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MINING COMPANIES, LOCAL PRESSURE GROUP, CORPORATE SOCIAL RESPONSIBILITY;

A CASE STUDY OF *ANGLOGOLD ASHANTI*

BY

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THIS DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND RESEARCH (SOGSAR) IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE MASTER OF ARTS DEGREE IN PUBLIC RELATIONS.

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DEDICATION

I dedicate this research work to two awesome individuals who are of blessed memory but have both been great pillars in my life, my late father, Prophet Ben Bilson Esuon and my father in the Lord, Late Prophet T. B. Joshua. Thank you for your support, encouragements and prayers that has brought me this far.

Continue to rest in the bosom of father Abraham!

STUDENT'S DECLARATION

I hereby declare that this thesis is my own original work towards the award of Master of Arts in Public Relations and that, to the best of my knowledge, it contains no materials previously published by another person nor material which has been accepted for the award of any other degree in any institution. All references have been duly acknowledged.

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SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervisors of dissertation laid down by the Ghana Institute of Journalism (GIJ). This research project is submitted for examination with my approval as university supervisor.

Supervisor: Dr. Mrs. Mavis Essandoh

Signature:……

Date:……

LIST OF ACRONYMS/TABLES

AGA - *AngloGold Ashanti*

AGC - Ashanti Goldfields Corporation

CSR - Corporate Social Responsibility

IPR - Institute of Public Relations

IIED - International Institute for Environment and Development

MNC - Multinational companies

NGO - Non-Governmental Organisations

WACAM - Wassa Assoaciation of Communities Affected by Mining

WBCSD - World Business Council for Sustainable Development

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ABSTRACT

This studyexamined the CSR programme of AngloGold Ashanti and was aimed at determining local pressure group's perspective of AngloGold's CSR activities.

It is underpinned by the social contract theory, stakeholder theory, social responsibility theory and the triple bottom line theory.

The role of extractive companies especially the mining industry in advancing communal development cannot be over-emphasized. While they are crucial in helping host communities develop, mining companies have come under criticism for destroying the environment and not engaging in enough Corporate Social Responsibility activities. This has called the attention and criticisms of pressure groups from host communities. The contention has often been on the lack of adequate community centered CSR initiatives. This study argues that as a result, there seem to be some conflict in the performance of mining companies' CSR between mining firms and pressure groups from host communities that need to be investigated.

This study employed the qualitative approach to investigate mining companies' perceptions of the performance of CSR as well as the perceptions of pressure groups from host communities on CSR. A sample of two (2) respondents from the *AngloGold Ashanti* (Obuasi) and two (2) respondents from Wassa Association of Communities Affected by Mining (WACAM) were interviewed for perceptions on CSR performance by the mining organization.

The study found among other things that there exist dissimilarities in the perceptions of CSR performance between *AngloGold Ashanti* and WACAM. The study also recommends that AngloGold Ashanti must invest in improving stakeholder engagements while undertaking CSR projects in host communities to avoid engaging in activities that donor communities may perceive as not beneficial and a waste of resources.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Multinational companies (MNCs) play an important role in the economic development of countries and in international economic relations. Through international direct investment and other means, MNCs provide considerable benefits to home and host countries by contributing to the more efficient utilisation of capital, technology and labour. (Atuