps address the questions of responsiveness to unclear signals received from the environment by the organisation. In addition, it enhances the organisation's sensitivity to its environment as well as increases the environment's understanding of the challenges faced by the organisation (Kaptein & Van Tulder, 2003). Stakeholders acting formally or informally, individually or as a collective are a key element in the firm's external environment that can either positively or negatively affect the organisation (O'Riordan & Fairbrass, 2008). The stakeholder theory in relation to this study aids in understanding recipients' perspectives on the challenges of the CSR projects. Organisations are faced with the challenge of identifying who they are responsible for and how far that responsibility extends. The research area (Lusikisiki) of this study is a major labour sending area for the chosen mining company. Although the recipients of the organisation's CSR initiatives are ex-mine workers and the organisation has no mine station there, the company is still faced with the challenge of identifying how far their responsibility extends (Greenfield, 2004).

3.4.1 Principles of stakeholder theory

Evan and Freeman (1990) tried to build a normative theory based on the following definition of stakeholders, those groups who are vital to the survival and success of the corporation (customers, employees, suppliers, communities and shareholders and managers). Evan and Freeman (1990) call for a redefinition of the purposes of the organisation to act as a vehicle for coordinating stakeholders' interests by using these two principles, the principle of corporate legitimacy and the stakeholder fiduciary principle. The corporate legitimacy principle states that the organisations should be managed for the benefits of its stakeholders, meaning that stakeholders should be allowed to participate in decisions that substantially affect their welfare. The stakeholder fiduciary principle states that managers should act in the interest of the stakeholders to ensure the organisation's survival. Stakeholders have a huge impact on the organisation. Without the support of stakeholders, the organisational system seizes to function in its entirety. In a seminal paper, Emshoff and Freeman (1978) presented two basic principles of the stakeholder theory. The first principle is that the central goal of stakeholder theory is to maximize and achieve the overall cooperation between the entire system of the organisation and its stakeholder groups in order to reach its objectives as an organisation. This principle extends to the need for organisations to build lasting relationships with their external influencers as it determines the organisation's continued success. The second principle of the stakeholder theory states that the most efficient strategies for managing stakeholder relations involve effort and dealing with issues that affect multiple stakeholders.

The stakeholder theory, therefore, tries to integrate groups with a stake in the organisation into making managerial decision-making processes. Organisations actively seek out strategies to gain the opinions of their stakeholders to better address issues that are affecting the community. The chosen mining company in this study, for example, sought to figure out what it is that the community of eMalangeni needed from its first visit. In their initial meeting with the community, the company delivered food parcels to ex-mine workers but discovered that there were other opportunities for community development, hence further supporting the principle of engaging stakeholders in decision-making processes that affect them and finding working strategies to effect change.

In addition to the above mentioned principles, in 1984 Freeman developed six principles that should govern the relationship between the organisation and stakeholders (Freeman, 1984). The first principle is the principle of entry and exit. This rule sets out the process of hiring and termination of employees' contracts as well as conditions for stakeholders to decide when an agreement can be fulfilled. The second principle is the principle of governance which is concerned with the rules governing the relationship between stakeholders and the organisation and how they can be amended. The third principle is the principle of externalities which is concerned with groups that do not benefit from the actions of the organisation but instead encounter certain difficulties due to the organisation's actions. This principle suggests anyone who has to bear the costs of other stakeholders or is affected by the organisation has the right to become a stakeholder (Freeman, 1984). The forth principle of the stakeholder theory is the principle of contract costs. Each party included in a contract should bear equal costs; however, not all costs are financial in nature thus making it difficult to quantify them.

The fifth principle is the principle of agency which states that the manager of an organisation is an agent of the organisation and therefore has responsibilities to the stakeholders and shareholders of the organisations. This means that the interests of stakeholders and shareholders must be addressed at all times. The final principle of the stakeholder theory is the principle of limited immortality. This principle deals with the longevity of the organisation (Bhasin, 2018). Organisations need to exit for long period of time in order to be able to measure their success. If the organisation fails to exist for a long period of time, this may affect some stakeholders negatively and others positively. Furthermore, it violates the concept of the stakeholder theory that focuses on ensuring that stakeholders' interests are met. The essence of this principle is that organisations can exist for a long time but are not immortal and can cease to exist or dissolve.

These principles represent an ideal to guide actual stakeholders in devising a corporate constitution or charter and guides organisations on how to act in the interests of all its stakeholders and shareholders (Bhasin, 2018).

3.4.2 Who are the stakeholders?

A very common way of differentiating between the different kinds of stakeholders is to consider groups of people who have classifiable relationships with the organisation. Friedman (2006)

means that there is a clear relationship between definitions of what stakeholders are and the identification of who the stakeholders are. The main groups of stakeholders are customers, employees, local communities, suppliers and distributors, as well as the shareholders of the organisation.

In addition to Friedman's (2006) literature on stakeholders, other groups and individuals who are considered to be stakeholders are the media, business partners, competitors, government regulators, stakeholder representatives such as unions and trade associates. Furthermore, NGOs and financers make the list of stakeholders. Managers of organisations are primarily charged not with representing the interests of shareholders (owners of the company) but with the more social task of coordinating the interests of all stakeholders, balancing them in the case of conflict and maximizing the sum of benefits over the medium and long term. Directors of an organisation spend part of the day explaining to board members and shareholders how it is that the current plans will boost profits and the other part of the day is spent talking to other stakeholders about their interests. They ask for input from local environmentalists about how pollution could be limited, and they seek advice from consumers about how product safety could be improved. Stakeholders are treated (to some extent) like shareholders, as people whose interests need to be served and whose voices carry real force. This theory was applied in this study as it speaks to the relationships between organisations and communities and how their interests are addressed through CSR initiatives. However, like any theory, the stakeholder theory has its critics.

3.4.3 Critiques of the stakeholder theory

The lack of an explicit specification of the relationship between stakeholder and economic reasoning is a major lacuna (Windsor, 1998). While stakeholder theory has achieved a degree of acceptance in the strategic management literature, now being commonly noted in new textbooks as a tool of strategic analysis, there is substantial resistance to stakeholder reasoning in the financial-economics literature. There is a counter-movement favouring stronger stockholder rights and corporate-governance standards, and shareholder value and economic value-added notions are gaining currency.

The stakeholder theory obligates organisational directors to appeal to all sides and balance all interests and welfare with the goal of maximizing benefits across the spectrum of those affected

by their business practices (Brusseau, 2012). In this case the interest of the community and their welfare needed to be taken into consideration. Organisations approach communities on a needs basis. They see communities as needy of their assistance and therefore initiate projects they assume will best suit communities on a needs basis. Minimum focus is placed on the use of assets within the community, which resulted in the approach being criticised. Due to these critics of the stakeholder theory, the final theoretical framework that was used for this study was the triple-bottom line approach to CSR and sustainable development.

3.5 Triple-bottom line theory

John Elkington in *Cannibals with Forks*: *The Triple Bottom Line of 21ˢᵗ Century Business* (1998) introduced the term 'triple bottom line' (TBL) as a new term to advance his sustainability agenda (Norman & MacDonald, 2004). It reintroduced the need to look beyond financial accounting and encourage corporations to account also for their environmental and social impact. The major challenge of the model lies in quantifying the true cost/benefit of social and environmental responsibility. Sustainable development involves the simultaneous pursuit of economic, social and environmental concerns. The triple bottom line posits that organisations need to focus on more than just one aspect of sustainable development and this is further emphasised in Elkington's definition of triple bottom line. Elkington, in addition to his previous definitions of triple bottom line, defines triple bottom line as going beyond previous constructs of sustainable development and CSR. His aim was to encompass an approach that emphasises the three important principles of triple bottom line, namely economic prosperity, social development and environmental quality as an integrated method of conducting business (Norman & MacDonald, 2004). The triple bottom line is a form of CSR that dictates to organisations to tabulate their bottom-line results detailing their organisational effects on society and the environment. CSR is defined as the way in which organisational leaders manage the economic, environmental and social activities of their organisation similar to the triple-bottom line theory (Harvard University, 2010). The theory behind the triple-bottom line is that it is in the interests of the organisation to act as steward of the environment, society and the economy. It suggests that the relationship between the categories is not necessarily a trade-off where one must be conceded in order to achieve the other, but where a balance must be achieved in order to maximize the potential benefits in each category (Dixon, 2012). Increased efficiency and innovation can lead to

advantages that create a competitive edge and this in turn leads to its own profitability. Without compromising the environment, a company's attention to social issues can earn its brand the respect of communities and the loyalty of consumers.

The triple bottom line is also known as people, planet, and profit and has gained much support, especially among large organisations, irrespective of whether they are global or local in nature. Triple bottom line captures an expanded worldview that goes beyond just profits which, as a result, has gained in popularity in the journey towards sustainable community development and CSR. Global companies are clamouring to meet the increasing demands by stakeholders for more accountability for their effects on society and the environment. The need to address issues that affect all spheres of organizational prosperity is what makes this theory applicable to this research as it not only focuses on financial measures but also further focuses on the people and planet aspects. Elkington (1998) argued that no long-term sustainable business in the future would solely depend on its financial stakeholders and financial indicators as its only priority and this is due to the increasing social and environmental issues that need to be addressed by organisations and not just government.

3.5.1 Principles of triple-bottom line

In his model, Elkington (1998) argues for a balanced approach to measure social responsibility and the performance of organisations. The three principles of triple bottom line; profit, people and planet aim to measure the economic, social and environmental performance of organisations. Economic sustainability (profit) values long-term financial strength over unpredictable, short-term profits. According to the triple-bottom line model, large corporations have a responsibility to create organisational plans that encourage stable and prolonged action. Therefore, corporations trying to get away with polluting the environment (such as mining companies) or other kinds of objectionable actions may increase their bottom line in the short term by engaging in economic sustainability (Brusseau, 2012). Social sustainability (people) or human capital values create balance in people's lives and the way we live. This principle of triple bottom line is concerned with the stakeholders and shareholders of the organisations who are affected and these in turn affect the functioning of organisations. In order for organisations to remain sustainable in the long-term, opportunities and subsequently profits gained need to be spread out

to cover social imbalances and people's needs (Mele & Garriga, 2004; Brusseau, 2012). Furthermore, social sustainability requires that corporations based in specific communities maintain a healthy relationship with those people residing in the community as that will determine whether the organisations get a positive or negative response from the community. The final principle of triple-bottom line is environmental sustainability.

Environmental sustainability (planet) or natural capital is concerned with an organisation's ecological footprint and how it manages it. Environmental sustainability begins from the affirmation that natural resources, especially the oil, the air we breathe, and the water we drink, are limited (Brusseau, 2012). If those things deteriorate significantly, future generations will not have access to these natural resources and this will further pose a threat to the organisms in nature (animals, livestock). Conservation of resources, therefore, becomes tremendously important, as does the development of new sources of energy that may substitute those that are currently being used by mining companies. It is becoming more and more difficult for the earth to regenerate natural resources due to global warming and climate change issues. As a result, triple-bottom line emphasises the development of sustainable development strategies by organisations to take care of their environment as their host communities rely on those natural resources for survival. Sustainability on this environmental front means actions must be taken to facilitate the renewal of natural resources. Organisations, therefore, need to support these actions not purely based on the fact that they are required to but because the preservation of a liveable planet is a direct obligation within the triple bottom line model of business responsibility (Brusseau, 2012; Dixon, 2014).

Together, these three notions of sustainability; economic, social, and environmental guide businesses toward actions fitted to the conception of the corporation as a participating citizen in the community development and sustainability. However, as much as triple bottom line assists in addressing the three principles of sustainability, the theory does have its flaws.

3.5.2 Critics of triple-bottom line theory

While the TBL is being championed by supporters as a means for evaluating and improving the approach to social and environmental sustainability within organisations, its critics also question

its validity and practical usefulness. One critique regarded the triple-bottom line as inherently misleading because of its inability to deliver its literal meaning (Norman and MacDonald, 2004).

The triple bottom line approach can be criticized for its lack of integration. Firstly, the integration between the three dimensions of triple-bottom line will be hard as people are trained to be experts in each of the three dimensions and not across all of them (Gibson, 2006). Triple-bottom line emphasises the need for integration between the economic, environmental and social areas as this provides a better picture to the community in terms of impacts (Downes et al., 2002). In practice, the triple-bottom line focuses on the co-existence of the three bottom lines but doesn't show their interdependence.

The consequences include a tendency to ignore the profound interdependence of these factors, and to see them as likely to be conflicting rather than potentially complementary. The triple-bottom line approach is often accompanied by an assumption that sustainability is about balancing (Hacking and Guthrie, 2008), which contradicts both the key insights concerning the interdependence of factors and the need for mutually supporting advances on all fronts (Archel et al., 2008). In addition, the triple bottom line does not necessarily address the concerns that are usually expressed by citizens who are the intended beneficiaries of strategic and project level undertakings (Ho and Taylor, 2007). These concerns rarely fit into the social, economic or ecological categories.

Social and environmental performance is unique to each corporation or industry, and is difficult to quantify (Hubbard, 2009). These issues are qualitative by nature and it would be impossible to find standard indicators to represent them quantitatively on audited performance reports. It is also disregarded as alluring speech that provides no concrete requirements for organisations and, instead, provides shelter for firms to hide behind with no real commitment to social and environmental change (Norman and MacDonald, 2004).

There are two main claims about triple bottom line and social performance that are central to the criticism of triple bottom line: the measurement claim and the aggregation claim (Elkington, 1997). Elkington's Measurement Claim states that metrics of social performance and impact can be measured in relatively objective ways. It is relatively difficult to quantitatively assess the

positive or negatives of a problem, especially when dealing with social impacts. Both quantitative and qualitative distinctions need to be made in this regard to address social sustainability (Norman and MacDonald, 2003). Elkington (1997) states that, the three components including the social area of the triple bottom line can and need to be measured. Economic and environmental impacts tend to subject themselves well to a positivist approach. This means that the ability to quantify impacts with respect to these two components is possible. However, the social impact through triple bottom line requires a more interpretivist approach or a more qualitative approach in measurement which is why this study used a qualitative approach to investigate the CSR phenomena.

3.6 Conclusions

In conclusion, the above theories assist in understanding the depths of the concept of CSR. CSR cannot be understood through the use of one theoretical framework as each framework covers different aspects of the study of CSR. This therefore promotes the integration of the three theories in this research study to understand the role of CSR in the mining industry and gaining in-depth perspectives of CSR projects from recipients. The general systems theory in this study as a theoretical framework aids in understanding the organisational structure and how it functions as a whole with the sub-systems that exist. The stakeholder theory is used as a framework in this study to understand the relationship that exits amongst the organisation and its stakeholders and how each affects the other. Finally, the triple bottom line approach is used in this study to understand how organisations address issues pertaining to the people, profit and planet. Each theory comprises of principles that support the concept of sustainability and community development, hence the integration of all three theoretical frameworks in the study. The next chapter focuses on the methodological process (samples, data collection, data analysis, research instruments, paradigms and designs) of the research study.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

The previous chapter discussed the theoretical framework of the study. To understand the relationship between the organisations and community, a general systems theory was used. Stakeholder theory was used to provide the basis for understanding CSR and the triple bottom line to address the three principles of CSR. The chapter outlined the principles of the three theories and the impact they have on the relationship between the organisation and community. The present chapter focuses on the research methodology that was used to achieve the goals of the study. The discussion will focus on the philosophy of study, research method, design, population, sample and sampling procedure, research instrument, ethical issues in data collection and data analysis procedures.

4.2 Philosophy of the study

4.2.1 Interpretivist paradigm

Interpretive researchers believe that reality consists of people's subjective experiences of the external world causing them to adopt an inter-subjective epistemology and the ontological belief that reality is only socially constructed. Interpretivists believe that there is no single or correct particular method to knowledge (Willis, 1995). Similarly, Walsham (1993) also mentions that in interpretive research there is no correct or incorrect theory as realities are subjective to each individual. This research study drew from the interpretivist approach. This approach is concerned with understanding social phenomena and how the world operates from individual perspectives (Ormston, Spencer, Barnard, & Snape, 2014). The focus of this research was to gain an in-depth understanding of the recipients' perspectives on CSR initiatives in their community, hence the relevance of the interpretivist approach for this study. The interpretive approach seeks to study and understand peoples lived experiences and how they are used to make sense of the world (Ormston et al., 2014; Krauss, 2005). The ontological assumption (the study of being and what constitutes reality and how it is understood) was also used to understand how the beneficiaries of the CSR initiatives perceive the impact of the projects in shaping their lived

experiences and view of the world as ontology concerns itself with the nature of social entities and constructions that affect human perceptions (Crotty, 1998; Bryman, 2012). Recipients first and foremost are individual beings and construct their own realities based on their lived experiences and social constructs. Therefore, the use of the ontological assumption in this study aided in understanding the perceptions of participants on CSR projects based on how they understood their reality and the contributions of the project in shaping those realities.

4.3 Research design

This study followed a qualitative research method and was an exploratory study that aimed to explore new ways in which recipients make meaning of their reality. Qualitative research studies everyday life experiences amongst different groups of people in their natural environment. Qualitative research is an interpretive and naturalistic approach that aims to make sense of a phenomenon based on the meanings that people attach to it (Denzin & Lincoln, 2003). This research explored the perceptions of participants with regard to the manner in which projects were implemented in their community and their involvement in the project as well as perceived successes and challenges. According to Domegan and Fleming (2007), qualitative research seeks to explore and discover issues that are currently occurring due to little exposure that the issue is getting; hence this research focused on the recipients' perceptions due to the little research conducted on recipients' views of CSR (Carroll et al., 2010; Van Wyk et al., 2009; Zeng, 2013). The study was directed towards finding loopholes that affected the manner in which projects were implemented in communities by organisations and the approach taken to develop communities. Research conducted on this topic has focused largely on the organisations' perceptions of employing CSR initiatives (service provider's side) and infrequently on the community's perspective (recipients' side) about the projects and the impact they have on them.

Qualitative research uses soft data (human intelligence, perceptions) to produce rich data (complexities of the study) through the use of interviews. Myers (2009) argues that qualitative research is designed as a tool to enable researchers to understand people, and their social and cultural living context which it was the researcher's aim to achieve. Qualitative research is characterized by its ability to make meaning of life and other people's social life as opposed to quantitative research that focuses on finding numbers as a form of data analysis (Patton and

Cochran, 2002). The use of qualitative research for this study enabled the researcher to make meaning of the research participants' lived experiences and how they have affected perceptions on CSR initiatives and the mining industry. Therefore, the use of the qualitative research method in this study was appropriate as it allowed the researcher to gain an in-depth understanding of the recipients' perceptions.

Previous researchers have also used the qualitative research method in similar studies of CSR. Studies conducted by Liphapang (2017), Van Wyk et al. (2009), Van Den Ende (2004) and Marais (2010) used the qualitative research method. Furthermore, similar to this research study, the above studies focused on analysing the perceptions of CSR initiatives in South Africa showing the significance of the qualitative method.

4.4 Sample and sampling procedure

The nature of the research questions prioritized yielding information rich and detailed in data. Thus, in order for the research design to be congruent with the research question, purposive sampling techniques (which entails selecting samples for specific reasons) was employed in order to yield such data (Patton, 1999; Bryman, 2012). A sample is a segment of the population that is selected for investigation (Bryman, 2012). It is the subset of the population. 15 research participants were recruited for the study. The participants' ages ranged from 35 to 60 years old. The inclusion criteria for participating in the study required the sampled participants to be beneficiaries of CSR projects and over the age of 18 (for consent purposes). Participants who met the above criteria were selected on a voluntary basis by putting up posters and distributing flyers to community members with the assistance of the Ingquza Hill Local Municipality councillor in Lusikisiki and the chief's assistant from eMalangeni.

Figure 4. Map of Lusikisiki

Map of Research Area

Source: Google Maps

4.5 Research instrument

Qualitative research is based on an appreciation of how people's experiences are shaped by their subjective and socio-cultural perspectives. To further understand participants experiences, the researcher used semi-structured in- -depth interviews to collect data. Interviewing is a primary

tool for collecting data in a qualitative study that directs the participants to respond to a set of research questions (Stuckey, 2018). It is a verbal exchange where the interviewer tries to elicit information from the interviewee (Clifford et al., 2016). Participants who were beneficiaries of CSR projects were interviewed to get an in-depth understanding of the CSR projects implemented in their community. Participants were asked about their involvement in the projects offered by the mining company. Based on their perceptions and experiences, they were also asked to respond to questions pertaining to the successes and challenges of the projects. The interview questions (see Appendix F) were created to elicit information about the Corporate Social Responsibility projects implemented in their community by the chosen mining company. The interview questions were formulated based on the research questions of the study to elicit detailed responses from the recipients. In order for the desired responses to be achieved, the study used in-depth interviews. In-depth interviews are appropriate for research studies that seek to ask open-ended questions with the aim of getting in-depth information from a small group of people (Guion et al, 2011). Due to the in-depth nature of this research, the researcher interviewed 15 participants. Semi-structured interviews were further employed as they are conversational and follow-ups on responses can be made (Guion et al, 2011). Gill et al. (2008) mention that, although semi-structured interviews have predetermined questions, this type of interview style allows participants to deviate into other ideas and responses initiated from the interview questions.

4.6 Data collection procedure

Before any data was collected, ethical approval was granted. This research was granted ethical approval on 22 March 2018 by the Research Proposal and Ethics Committee (RPERC) in the Psychology Department at Rhodes University with the tracking number PYS2018/4. Several ethical considerations were taken into account to ensure that the research study was conducted in an ethical manner.

An email seeking permission to recruit participants was sent to the Ingquza Hill Municipality Councillor in Lusikisiki Ward (Appendix B). Following the virtual communication, the researcher had a meeting with the Councillor to discuss protocol as to where the flyers and posters would be placed and distributed. Flyers (Appendix E) printed in IsiXhosa and English

were distributed to the residents of Lusikisiki and posters were put up at the local municipality offices and eMalangeni Village to attract research participants. The purpose of the flyers and posters was to recruit participants who would provide the researcher with an in-depth understanding of the Corporate Social Responsibility projects in their community. Participants who were interested in participating in the study sent a '*please call me'* to the researcher. The *please call me* system was used in order to accommodate participants who did not have the funds to purchase airtime to make calls. The researcher thus made contact with the participants based on the *please call me* system to schedule interviews.

During the data collection process, interviews were scheduled based on the research participants' availability as most participants were councillors and committee members from the local municipality and the eMalangeni Village (Appendix G). Research participants were interviewed at the chief's homestead eMalangeni as that was the community's space for confidential and private discussions. The remaining participants were interviewed at the Ingquza Hill local municipality offices. Interviews were scheduled for 30-45 minutes per participant to give them enough time to engage in the interview questions and provide in-depth responses on their perceptions of CSR projects. The purpose of the interviews was to get an in-depth understanding of the recipients' perceptions of their involvement in the CSR project and the successes and challenges that surfaced. Semi-structured interviews were used to allow for follow-ups on responses provided by the recipients. This form of data collection is best placed in the interpretivist paradigm that advocates multiple, co-constructed, equally valid realities and prioritizes exploring the lived experiences of participants (Ponterotto, 2005). The interview questions were developed based on the research questions. The responses provided by the participants assisted in answering the research objectives of the study.

4.7 Ethical considerations

To comply with the ethical considerations, research participants were given consent forms to fill in and were informed of the purpose of their participation in the study. Participants were informed of the duration of the interviews and emphasis was placed on the study being voluntary to ensure that participants do not feel obligated to be involved in the research (Leedy, 2000; Neumann, 2000) (See Appendix C). Participants were also informed of their right to exit the

study at any point. Permission to record the interview sessions was sought from the research participants (See Appendix D).

Research participants were made aware of the possibility of the research being published in an academic research journal. A publication agreement (See Appendix I) was signed by interested participants. Participants were given information about the availability of government counselling services (Mrs. Nwabisa Mningiswa a Social Worker in Mthatha Immunisation Centre) for assistance as the research study area is a village and access to private counsellors was not an option.

The responses that were gathered from the interviews remain anonymous to the public. The use of pseudonyms was applied to protect the identities of the participants. Research parties were assured that the interviews and information provided was private and confidential, hence the use of pseudonyms. Data gathered was kept confidential and participants were reassured that the data would be accessed only by the researcher and the supervisor. The data is stored in a password-encrypted computer. Participants were made aware of the non-financial benefits of participating in this study.

After the interviews were conducted each research participant was thanked for their involvement in the interviews. The researcher conducted debriefing sessions with the research participants once the interview was done. The aim of debriefing was to ensure that the research participants were satisfied with the level of the interview as well as to provide clarity on any misunderstandings as well as to ensure that the research participant was not left emotionally harmed. Participants were able to freely express themselves in their language (IsiXhosa) which made the data collection process fruitful.

4.8 Data analysis

In order to analyse the data, I used an inductive thematic analysis method. Inductive thematic analysis means that themes identified are strongly linked to the data (Patton, 1990). Inductive analysis is therefore a process of coding the data without trying to fit it into a pre-existing coding frame, or the researcher's analytic preconceptions and is data-driven (Braun & Clark, 2006). Therefore the data from the interviews was used to generate the overlaying themes of the study.

The purpose of this study was to get recipients' perspectives on the CSR projects in their community. Based on the research questions of the study, themes were outlined. Boyatzis (1998:161) defines a theme as "a pattern in the information that at minimum describes and organizes the possible observations and at maximum interprets aspects of the phenomenon".

Since the research questions required searching for recipients' perceptions on their involvement in the implementation of the projects and the successes and challenges of the projects, this data analysis method was the most appropriate to answer the research question. This method remains consistent with the explorative nature of qualitative research methods, as well as an interpretivist paradigm in which this research was situated.

The interviews were conducted in IsiXhosa as the participants were IsiXhosa speakers and could not speak English fluently. Only one interview was conducted in English. Conducting the interviews in the participants' preferred language allowed for a deeper engagement with the participants on their perceptions of the projects in their community. Once the interviews were conducted, the recorded data was transcribed by an IsiXhosa speaking transcriber from IsiXhosa to English. The notes taken from the observations made during the interview were also included in the analysis process of the data. The transcribed data was analysed using an inductive thematic analysis where common themes that emerged from the interviews were identified.

Thematic analysis allows for the generation of codes and themes that emanate from a sample of data (Braun & Clark, 2006). Using this form of data analysis assisted in obtaining the key information on the recipients' perceptions of the projects and the outlined research questions. To analyse the data, I employed the six broad stages of thematic analysis. The first stage involved familiarizing myself with the transcribed data notes taken from the interactions with the participants. It also involved reading and re-reading the transcribed data and listening to the recordings to ensure that the information transcribed corresponded with that of the research participant.

Stage two was the process of generating initial codes from the data. Codes are defined as the most basic elements of raw data that seem interesting to the researcher, which can be assessed in a meaningful way in light of the phenomena being explored (Braun & Clarke, 2006). The codes were generated based on the interesting perceptions of the recipients on their involvement in the

project and successes and challenges faced. The third stage focused on searching for themes. This was achieved by using the list of codes that were generated from the recipients' perceptions of their involvement in the projects and the successes and challenges of the project. This stage also involved connecting themes that were related under the same category known as a theme.

During stage four, all the themes that had emerged from each interview were compared with one another and clustered together (see Appendix K). The comparison across interviews from the corroboration of different sources served to increase the validity of the data collected (Fereday & MuirCochrane, 2006).

Stage five was the final refining phase of the analysis process. This is where each of the themes was defined and named. Each theme was analysed based upon what it was and how it fitted into the broader study (Braun & Clarke, 2006). It is important to note that both the process of selection and naming of themes require that the researcher give his or her own interpretation of the text (Ponterro, 2005) supported by literature.

The final stage of the analysis process was to discuss the above findings. The aim of the discussion section was to provide a concise, coherent, logical, non-repetitive and interesting account of the data collected (Braun & Clarke, 2006). It is necessary to provide sufficient evidence of the themes extracted from the data, through including extracts from the texts, and should be embedded within the relevant literature in order to produce a compelling argument in relation to the research question (Braun & Clarke, 2006). The findings were discussed in line with the previously reviewed literature of the study (see chapter 6).

Figure 4 Report compilation and identification of thematic patters

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┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│ Recording of data│  ⇒  │                 │  ⇒  │                 │
│   (Interviews)   │      │Transcription of │      │ Code generation │
│                  │      │      data       │      │                 │
└─────────────────┘      └─────────────────┘      └─────────────────┘
                                                            ⇓
┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│                 │  ⇐  │Report compliation│  ⇐  │ Identification of│
│Analysis and     │      │of themes and     │      │Thematic patterns │
│discussion of    │      │codes             │      │                 │
│findings         │      │                 │      │                 │
└─────────────────┘      └─────────────────┘      └─────────────────┘
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4.9 Strategies of quality and reporting

Qualitative research uses a naturalistic approach that seeks to understand phenomena in context-specific settings, such as real world setting where the researcher does not attempt to manipulate the topic of interest (Patton, 2001). Qualitative research, broadly defined, means any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification (Strauss and Corbin, 1990) and instead, the kind of research that produces findings arrived from real-world settings where the phenomenon of interest unfold naturally (Patton, 2001) the defining feature of qualitative research is the absence of numbers (Levitt et al, 2018). Participants were engaged in conservation prior the interview to build trust and ensure that they all understood the research study (Creswell, 2013). They were given to option to participate in the study to ensure that they were voluntarily engaging in the study. Responses gained from the interviews were transcribed verbatim to ensure that they served the purpose of this study and to keep their authencity.

4.10 Conclusion

This chapter outlined the research methods used in the study. It detailed the data collection and data analysis procedures used as well as the research design. Using a qualitative research method that was exploratory in nature, the methodology allowed the research to achieve its research aims in understanding recipients' perspectives on the CSR initiatives in their community. A purposive sampling technique was used to select participants who fitted the criteria of the study. Semi-structured, in-depth interviews were used to collect data on the proposed research questions of the study. The inductive thematic analysis was used to analyse the data collected from the interviews. The data was analysed using the six steps of thematic analysis developed by Braun and Clark (2016) to analyse qualitative research through the use of codes and themes that emanate from the data. Ethical considerations of the research study were also included and explained to the participants before conducting the interviews. The following chapter presents the results of the research study.

CHAPTER FIVE

PRESENTATION AND RESULTS

5.1 Introduction

The previous chapter outlined the research methods of the research in line with the aims of the research study. The chapter detailed the data collection and data analysis used in the study. This chapter presents the results from the one-on-one interviews. As the previous chapter explained, over-arching themes from the individual interviews will be discussed and analysed based on the research questions of the research. An inductive thematic analysis (process of coding the data without trying to fit it into a pre-existing coding frame, or the researcher's analytic preconceptions) was conducted as the research was exploratory in nature. It should be noted that the aim of the research study was get an in-depth understanding of the recipients' perspectives on the CSR projects implemented in their community. This chapter will answer the research questions and present the results.

The results are divided into two sections. The first set of results focuses on the themes generated from the AmaMpondo aseMalangeni Agricultural Project. Each theme is reported separately in the results section below. The second set of results focuses on the themes generated from the Goso Junior Forest High School project and each theme is reported separately. The selected extracts from the interviews are relevant to the themes that stood out and to give the reader direct access to the responses provided by the participants. The following table outlines the themes that emerged which will be discussed in this chapter.

Table 3: Themes

Generated codes and themes				
Leadership	**Recommendations**	**Reduction of Burden**	**Opportunities**	**Theft /Challenges**
Chief roles	More harvesting Maize Project should continue	Students sent to Fort to study agriculture	Start their own business Sell traditional beer	Other villages stealing their maize (pg 23, 24)
Committee members /ploughing committee	Sewing machines More projects for women	People don't starve anymore.	Learnt new skills	Late Harvest
Co-ops for women involved in the project		Have maize to eat	Became a part of the committee /ploughing committee	Burning of the maize meal
		Able to feed families and the communities	People got paid for picking up left over grain after the harvest.	Inability to use equipment
		Animals are also fed from the Maize	School children got jobs from the projects over school vac to make money for school supplies.	People trespassing with cows and cutting fences (pg 23)
		Everyone benefited from the harvest pg 27	People collect and sell leftover grain pg27	Other villages collecting maize before harvest is over pg 27

		People are selling maize for financial gain	Women empowerment: more women involved in the project.	
Selected themes for data analysis				
		Theme 1: Community involvement	Theme 2: Reduction of burden	Theme 3: Personal development

Table 4: Identified themes from the Interviews conducted on the AmaMpondo aseMalangeni Agricultural Project

Theme 1	Community involvement
Theme 2	Reduction of burden
Theme 3	Personal development

5.2 Results for AmaMpondo aseMalangeni Agricultural Project

5.2.1 Community involvement

The theme *community involvement* was one of the most common themes that emerged across all interviews. Of the 13 interviews that were conducted, all participants reported that it was through the chief's initial approach to the chosen mining company that the initiation of the project became possible for the community. As the leader of the community, the chief does not have restrictions that prohibit him from reaching out to organisations to form partnerships for the development of his community based on its needs and the assets it has to offer. Some of the participants were involved in the implementation process of the project while others were not aware and did not show any interest in the project as they were not involved in the beginning.

The following extracts reflect on the responses provided with regards to the participants' role in the project implementation process and continuous functioning.

Extract 1

> *Siyanda: I am part of the project committee, as a committee we work closely with the mining company. We are the ones who give reports to the community of what the mining company has done. For instance, if they have sold, how much have they sold and how much will the community benefit this year. When the mining company sells, part of the profit goes to the community, each person gets some money. [Interview 3, Page 8]*

Extract 2

> *Mandla: Yes I'm a committee member but I'm also involved in the ploughing, I always go with them even during the harvesting season I work with the people who are part of this project. [Interview 1, Page 1]*

Extract 3

> *Nomusa: It's to look after the project, they plough according to sections; so whenever I see someone burning the field or doing anything wrong, then do something about it, to also go stop any fire that is burning close to the field. [Interview 5, Page 15]*

From extracts 1 to 3, the data shows that involvement in the project differs; however, all three extracts indicate that the participant involvement in the project was highly significant. Siyanda and Mandla's role in the project, based on the responses provided in extracts 1 and 2, was more managerial and influential in the project as opposed to Nomusa's role in extract 3 which focuses more on the technical aspects of the project (safeguard the maize from theft and wildfires). Siyanda and Mandla's roles as committee members indicate the realization and use of skills.

Extract 4

Zwelethu: It was introduced by the chief, at first we didn't believe but they then arrived and told us about the project they were starting. Our fields were not being used; grass was growing and we had even forgotten that we had fields, so when they arrived they started ploughing in all the fields and they did everything. [Interview 7, Page 22]

Zwelethu: I am part of the committee, we have the committee that is responsible for the ploughing of the field and I am part of the chieftaincy committee. So if something goes wrong, then the ploughing committee will come and report to our committee. For instance, there are people who cut the fence, let their cows go into the field so those are the things we deal with. [Interview 7, Page 23]

Extract 5

Mj: The role of women, for instance they have registered co-ops for us, mainly for women; there are only a few men, the majority are women. So they advised that way so that it's not a loan or debt if they say they are giving us a grant for women. They wanted to get women more involved than men. So the women play a big role in this project. [Interview 8, Page 27]

In the above extract 4, Zwelethu first reported on the chief's involvement in the project and how community members were passive receivers of the project. A shift from being passive receivers to assets use is evident in extract 4. Zwelethu's involvement in the project as a committee member in the chieftaincy reflects on his strengths and the assets that he has to offer as an individual to the community. Prior to the realization of these skills, the participant was a passive receiver of the project which reflects on the Needs Based approach that views recipients as needy. It is at a later stage of the project that these skills are utilized which reflects on the qualities of the Asset Based approach that promotes the use of assets within the community. In extract 5, Mj reports on the involvement of women in the project which speaks to the systems change of the community structure which, by nature, dismisses the role of women. In her response she states how women played a crucial role in the project and the need for their representation more than men. The perception with regards to the project focusing more on women is based on the fact that men migrate from their villages to seek better job opportunities

in the bigger cities; therefore, the project encouraged women's involvement to ensure that they remain sustainable on their own in the absence of their husbands.

Extract 6

> *Nwabisa: I'm a committee member, chairperson of one of the three projects – Siyabonga. So each committee consists of 11 members, and there are three committees here at eMalangeni. We have Siyathuthuka, Khanyisani and Siyabonga so I am part of the Siyabonga Project.*

> *Nwabisa: we sit in meetings and then brief the people, like for instance; we meet up with the mining company committee and other main committees. When they arrive here, they are received by us and then we go back and brief the people whose fields are being used about what's happening where. [Interview 9, Page 30]*

Extract 7

> *Sikhulu: Initially the project started in 2015 supposedly, but from 2015 the project was started due to the initial application of the community at eMalangeni through me in the form of asking them, the mine to give back to the project. As a leader I don't actually have any restrictions, I can do whatever as long as it is coming back to the community, to assist the community. And also in the way that assists the community, I get, it becomes it makes my leadership easy. Because if you lead people that are hungry they give you a hard time because you get to understand, you get to know, they get to do things that are in order and as a leader, you get distracted and all that. So whatever I do, I do it understanding that it is giving back to the community. But what do I get out of that, what I get is the kind of leadership that I'm working on with the people, it eases the way I am working with them that's the thing, yes. [Interview 10, Page 38-39]*

Extract 8

Zola: …but even though these people with machines have been hired, there must be something that the community members also do. So in the first year, we were not that involved because we were not informed. [Interview 12, Page 53]

In extract 6, Nwabisa speaks on her role in the project as a committee chairperson and the tasks assigned to that role. The role of women is once again made evident in community development as reported in extract 5 by Mj. Results show that the CSR initiative is making use of the skills found within the community. In extract 7, we are presented with the significant role played by the chief in bringing the project to the community in partnership with the mining company. Sikhulu saw a need for agricultural development in the community as it is rich in soil and has great climate conditions. Sikhulu's need to ensure that his community remains sustainable and to reduce the unemployment and poverty rate in the community reflects the qualities of a good leadership style. His is aware of the assets of his community and thus approaches the mining company with an intention to develop a project based on the assets the community has. Extract 8 provides a contrast to the responses provided in extracts 1 to 7. Zola argues that the community members were not as involved in the first year of the implementation of the project due to lack of information and the limited use of assets in the community. Zola's response above reflects on how recipients' perceive CSR projects as not addressing their needs nor do they directly aim at empowering the community. As Zola reported, they were not involved in the first year of the project because they were not aware and the company brought their own machinery to start the project. Instead of encouraging the use of assets, the organisation had already assumed what the community needed.

5.2.2 Reduction of burden

The theme *reduction of burden* was one of the common themes that emerged from the interviews. The research participants made reference to how the project had addressed most of the community's basic needs (food and employment). The results from the 13 interviewed participants reflect the changes and benefits that the introduction of the project had on the community, specifically on the needs of the community. Although not all the participants' needs were met by the project, a significant difference in the livelihood of the community can be reported. Prior to the initiation of the project, the participants planted vegetables and herded

cattle as a means of sustainability and were not aware of the multiple uses of maize. The following extracts provide a clear understanding of the responses provided when asked whether the project had developed and met the needs of the participants.

Extract 1

Mgidi: A lot, because I now have maize, we're eating and we are satisfied. [Interview 1, Page 1]

Extract 2

Nomusa: We are so grateful for this because we now have more than enough food and our livestock is doing well, there's food for the livestock and it's also a lot greener than it was before. [Interview 2, Page 5]

Extract 3

Zandile: Yes it has benefitted us a lot in this village because we no longer purchase maize, it has really benefited us. It has been good for our livestock as well because animals used to die but they don't die anymore. Ever since the project was introduced, our cows don't die anymore. It's been a long time since I heard of any cow dying. [Interview 3, Page 14]

The above extracts 1 to 3 indicate the positive outcomes of the project in addressing the community's need. In both extracts 1 and 2 the need for food was satisfied. In extract 2 and 3, Nomusa and Zandile agreed that the maize reduced livestock death rates and created a more appealing environment. Funds needed to maintain the livestock were reduced.

Extract 4

Ntombi: Yes they have been met but we still wish for more because we want job opportunities as they promised that they would provide us with job opportunities. But we can say that poverty has been reduced because things are better. [Interview 4, Page 16]

Extract 5

> *Ruth: It has really helped me because after harvesting, we get an opportunity to go to the fields to pick up all the leftover maize and use it to make porridge for our kids we also grind it for pap as well, it has really helped us.*

> *Ruth: Like I said, I have personally really benefited from the project because the main thing is that we have food to eat now. The kids are not hungry anymore and there is that assurance that there will be food for the next day too, that's the most important thing for me. [Interview 5, Page 19]*

Extract 6

> *Zwelethu: Yes, a lot. We now have maize that we picked up from the field after the tractor finished harvesting. The project that we have here has helped us a lot, no one goes hungry anymore, there is a lot of maize for us to eat even the livestock does not go hungry anymore. Cattle, sheep, pigs you name it, they all have something to eat. We are so happy about the programme and we would like it to continue because they did everything very well, so we don't want it to end. [Interview 6, Page 22]*

In extract 4, Ntombi reported that her needs were met but wishes more could be done for job creation as promised by the mining company. The purpose of the CSR initiative to reduce poverty rates in the community was reported as successful by Ntombi. The multiple uses of the maize were successful. In extract 5, Ruth commented on how from the maize she had been able to make porridge and pap for the children and that they were no longer hungry. The assurance of having food on the table the next day satisfied the needs of the community. Zwelethu in extract 6 echoed the response provided by Ruth in extract 4 on the availability of food for both the people and their livestock. The aim of the CSR initiative from the three year tenure period (2016-2018) was to reduce poverty through the provision of food (maize fields) and employment to ensure that the community would be able to sustain them once the three year partnership ends.

Extract 7

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Nwabisa: Our needs have been satisfied, like I said, even though we get some money; but we actually get more money by selling the maize for ourselves. For instance, you will find that a person has 40 bags, so even if they were not going to receive any money when we get paid, the rent money, they still get some money and it's more. Not only do you sell the maize, you also eat the maize and you are able to cover your household needs. [Interview 7, Page 30]

Extract 8

Sikhulu: It has started though we may have some of the things that are not done correctly because as I said, we are not all experts, we are all learning from what we are doing, as we go we learn and recover every season. Because if we're still sending maize away, because we have the off-take agreement, it says we're not processing it around, so it's not doing what we want to as yet. [Interview 8, Page 40]

Extract 9

Zola: Not all of them, why do I say that? Because, first of all we are not all on the same level in terms of our understanding of the project because the owners of the corn fields are older people. Previously these people ploughed for themselves not to sell the maize but to feed their livestock. So the fact that maize can make a lot of money is all new to them. [Interview 9, page 54]

Extract 7 differs significantly from the responses provided in extracts 8 and 9. In extract 7, the participants' report that their needs were satisfied and they were able to gain more monetary benefits from the maize. From this extract, the shift in mind set and awareness of the benefits and uses of maize for sustainable development are evident, "not only do you sell the maize, you also eat it and cover your household needs" (extract 7). In contrast to extract 7, participants in both extracts 8 and 9 reported that not all the community's needs were met for various reasons. In extract 8, Sikhulu addressed the issue of parties involved in the project as not being experts but that the project was a learning process. The maize has not done what it was intended to do. Zola in extract 9 criticized the project for not engaging all age groups in the project. The owners of the

cornfield are old citizens and are not fully informed on the current economic uses of land and harvesting. Elderly people in the villages are used to traditional ways of ploughing maize (feed their livestock). Therefore a needs analysis of the needs of the community would have been crucial in ensuring that the project benefited the whole community.

5.2.3 Personal development

The theme *personal development* was one of the themes that constantly emerged from the interviews. This theme addresses the second research question of the study that focused on the recipients' perceived successes and challenges of the project. The data reveals that participants gained awareness of their personal capacities to be able to sustain their lives from the project. Prior to the project being implemented, participants were unemployed and lacked self-consciousness of the skills and assets that they possessed. It took the implementation of the project to unlock their capabilities to become self-sufficient. The approach taken by the mining company to implement the project did not directly focus on the assets of the community. The following extracts provide raw data on the responses provided by participants when asked whether the project had unlocked their potential and made them want to change the course of their lives.

Extract 1

> *Zola: Ja, through trainings like the one I was talking about by SEDA. I can say that now I do have a plan to, in fact through ploughing you can make a living. [Interview 12, Page 55]*

Extract 2

> *Nwabisa: Even though not everyone will say the same thing, but most people can see that you do have skills that they didn't know about before you became part of the committee. The project really has helped show people that we can be responsible and take charge of certain things even as women.*

> *Nwabisa:... a lot, I have realized that I can be independent; we have attended trainings and things like famer's day and they have really helped because that's*

where we see other people who are doing the same thing that we are also doing and we learn things we didn't previously know. [Interview 10, Page 30]

Extract 3

>*Mj: Yes it has because like I said I didn't care much for maize but I can see now, besides the fields that have been ploughed; I would like to have my own field that I would use for maize because I've realized that you can make a lot money through maize. People are selling it and they are making a lot of money which is helping them a lot.*

>*Mj: Yes, I can see that I can go very far in life; I could even drive a Benz. [Interview 8, Page 26]*

In extract 1, Zola reflects on how taking an initiative to develop his skills has broadened his view of the future and how he can make a living from agriculture. In extract 2, Nwabisa reflects on the realization of her assets and how having these assets has allowed her to gain the community's trust as a member of the committee and as a woman. In the rural areas women are not given preference to sit in councils that make decisions due to the patriarchal nature of how villages are structured, especially in the Eastern Cape. In extract 3, Mj speaks on how her lack of knowledge of the multiple uses of maize has shifted and hopes to one day drive a 'Benz' from the income generated from selling maize.

Extract 4

>*Nelisa: I can plough on my own, or plant potatoes and sell them.*

>*Another thing we would like is for them to include us when they are ploughing so that we can see how it is done, what they mix with what instead of doing it on their own. So that when they leave, we can know what they mix with what. [Interview 6, Page 16]*

Extract 5

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Zandile: Yes it has helped me because I make and sell traditional beer without buying any maize meal and I make money. [Interview 5, Page 14]

Extract 6

Siyanda: Yes they were started by community members, I personally have a pre-school. [Interview 4, Page 10]

Siyanda: Yes we are going to buy shorts and drive the tractor. [Interview 4, Page 9]

The responses provided by Nelisa, Zandile and Siyanda indicate that a level of personal development was initiated once the project was introduced. A monetary opportunity has become a viable option for the participants, allowing them to be self-sufficient. Prior to the project implementation participants were not aware of the monetary opportunities that emerged from planting maize and focused on other vegetables for self consumption. The response provided in Extract 4 by Nelisa shows the willingness to learn new skills that can be used for continued sustainability.

5.2.4 Summary of results

The results in this section provided a summary of the themes that emerged from the interviews. The three main themes that emerged were each presented and supported by extracts relevant to the theme. Results from the first theme, *community involvement,* show that the community played a significant role in ensuring that the project was constantly monitored. This can be seen from the use of committees (extracts 1, 4 and 6) that were created to focus on various aspects of the project. The results also show that the chief's proposal to the mining company on the needs of the community is what led to the development of the agricultural project (extracts 4, 6 and 7). The second theme, *reduction of burden,* reflected on the needs of the community that were met by the project. From the results (extracts 1 to 6) it is evident that the community saw the project as an end to poverty, specifically their need for food which can be seen throughout the extracts selected from the data. The results also indicated that some of the participants were not satisfied with the project's ability to meet their needs and felt that more needed to be done (extracts 7 and 8). The third theme that emerged from the data was *personal development.* The results show that

the project made participants aware of their individual skills and the roles that they could play in the project and in the development of their lives. From the results it is evident that participants saw the need to be self-sufficient and generate their own wealth through the use of their assets (extracts 1 to 6). The following section focuses on the themes generated from the Goso Junior Forest Secondary High Laboratory project.

Figure 5: Graphic results of the AmaMpondo aseMalangeni Agricultural project

1. AmaMpondo aseMalangeni
Agricultural Project: Maize Fields

Picture: Anonymous, 2018

Figure 6: Graphic results of the AmaMpondo aseMalangeni Agricultural project

2. AmaMpondo aseMalangeni
Agricultural Project: Maize Fields

Picture: Anonymous, 2018

Table 5: Identified themes conducted from the interviews on the Goso Junior Forest High School Laboratory Project

Theme 1	Heightened hopes
Theme 2	Practical science skills
Theme 3	Failed sustainability
Theme 4	Satisfaction from project

5.3 Results from the Laboratory project

5.3.1 Heightened hopes

The theme *heightened hopes* was one of the themes that emerged from the interviews that were conducted with the two participants' who were directly involved in the implementation of the Laboratory project. The following extracts were taken from the responses provided by the participants on their overall view of the project.

Extracts 1

> *Lwando: … secondly, the science lab was built and completed and we were happy about that because we knew it would benefit our children. So it was completed and after that, it was going to be an official opening of the lab where they would hand over the key, I was also there. [Interview 1, Page 34]*

> *Lwando: Honestly, I personally saw that the science lab was good and it was going to help the children around Lusikisiki because it was well located. [Interview 1, Page 34]*

Extract 2

Lwando: ... I also had a picture of our children growing up differently compared to us. That's why I appreciated its introduction; I saw it as very important. [Interview 1, Page 34]

Extract 3

Lwando: The schools were given an opportunity to speak and express their appreciation of the lab and looking forward to using it. What I'm trying to say is that, it seemed as though it was something that was going to happen quickly at the time'. [Interview 1, Page 36]

Extracts 1, 2 and 3 above show how the participants had much hope in the introduction of the Laboratory project for the school. Lwando reports on how the positioning of the lab and how it would assist the broader Lusikisiki community (extract 1). In extracts 2 and 3, Lwando reflects on the benefits that the project would have for the children. The response in extract 3 indicates a sort of disappoint from the way in which the project was implemented, ("it seemed as though"). That which was expected of the project was not achieved.

Extract 4

Dinagwe: I think that project was an idealistic project in terms of targeting the improvement of the quality of education of rural school children, so that they are exposed to things like mathematics and science which would create better opportunities for them in the skilled sector of the economy. [Interview 2, Page 44]

Extract 5

Dinagwe: ...that project was well received by the community and the community was very happy. The attendance on the day of the launch was 3000 people and they had big hopes. [Interview 2, Page 44]

In the above extract 4, the response provided by the participant reflects on the aims of the project towards improving the children's educational standards and the opportunities that it would have created for them. The extract indicates that the initial needs of the community were not fully addressed which can be attributed to poor needs analysis by the company. In extract 5, Dinagwe

reflects on the positive outcome of the community and the big hopes that they had from the launch of the lab. Similar to extract 3, both participants had high hopes that the project would enhance the children's educational background and expose them to new technological skills.

5.3.2 *Practical science skills*

Extract 1

> *Lwando: But it's because ourselves and our boss lacked practical skills when it came to the technological part. [Interview 1, Page 34]*

Extract 2

> *Lwando: So they had said that, upon its establishment it would assist in doing practical tasks. But now it's stuck, it is not working and I once asked one teacher why they were not using the science lab, and her response was that, no one has enough knowhow to use the equipment. [Interview 1, Page 34]*

> *Lwando: It doesn't have facilitators. That is what I was told. [Interview I, Page 34]*

Extracts 1 and 2 reflect on the lack of practical skills from the teachers in the school to utilize the equipment in the science lab, as result rendering the lab useless. The purpose of the lab has not been achieved due to there being no assets in the community that can be used to operate it. Lwando in extract 1 acknowledges the lack of technological skills from the community members to continue the sustainability of the lab. Because there are no practical skills in the community, the lab has become stagnant defeating its purpose of improving the children's technological skills and sparking an interest in the sciences.

Extract 3

> *Dinagwe: In rural areas, when a child is learning and you say to them here is a frog, dissects it. They won't have the instruments to dissect it and the one who has these instruments will be better equipped mentally to quickly grasp the thing if they can see physically how the process is done. [Interview 2, Page 44]*

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Extract 4

> *Dinagwe: Because in Model C schools they have technology and when you go to results at the end of the day, they go with the A's and with the B's. And they are entering higher learning institutions; they can take on subject matters professors, not teachers, lawyers and all those traditional things. [Interview 2, Page 49].*

The above extracts 3 and 4 reiterate the lack of science and practical skills specifically in the rural area as opposed to schools in the urban areas. Children in villages are not exposed to advanced technology, and nor do they aspire to be in corporate professions because they don't have the skills to compete on that level. The findings in extracts 1 to 4 indicate that the approach taken by the company to assist the community and involve them did not render them to be self-sufficient.

5.3.3 *Failed sustainability*

Extract 1

> *Lwando: Yes it's still unused, when I asked one teacher if it was being used, I was just curious and I was told that no one really knows how to use it. [Interview 1, Page 34]*

Extract 2

> *Dinagwe: But this thing degenerated to a white elephant, why? Because you know, teachers sometimes, I must be honest; some of them are illiterate while they are literate. [Interview 2, Page 45]*

Extract 3

> *Dinagwe: … so the lack of vision by the principal, the lack of vision by the district office and the lack of coordination from the district office in terms of getting teachers to do the exercise because the children are there, they are raw, they are there. [Interview 2, Page 45]*

The above extracts reflected on the challenges of the lab project. Results show that the lab remains unused from its initial launch in 2014 to the present day. The causes of the lab being unused can be attributed to the assets of the community not being explored and ignited from the onset of the project. The community leaders as reflected in extract 3 also failed in ensuring that the project remained sustainable.

5.3.4 Satisfaction from the project

Extract 1

> *Lwando: Being part of that project didn't satisfy all my needs because even now; in fact if all 8 of us were to come we would all tell you that our needs have not been met because the lab is still not being used. [Interview 1, Page 35]*

Extract 2

> *Lwando: … my needs, I benefited because I am able to say, when I am talking to a builder, that I am able to do a certain thing. For instance with the project, before they started the electricity wiring, I was there when they were doing it. [Interview 1, Page 35]*

> *… for instance now, I am part of the project that is currently building opposite metro. They are busy building there so I am part of the group that is installing electricity. [Interview 1, Page 35]*

Extracts 1 and 2 reflected on the satisfaction and developmental opportunities gained from the project. Lwando in extract 1 reflects on how the project did not meet all his needs, purely based on the fact that the lab still remains unutilized. In extract 2, he spoke of the benefits that being involved in the project created for him. He utilizes his skills gained from the project to sustain his life and seeks employment opportunities that enhance his skills, indicating the projects ability to enhance the participant's level of self-conscious and the utilization of strengthens to remain sustainable.

Extract 3

Dinagwe: It has not developed the community I cannot lie; it has not done its work. Its work was to make sure that it produces quality students from a quality education in the point that they had modern technology assisting them. [Interview 2, Page 47]

Extract 4

Dinagwe: But we still have something little. Because we have a security guard in the gate, part of the idea to have the security guard is to protect the facility. [Interview 2, Page 47]

In agreement with extract 1, Dinagwe in extract 3 also stated the project had not done what it was initiated to achieve. A sense of disappoint in the project to fulfil the needs can be seen in this extract (3). Similar to extract 2, Dinagwe reports on how the project created skills development and employment opportunities for the community. Security guards were deported to safeguard the lab vicinity (extract 4).

5.5.2 Summary of results

The results in this section provided a summary of the themes that emerged from the data collection process. The four main themes that emerged were each presented and supported by extracts relevant to the theme. The results from the theme *heightened hopes* indicated that the community had high hopes as to what the project would do for the children at Goso Junior High and neighbouring schools. This can be seen in the community members' attendance at the launch of the project (extracts 1, 3 and 5) that their hopes were high. The results from the theme *practical science skills* indicated the teachers at the school did not have the relevant technological skills to run the lab at Goso Junior High. As a result of there being no teachers to educate the children, their ability to compete with Model C schools for jobs and opportunities remains uneven (extracts 3 and 4). The results from the theme *failed sustainability* show that the implementation of the project was not executed with the skills that would be needed to continue the project. The lack of continued inquiry and encouragement of assets use by the community leaders involved in the project led to the lab being unutilized (extracts 2 and 3). The fourth theme, *satisfaction from the project,* shows that there was some level of satisfaction from the

project as it created job opportunities for the participants (extracts 2 and 4). However, from the results it is evident that the project did not bring much satisfaction to the community because the lab continues to remain unutilized and the use of skills in the community has not been explored (extracts 1 and 3).

Figure 7: Graphic results of the Goso Forest Junior High School project

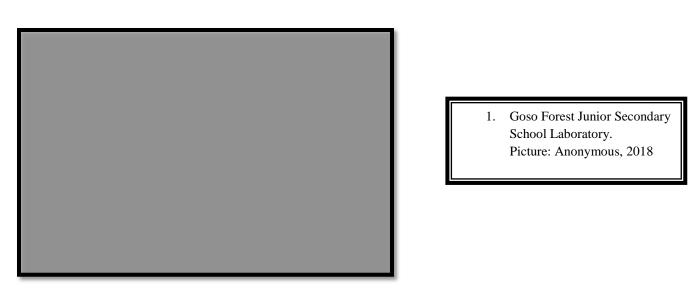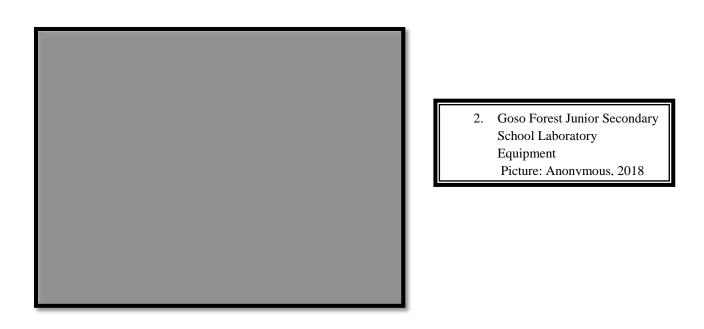1. Goso Forest Junior Secondary School Laboratory.
    Picture: Anonymous, 2018

Figure 8: Graphic results of the Goso Forest Junior High School project

2. Goso Forest Junior Secondary School Laboratory Equipment
    Picture: Anonymous, 2018

5.4 Conclusion

This chapter presented the results of the data collected with the use of extracts gathered from the interviews. The chapter reported on the themes that emerged from the data for both projects in Table 1 and Table 2. The themes generated from the interviews reflect on how the projects have had an impact on the community of Lusikisiki. The AmaMpondo aseMalangeni Agricultural Project themes reflect on the community's involvement in the project and how that shaped the direction of the project. Participants' involvement in the project allowed for the utilization of the community members' skills that were discovered through the implementation of the project. From the results it was evident that the needs of the community were met although there is still room for expansion in the journey towards community development.

Drawing on the theme of *personal development,* participants in the study reported having been able to become self-sufficient through the introduction of the project and they became aware of the skills that they had. This realization of strengths is line with the principle of creating communities that are self-sufficient through the utilization of their assets. The project allowed for the community to benefit both agriculturally and financially. The monetary reward that came with the use of their land shifted the mind sets of the elderly members in the community who were not aware of the economic benefits of selling their produce.

Drawing on the laboratory project, the themes reflected on how the community received the overall project and the challenges that came with it. The project failed to meet its intended goal according to the participants because the lab to present day remains utilized. The project did, however, create job opportunities for the community and skills development that participants have actively utilized in seeking other job opportunities. There is still much to be done with the project as the community leaders have the power to form partnerships that will ensure skills development and the resuscitation of the lab.

The overall findings from both projects showed that involving communities in projects that seek to benefit them yields a more positive outcome and reduces the chances of being met with resistance. The approach that organisations use to influence change in communities matters, as it will determine the sustainability of the project. The following chapter presents the discussion, conclusions and recommendations of the research study.

CHAPTER SIX

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The previous chapter presented the results of the study. Using inductive thematic analysis, a number of themes came out. This chapter is going to discuss the findings of the study, draw conclusions and provide recommendations that could be used by a number of stakeholders. The objective of the study was to investigate the recipients' perspectives on the CSR projects implemented in their community by a chosen mining company. Furthermore, the study aimed to investigate the participants' involvement in the implementation of the projects, the perceived successes and challenges of the projects as well as the platforms available to address concerns and suggestions for sustainable livelihoods of the community.

6.2 Reflecting on the research questions

The objective of the study was to gain an in-depth understanding of the recipients' perspectives on the CSR projects in their community. To achieve this main objective, the following research questions were used:

1. What is the perceived role of the community members in terms of the CSR initiatives or projects implemented in their community and how was the community approached for the implementation of these projects?
2. What are the perceived successes and challenges of these projects from the community members' perspectives?
3. What channels have community members used to address their concerns and interventions concerning the projects implemented in their community?

6.3 Discussion

The following section discusses the findings of the research study from the interviews conducted on the two CSR projects in Lusikisiki (AmaMpondo aseMalangeni Agricultural project and Goso Forest Junior High School). The findings of the study are discussed based on the research questions and objectives. The discussion focuses mainly on the first and second research questions as most of the themes emanated from those questions. However, it should be noted that the themes came from the responses of the participants. They were not guided by the questions, hence, the use of an inductive approach.

The first question of the research study focused on the recipients' perspectives in terms of their involvement in implementing the project and how the community was approached with regards to its implementation. The results from the Agricultural project show that the mining company was approached by the community leaders to give back to the former mine workers who worked for the company. Furthermore, the results show that the recipients were involved in various committees that were responsible for ensuring that the project remained sustainable. The results also show that participants were involved in the project at later stage because they were not informed of the skills required to plough maize and the company did everything without taking into account the assets available in the community. The approach taken by the organisation is in line with the Needs Based approach where organisations assist communities based on the needs they have identified on behalf of the community and the resources that they have as a company (Naidu & Rao, 1993; Mathie, & Cunningham, 2005). As the project progressed participants become more involved in the project as they became aware of the talents that they use towards the project. The results show that participants joined various committees that were responsible for ensuring that the project remained sustainable. It is at this stage that the organisation became aware of the assets in the community and the introduction of the Asset Based approach. This, therefore, means that the organisation became aware of different way of approaching CSR to create sustainable development and for the community; it meant that more skills and assets would be utilized. From the perceptions of the recipients the results show that the project had a significant impact on the community; however, the recipients felt that more could have been done if they were involved in the implementation of the project from the beginning.

The Needs Based approach focuses on the needs of the community and implements projects that address those needs (Nurture Development, 2018). Kretzmann and McKnight (1993) in their study argue that viewing communities as a list of problems leads to the fragmentation of efforts to provide interventions. The use of the Needs Based approach is useful in providing a foundation as to why organisations engage in CSR. However, community projects implemented using an Asset Based approach yielded more positive outcomes and involvement from the community which is what this study encourages organisations to implement. In line with the findings of this research, Kretzmann & McKnight (2018) and Nel & Kramer et al. (2010) in their studies agree that the use of skills and assets in community development unites communities because their assets are used to establish their own wealth and sustainability long after the organisation has parted ways from the project. This is supported by what the majority of the participants revealed (e.g. extract 5, see chapter 5)

The findings from the recipients of the Laboratory project show that the participants were involved in the project as contractors to build the laboratory. They were the ones who approached the mining company with the idea of the laboratory. However, their involvement in the project ended once the laboratory was built. Although the recipients' assets were used to build the laboratory, the results from the project reflect more on the weaknesses of the use of the Needs Based approach in trying developing communities. Because the mining company failed to conduct a needs analysis that could have given them a clear strategic guide as to what the community needs, the project did not become sustainable. The use of skills was not encouraged and no training was provided to ensure that there were teachers to conduct scientific lessons and projects with the children. The community members also failed in appointing individuals to teach due to their dependency on the company to do everything for them. Research conducted by Green & Haines (2008); Davids (2005), Pretorius & Nel (2012) and Schenck, Nel & Louw (2010) on community projects initiated using the Needs Based approach show that those communities continuously depended on the organisation for the project to remain sustainable and undermined their own capabilities to run the project. Since the recipients were not involved in the project and their assets were not recognized even after the project had been implemented, the laboratory remains unused.

The second research question of the study focused on the perceived challenges and successes of the projects from the recipients' perspective. The findings from the study suggest that there were many successes from the project. The recipients mentioned that they were able to feed their livestock and the children no longer suffered from hunger and the project contributed towards poverty reduction. In line with Bhattacharya and Sen's (2004) study on recipients' perceptions of CSR initiatives, these results show that recipients view CSR initiatives as projects that address their needs and have an impact on their well-being. Participants, furthermore, reported on the developmental opportunities that the project created and how through the project they became aware of the monetary values that maize has, hence allowing them to be self-sufficient. The results also showed that recipients were actively showing the willingness to learn to be able to sustain themselves once the company had left. In line with the principles of the Asset Based approach and studies conducted by Nel (2011) and Kramer et al. (2011), the findings from this study show that use of talents and skills created a shift in the participants mentally from perceiving themselves as poor to self-sufficient and rich mentally (extract 3, see chapter 5). Extract 3, the participant stated the following:

Although the results showed that the project has many success stories, the participants did find some challenges from the initiatives. From the findings it is evident that the project did not consider the traditional perceptions of recipients with regards to ploughing. The elderly recipients who were owners of the corn fields were resistant towards the project as they were not aware of the monetary benefits of maize and instead believed in farming and herding cattle for their personal use. This speaks to the literature on recipients' perspectives of CSR. Hamann's (2003) study emphasised the need for mining companies to engage recipients on the aims of their project to ensure that they do not face resistance from recipients as a result of not being well informed. Recipients' perceptions of CSR are important in determining the success of a project; they will have negative perceptions if they stand a chance to lose a lot due to the project (such as land for farming). This view touches on the principles of the stakeholder theory, which ensure that stakeholders' interests are made the priority of the organisation (Freeman, 1984). If the recipients do not have a positive view of the organisation, this affects the reputation of the organisation causing greater damage to its image due to its lack of focus on social and environmental development (extract9, see chapter 5). The findings from this project also question the need to integrate indigenous communities into the modern economy to assist in

their development and whether they should be left to continue in their pristine state (Banerjee, 2001). Changing the perceptions and way of living in rural communities takes time as they have become accustomed to the reality that they have created for themselves.

The other challenge noted from the results was that the organisation failed to deliver on the job opportunities it had promised the community. This perception of recipients wanting more from the mining company supports organisations' view of communities as needy, because, instead of creating opportunities for themselves, recipients rely heavily on organisations and the government to sustain them. Lusikisiki is a very rural community and mainly depends on the government, local municipalities and councillors to provide for their needs. Brueggemann (2014) in his book titled '*The Practice of Macro Social Work'* explained the positive uses of the Needs Based approach in situations where the government is under political pressure to deliver on projects that involve infrastructural development (i.e. schools and roads) within a short space of time. In this regard, communities put pressure on municipal structures to deliver on what they have promised them, as a result, depending on those initiatives to change their living conditions.

A clear example of a project that relied heavily on municipal assistance is the Laboratory project. The findings from the Laboratory project show the weaknesses of the Needs Based approach. The project has encountered many challenges since its launch. Based on the themes *failed sustainability* and *satisfaction from the project,* the results show that the project did not do what it intended to do as it did not develop the children's knowledge of science and maths and laboratory still remains unused because a clear needs analysis was not conducted. This therefore, places emphasis on the need for organisations to conduct a needs analysis prior to implementing projects that will not remain sustainable and lead to recipients being dependent on external forces (extract 3, see chapter 5) shows the constant dependency on other forces to make a difference instead of taking it upon themselves and using their assets to remain sustainable.

The project did, however, empower a few recipients. From the results, the recipients reported that being involved in the project opened other job opportunities to utilize the skills they had gained from the project. The awareness and utilization of assets for further self-development is in line with the characteristics of the Assets Based Community Development approach that

encourages the use of talents and skills to develop individuals (Brown, 2007). A shift in mind set is further realized at this point of the project.

Another challenge that was faced by the participants with regards to the Laboratory project stemmed from the theme *heighted hopes*. The participants had high hopes that the project would bring about change for their community and that more students would engage in the sciences. However, the lack of skills readily available (*practical skills* theme) in the community to operate the laboratory resulted in the project being unsustainable. Therefore the themes discussed in this section aid in further understanding recipients' perceptions of the mining industry and the concept of CSR based on their involvement and successes and challenges faced with the projects.

6.4 Conclusions

From the results, it can be concluded that the selected mining company has made a significant contribution to community development through the implementation of CSR initiatives. Furthermore, the chosen mining company contributed towards redressing past imbalances of socio-economic issues in South Africa post 1994 through taking responsibility and accountability for its impact on the environment which can be seen from the results discussed on the two projects implemented in Lusikisiki.

Based on the first research question it can be concluded that the involvement of communities in research projects plays a significant role in determining the sustainability of the project and how recipients perceive the project. The general perception from the recipients is that the projects are enabling them to sustain their livelihoods. The approach taken by the company was a Needs Based approach based on what they thought the community needed (food parcels). From the initial visit, however, the company was able to see that the community had already been able to use their own skills for basic agricultural projects but were not fully aware of the other uses of their rich soil. The general results from this study indicate that there has been a shift in mind set from the participants and that project has had more benefits than challenges.

However, recipients feel that more can be done to develop their community. With specific reference to the Laboratory project, recipients wish that more could be done to resuscitate the

project and that more assets from the community could have been developed to ensure that the lab continues to function even after the partnership with the company has ended. It can furthermore be concluded that the approach the organisation uses in initiating ways to address the communities' problems is crucial, hence the suggestion to shift away from the use of the Needs Based approach and rather focus more on the Assets Based approach which promotes the use community as drivers of projects to ensure the sustainability of the projects and self-sufficient communities.

From the second research, based on the recipients' perspectives, it can be concluded that the first project had many successes. The project assisted in reducing the community's poverty rates and encouraged recipients to be self-sufficient which is in line with recipients' perception of CSR initiatives that affect their well-being. The second project, however, did not have as many successes because the lab remains unused and skills in the community were not developed efficiently.

The overall conclusion of this study is that Corporate Social Responsibility in South Africa has developed greatly since 1994 in the mining industry and has played a significant role in addressing the socio-economic issues of the country and community development. More can be done, however, to address the continuous unemployment rates through CSR projects. The following section will discuss the limitations of the study and recommendations of the study.

6.5 Limitations of the study

The objective of this research was to gain an in-depth understanding of recipients' perspectives on their involvement in the implementation process of the CSR projects in the community as well as the challenges and successes of the projects. This study investigated CSR initiatives in the mining industry in South Africa, focusing on a particular mining company. The research study was guided by three research questions aimed at eliciting responses that answered the research topic. The limitations that were found in this study were research method, sample size, research area and time.

As mentioned above, the study focused on the beneficiaries of Corporate Social Responsibility initiatives implemented in Lusikisiki using a qualitative research method. The sample for the

study was selected using purposive sampling as it targeted a specific group of individuals. Because of the criteria of this study, finding a bigger sample of participants to participate in the study posed a challenge. Therefore, based on the sample size and area in which the research was conducted, I cannot generalize that the results of this study reflect the perspectives of all recipients of CSR initiatives across the country as this study focused on projects in Lusikisiki. Lusikisiki is a significantly small town as compared to the other areas (Johannesburg, Ghana and Tanzania) in which the chosen mining company has implemented CSR projects. Furthermore, based on the results obtained, I cannot conclude that all mining companies approach community initiatives on a Needs Based approach or that all mining companies engage in CSR activities to redress the negative impacts they have on the environment. However, using purposive sampling and a qualitative research method enabled the generation of in-depth data based on the recipients' perspectives on their involvement in the project and its challenges and successes.

Although the data from the interviews provided great insights on the recipients' perspectives, I could have used a different research method (quantitative or mixed method), sampling procedure and data collection technique (focus groups) and included more participants and projects. Another noted limitation that affected this research was time. Getting permission from the councillor of the municipality to conduct the research in Lusikisiki affected the time spent to collect data. Due to the limited time available to conduct interviews and recruit participants, I could interview only 13 participants of the proposed 15 interviews. To address this limitation, I spent an extra day in Lusikisiki; however, participants had other commitments and couldn't travel from the village to town.

The availability of funds further limited the study, as I was not able to travel earlier to collect data and could stay in the research area for only a limited time period. The limitation of funds affected my ability to travel to areas where the participants were based.

6.5.1 Recommendations for future studies

Based on the limitations encountered during this study, the following recommendations should be considered by future researchers conducting a similar study. Future researchers can use triangulation which incorporates qualitative and quantitative data collection methods allowing them the flexibility to collect data using both surveys and interviews. They can also use mixed

methods which will enable them to use focus groups and video recordings to capture the participants' body language and reactions. Furthermore, future studies should incorporate different sampling procedures to enable them to better generalize their findings.

Future researchers can focus on bigger projects in other sectors and not limit their study to the mining industry or one location, as Corporate Social Responsibility is practiced across all sectors of the economy. Future researchers can compare projects implemented in different districts and provinces to get a broader understanding of CSR and recipients' perceptions, allowing them to spend more time in the research area to collect data.

Future researchers, in addition to the above mentioned recommendations, can conduct studies that assess the approaches (Needs Based or Asset Based approaches) employed by organisations to implement projects in their host communities and the beneficial uses of those approaches. Future researchers can compare projects that are Asset Based sensitized against projects that are not Asset Based sensitized to determine the effects of using the Assets Based approach in community development and sustainability.

6.6 Recommendations for chosen mining company

Although the chosen company has invested a great deal in developing communities through their CSR initiatives, there are certain approaches that they can use to address the needs of communities. When approaching communities with CSR projects, it is recommended that companies first assess the assets and resources available in the community before implementing projects that might not benefit the community. Conducting a needs analysis together with the community is encouraged. By using this approach companies will ensure that communities are more involved in driving the project and encourage communities to utilize their skills.

The researcher further recommends the use of the Asset Based approach for implementing CSR initiatives as it encourages the use of gifts, talents and the passions of the community. From the findings of this study, it was evident that the use of recipients and their assets was not encouraged, hence the implemented projects did not remain sustainable. It is also recommended that organisations monitor and evaluate the projects implemented in communities so as to address areas of concern as engaging in CSR has many benefits for the organisation. Engaging in

CSR assists in increasing sales and market share of the organisation, it improves the organisation's brand position and it further increases the organisation's ability to attract, motivate and retain employees. Therefore, it is in the organisation's best interest to engage in CSR initiatives and adopt new ways of addressing the needs of society.

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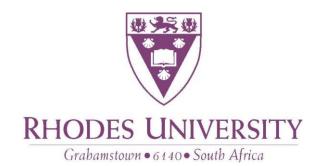
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Appendices

PSYCHOLOGY DEPARTMENT • Tel: (046) 603 8500 / 85001 • Fax: (046) 622 4032 • e-mail: psychology@ru.ac.za

RESEARCH PROPOSAL AND ETHICS REVIEW COMMITTEE

8 April 2018

Thina Hlatshwayo

Department of Psychology

Rhodes University

6140

Dear Ms Hlatswayo

ETHICS APPLICATION: PSY2018/14

This letter confirms your ethical protocol with tracking number PSY2018/14 and title, 'Rethinking Corporate Social Responsibility in the mining industry: Focusing on recipients' perspectives', was reviewed by the Research Projects and Ethics Review Committee (RPERC) of the Psychology Department of Rhodes University on 22 March 2018. Your application is now APPROVED.

The RPERC is a subcommittee of RUESC and therefore this decision will be ratified at the next RUESC meeting.

Please ensure that the RPERC is notified should any substantive change(s) be made, for whatever reason, during the research process. This includes changes in investigators. This clearance is valid for 12 months from the date of this letter.

Yours sincerely

Lisa Saville Young, PhD

CHAIRPERSON OF THE RPERC

Appendix A: Ethical Standards Protocol (3.3.1) - Potential Benefits of the Study to Participants

The focus of this research is on the perceptions of recipients of Corporate Social Responsibility (CSR). The study focuses on Corporate Social initiatives provided to Ingquza Local Municipality Lusikisiki community in the Eastern Cape Province by a selected mining company in South Africa. Through this study, the researcher will be able to gain an in-depth understanding of recipients' views on Corporate Social Responsibility projects being offered in their community. In participating in the study participants are afforded a platform to share their experiences about projects being offered and the role they are playing to amend their lives. Such exposure will help participants reflect on the successes of projects and lessons learnt from previous challenges.

Appendix B: Sample Letter to Ingquza Hill Local Municipality: Lusikisiki Ward Councillor

March 2018

To Whom It May Concern,

Attention: Councillor J.P. Mdingi (Councillor of Ingquza Hill Local Municipality, Lusikisiki Ward)

My name is Thina N Hlatshwayo (G13H0896). I am a registered Masters student in the Department of Psychology at Rhodes University. As a Masters by thesis student, my degree is based on conducting research and discovering new theories and angles of looking at a particular research study.

The aim of this research project is to explore the views and opinions of the recipients of Corporate Social Responsibility projects initiated in the Ingquza Hill Local Municipality (Lusikisiki) by a certain mining company with the title *"Rethinking Corporate Social Responsibility in the mining industry: Focusing on the recipients' perspectives"*. This research aims to gain an in-depth understanding of recipients' views and perceptions of the projects implemented in their communities to address socio-economic and sustainable development issues. It should be noted that the focus of this research is on the recipients' and not directly aimed at the organisation but rather seeks to accumulate data that will assist organisations in better implementing CSR initiatives in communities that are based on the skills inherent within the community. It also aims to foster partnerships amongst the community and the organisations in the implementation process of projects to ensure that communities can sustain themselves once the company has made its mark.

I am kindly asking for permission to draw participants for my research study who will be willing to share their views and opinions on the projects that have been implemented in their

communities. Participants interested in sharing their perceptions on the projects will be interviewed on a one-on-one basis to gain an in-depth understanding of their opinions. The interviews will take approximately 30-45 minutes for each recipient. The study will observe ethical considerations. Participants who wish to engage in the research study will be informed of the purpose of the research and the importance of the research study being conducted. Participants will be informed of the duration of interviews and emphasis will be placed on this study being voluntary to ensure that participants do not feel obligated to be involved in it. Participants have a right to exit the interview if they feel the need to stop the interview. Furthermore, participants will be made aware of the recording of the interviews. This is done in order to ensure that what the participants say is what will be transcribed and to ensure the validity of the interview. Moreover, participants will be made aware of the possibility of the research being published in an academic research journal and a publication agreement will be signed if they are interested in participating.

Responses gathered from the interviews will remain anonymous to the public. Pseudonyms will be used to protect the identities of the participants. Data gathered will be kept confidential, only the researcher and the supervisor will have access to the information. The data will be stored in a password-encrypted computer. Participants will be informed that there are no incentives for participating in the study.

All this information will be provided in a flyer to be distributed to respondents (see Appendix C). This research has been approved by the Research Project Ethics Review Committee (RPERC) at Rhodes University, Psychology Department. There is a possibility that the research may be published in an academic research journal. Feedback on the results will be available upon request to participants.

The results from this research may be used to assist organisations in moving forward and trying to find better ways to initiate community development projects through the inclusion of community members. All participants interested in participating in this research study can send a 'Please-call-me' to 072 98 4402 or to 062 614 9511 and we will call them back.

Yours sincerely

Thina Hlatshwayo (G13H0896)

Thinakemoratile@gmail.com / G13h0896@ru.ac.za

072 958 4402

Lecturer

Dr Kabungaidze

t.kabungaidze@ru.ac.za

062 614 951

Appendix C: Letter to AngloGold Ashanti Sustainability Department Vice President

March 2018

Anglo-Gold Ashanti Savuka Mine Carletonville

South Africa,

2500

To Ms. C Mogotsi,

Ref: Asking for permission to conduct study

My name is Thina N Hlatshwayo, a second year Masters by thesis student at Rhodes

University. My field of interest is Organizational/Industrial Psychology.

I am currently conducting a research study on Corporate Social Responsibility (CSR) focusing on the perspectives of the recipients of the CSR initiatives. The aim of the research is to gather information on the outcome of the projects implemented and the impact they have had on the community members' lives.

 I have chosen AngloGold Ashanti as my company of focus due to the CSR initiatives the company has implemented in the Eastern Cape, specifically in the OR Tambo District Municipality. I am writing you this letter to seek your permission to gain access to a project that you have implemented in the OR Tambo District. The purpose of this study is to conduct an evaluation/ impact assessment of the project based on the recipients' perspectives. The aim is to get the recipients' perspectives of the project in terms of the approach taken to implement it in their community and the impact it has had on their lives. From the interviews, these perspectives

will be unpacked. The views will assist the community and the company going forward in the implementation of new projects.

The aim of this study is to move away from the ideology that sees communities as needy and dependent on companies to develop them. This research aims to promote and make communities aware of their own assets to develop themselves. As the Sustainable Development Vice President, I am kindly asking for your permission to conduct my research study with Anglo-Gold Ashanti beneficiaries.

Thank you for your time and patience.

Yours sincerely

Thina Hlatshwayo

072 958 4402

Thinakemoratile@gmail.com/ G13h0896@ru.ac.za

Appendix D: Consent Form

RHODES UNIVERSITY - DEPARTMENT OF PSYCHOLOGY

AGREEMENT BETWEEN STUDENT RESEARCHER AND RESEARCH PARTICIPANT

I _____ (participant's name) agree to participate in the research project of **Thina Hlatshwayo** on *Rethinking Corporate Social Responsibility in the mining industry: Focusing on the recipients' perspectives*.

I understand that:

1. The researcher is a student conducting the research as part of the requirements for a Master's degree at Rhodes University. The researcher may be contacted on **072 958 4402** or thinakemoratile@gmail.com. The research project has been approved by the relevant ethics committee(s), and is under the supervision of **Dr Trust Kabungaidze** in the Psychology Department at Rhodes University, who may be contacted on **062 614 9511** or t.kabungaidze@ru.ac.za.

2. The researcher is interested in the participants' experiences and perspectives on Corporate Social Responsibility projects implemented in their community and the level of involvement in the implementation of these projects. The researcher is interested in the impact that the projects have had on the participants' lives and the community.

3. My participation will involve sitting in one-on-one interviews for the duration of 30-45 minutes answering questions on Corporate Social Responsibility initiatives in my community, providing my perceptions and experiences with the projects as well as the impact they have had on my life. My participation will also involve providing interventions on how best these CSR initiatives can be implemented in my community to address our challenges. My participation is voluntary and I am not in any way coerced to participate in this research study. I have been

informed of the purpose of the research study and the importance of the study being conducted. I am aware of the possibility of the research being published in an academic journal.

4. I may be asked to answer questions of a personal nature, but I can choose not to answer any questions about aspects of my life which I am not willing to disclose.

5. I am invited to voice to the researcher any concerns I have about my participation in the study, or consequences I may experience because of my participation, and to have these addressed to my satisfaction. A counselling centre may be contacted for further support on +27 82 994 0558, Mthatha Immunisation Centre, Mrs. Nwabisa Mningiswa (Social Worker) and Mthatha General Hospital, 047 502 4400 and Counselling Psychologist, Ms Nokholo Hlezupondo, 078 398 1514.

6. I am free to withdraw from the study at any time – however, I commit myself to full participation unless some unusual circumstances occur, or I have concerns about my participation, which I did not originally anticipate.

7. The report on the project may contain information about my personal experiences, attitudes and behaviours, but that the report will be designed in such a way that it will not be possible to be identified by the general reader.

8. Responses gathered from the interviews will remain anonymous to the public. Pseudonyms will be used to protect my identity. The data gathered will be kept confidential, and only the researcher and the supervisor will have access to the information. The data will be stored in a password-encrypted computer.

9. I am aware that there are no incentives for participating in the study.

Signed on (date):

Participant: _____ Researcher: Thina N Hlatshwayo

Appendix E: Permission for Tape Recording

RHODES UNIVERSITY – PSYCHOLOGY DEPARTMENT

USE OF TAPE RECORDINGS FOR RESEARCH PURPOSES
—
PERMISSION AND RELEASE FORM

Participant name & contacts (address, phone etc)	
Name of researcher & level of research (Honours/Masters/PhD)	Thina N Hlatshwayo, Masters Candidate
Brief title of project	Rethinking Corporate Social Responsibility in the mining industry: Focusing on the recipients' perspectives
Supervisor	Trust Kabungaidze

Declaration			
(Please initial/tick blocks next to the relevant statements)			
1.	*The nature of the research and the nature of my participation have been explained to me*	verbally	
		in writing	
2.	*I agree to be interviewed and to allow tape-recordings to be made of the interviews*	audiotape	
		videotape	
3.	*I agree to take part in and to allow tape-recordings to be made.*	audiotape	
		videotape	
4.	*The tape recordings*	without conditions	
		only by the researcher	

may be transcribed	by one or more nominated third parties:	
5.1 I have been informed by the researcher that the tape recordings will be erased once the study is complete and the report has been written.		
5.2 OR I give permission for the tape recordings to be retained after the study and for them to utilised for the following purposes and under the following conditions:		
Signatures		
Signature of participant		*Date*
Witnessed by researcher		

Isahluko E: Imvume yerekhodi zeetape

Inyuvesi yaseRhodes: Isebe lwenzengqondo

USE OF TAPE RECORDINGS FOR RESEARCH PURPOSES

—

PERMISSION AND RELEASE FORM

Igama lo mthabathi nxaxheba ne qhagamshelano (Idilesi, iphoni,ne zinye)	
Igama lomphandi nenqanababa lomphangi (Honours/Masters/PhD)	Thina N Hlatshwayo, Umviwa weMasters
Intshwakathelo ye sihloko seprojekthi	Cingisisa Iqumrhu lwe Zentlalo Noxanduva kwi Shishini Lwe Zimbiwa : Kujoliswe kwi mbhono zabamkeli
Umphathi	Trust Kabungaidze

Isibhengezo ***(Sicela iinitial/phawula ibhokisi elise caleni kwe ngxelo efaneleyo***		
1. Uhlobo lophando nohlobo lwam lokuthatha nxaxheba	Ngomlomo	
	Ngokubhalwa	
2. Ndiyavuma ukwenza udliwano ndlebe ndivumela nethephi zenziwe kwi kudliwano ndlebe	audiotape	
	videotape	
3. Ndivumela ukuthatha inxaxheba kwi <u>ndivumela</u> ithephi	audiotape	

Isibhengezo *(Sicela iinitial/phawula ibhokisi elise caleni kwe ngxelo efaneleyo*		
zenziwe	videotape	
4. Ithephi rekhodi zinga bhalwa	**Ngemiqathango**	
	Ngokomphangi	
	Ngomnye okanye abaninzi abakhethiweyo:	
5.1 **Ngazisiwe ngu mphandi ukuba ithephi rekhodi ziza kucinywa xa ufundo lugqityiwe nengxelo seyi bhaliwe.**		

Appendix F: Flyer to Recruit Participants

Rethinking Corporate Social Responsibility in the mining industry: Focusing on the recipients'

perspectives

Are you a beneficiary of community development projects in Lusikisiki?

Are the projects unlocking your potential and developing your community?

Do these projects empower you to change your living circumstances?

Are you prepared to break the barriers in your life and create a better tomorrow?

If you are interested sharing your experiences on community development projects implemented in Lusikisiki as a Corporate Social Responsibility initiative, please feel free to email me at thinakemoratile@gmail.com or send a 'Please-Call-Me' to 072 958 4402.

Participants will be interviewed on a one-on-one basis and will be expected to sit in interviews for approximately 30-45 minutes. Participation in this study is voluntary and no financial benefits will be offered. However, a fascinating opportunity to share knowledge and experiences will be provided.

The venue, date and time for the interviews will be confirmed once participants have indicated their availability using 'Please-Call-Me' at 072 958 4402. The researcher will get back to you with the relevant information.

Thank you for your time.

Yours sincerely

Thina Hlatshwayo

Masters Student

Rhodes University

thinakemoratile@gmail.com or g13H0896@campus.ru.ac.za

072 958 4402

Dr Kabungaidze

Supervisor: Rhodes University

t.kabungaidze@ru.ac.za

062 614 9511

Appendix F: IsiKhangiso sokuheha abaLandeleli

Cingisisa uxanduva Lwe Qunrhu Lwe Zentlalo kwi shishini lwe Migodi: Kujoliswe kwi mbono yomammkeli.

Ungumankele we projekthi yophuhliso lo luntu ese Lusikisiki?

Ezi projekthi zivula ukhono lwakho, ziphuhlisa noluntu?

Eziprojekthi zikuxhobisa ukutshintsha isimo sakho sokuphila?

Ukulungele ukwaphula imiqobo ebomini ukwakha ubomi obungcono??

Ukuba unomdla wokwabelana ngamava akho ngoxanduva lwe projekthi yophuhliso lo luntu , sicela uthumele uqhakamshelwano ku thinakemoratile@gmail.com or kanye ungathumele iPlease-Call-Me kule nombolo 072 958 4402.

Udliwano ndlebe novavanyo ku maqela ekujoliswe kuwo luya kwenziwa kaba thabatha inxaxheba. Abathabatha inxaxheba kulindeleke ukuba bazimisele ukuvavanywa imizuzu eqikelelwa kwi 30-45.

Ukuthatha inxaxheba kwizifundo kwe nziwa ngokuzithandela akukho mvuzo wazimali ufumanekayo. Nangona kunjalo ithuba elimangalisayo lokwabelana ngolwazi na mava liya kunikezelwa.

Indawo, usuku ne xesha lovavanyo kwi ngxoxo kumaqela ekujoliswe kulo ziza kuqinisekiswa xa abathabatha inxaxheba sebe qinisekise ukufumaneka kwabo emva kokutumele iPlease-Call-Me.

Siyabulela nge xesha lenu.

Ozithobileyo,

Thina Hlatshwayo

Masters Student

Rhodes University

thinakemoratile@gmail.com or g12H0896@campus.ru.sac.za

072 958 4402

Dr Kabungaidze

Supervisor: Rhodes University

t.kabungaidze@ru.ac.za

062 614 9511

Appendix G: Interview Questions

Questions for one-on-one interviews

Each interview scheduled will be for 30-45 minutes per participant. Once participants have been established a set interview schedule will be drafted based on the availability of participants.

Questions are as follows:

1. Tell me about the Corporate Social Responsibility in your community?
2. What projects have been implemented?
3. What was your role in the implementation of these projects?
   Follow-up question:

   Does your input matter in deciding projects that are offered in your community?

4. What is your overall perception of the project?
   Probing questions:
   a. Has it developed you?
   b. Has it met your needs?
   c. What have you gained from it?
   d. Are projects unlocking your potential?
   e. Do you feel motivated to apply your skills to change your life?
   f. Are you prepared to break the barriers in your life and create a better tomorrow?
   g. Tell me about success stories on the projects that you have worked on or projects that you are still working on?
   h. Using your own experience, how do you define successful projects?
5. Tell me about the challenges that you have encountered or that you are still encountering?
6. Do you have a platform to address challenges that you experience in projects?

7. What are your suggestions moving forward on the technique in which organisations can approach your community to initiate CSR projects?

Appendix H: Plagiarism Declaration

I have read and understood the University's policy on plagiarism, and I understand that if found guilty of plagiarism I will be punished, even to the extent of being asked to leave the University. Plagiarism includes letting other people copy my work.

Signed: T. Hlatshwayo   Date: 28 February 2019

Appendix I: Publishing Agreement between the Researcher and Participant

I, ……………………, am informed of the purpose of the research and the importance of the research study being conducted. I am aware of the possibility of the research being published in an academic research journal. By participating in this study, I am giving consent to publish the findings of this study in an academic journal.

Participant's signature…………………………

Date………………………………………….

Appendix J: Graphic Representation of the two CSR Projects in Lusikisiki

AmaMpondo aseMalangeni Agricultural Project

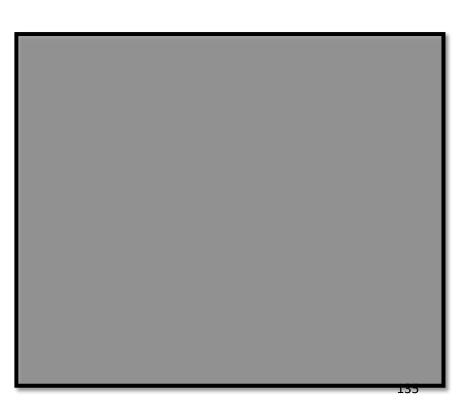1. Cultivated Land of the Agricultural Project eMalangeni: Picture by Anonymous, 2018

3. AmaMpondo aseMalangeni Agricultural Project. Picture: The Vault Exchange, 2016-2017

Goso Forest Junior High School Laboratory Project

3. Goso Forest Junior Secondary School Laboratory Partnership. Picture: Anonymous, 2018
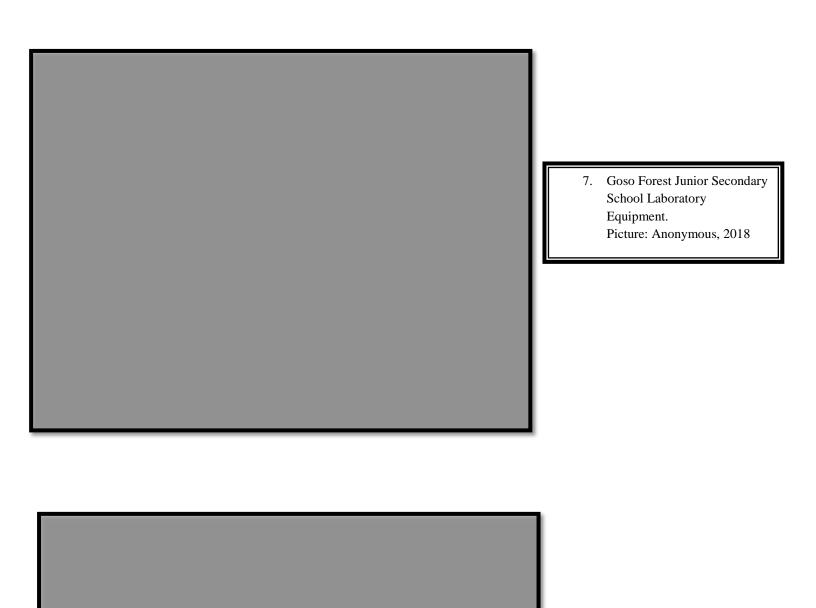

4. Goso Forest Junior Secondary School Laboratory Partnership. Picture: Anonymous, 2018

5. Goso Forest Junior Secondary School Laboratory.
Picture: Anonymous, 2018

6. Goso Forest Junior Secondary School Laboratory.
Picture: Anonymous, 2018

7. Goso Forest Junior Secondary School Laboratory Equipment.
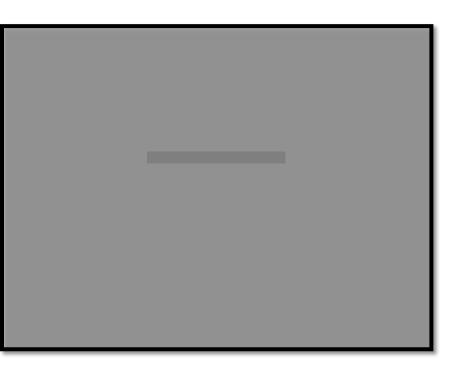Picture: Anonymous, 2018

8. Goso Forest Junior Secondary School Laboratory Equipment
Picture: Anonymous, 2018

9. Goso Forest Junior Secondary School Laboratory Equipment
 Picture: Anonvmous. 2018

10. Goso Forest Junior Secondary School Laboratory Partnership. Picture: Anonvmous. 2018
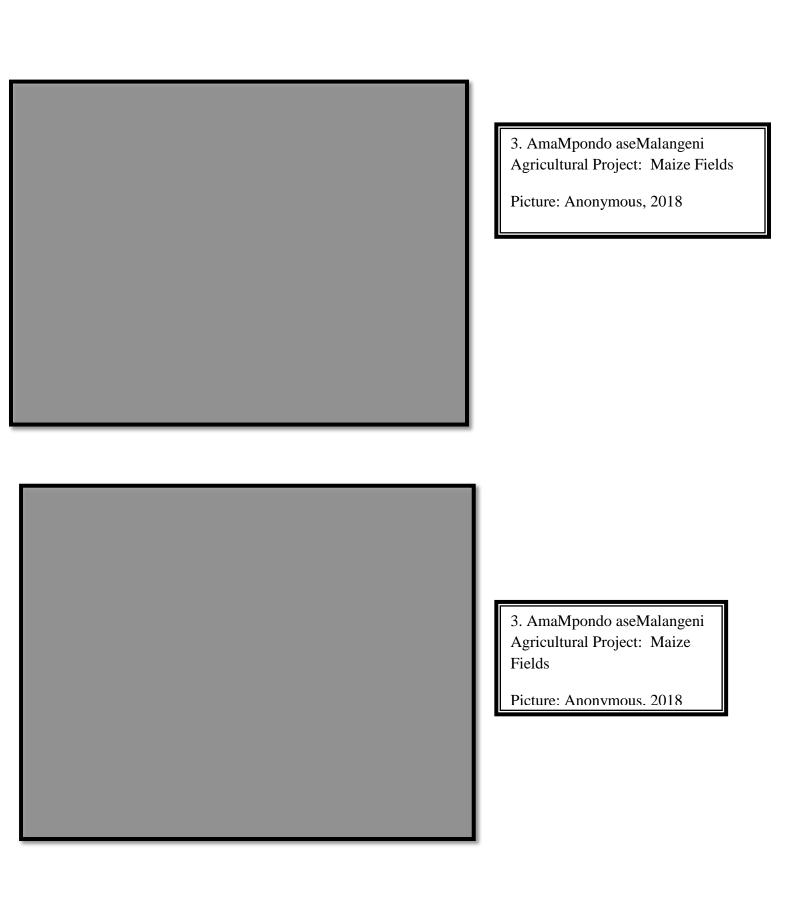
AmaMpondo aseMalangeni Agricultural Project

1. AmaMpondo aseMalangeni Agricultural Project implementation phase 2016.

2. AmaMpondo aseMalangeni Agricultural Project. Picture: The Vault Exchange, 2016-2017

3. AmaMpondo aseMalangeni Agricultural Project: Maize Fields

Picture: Anonymous, 2018

3. AmaMpondo aseMalangeni Agricultural Project: Maize Fields

Picture: Anonymous, 2018

4. AmaMpondo aseMalangeni Agricultural Project.

Picture: Anonymous, 2018

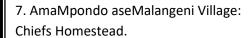5. AmaMpondo aseMalangeni Agricultural Project. Picture: Researcher, 2018

6. AmaMpondo aseMalangeni Agricultural Project Equipment.

Picture: Researcher, 2018

7. AmaMpondo aseMalangeni Agricultural Project Equipment.

Picture: Researcher, 2018

7. AmaMpondo aseMalangeni Village: Chiefs Homestead.

Picture: Researcher, 2018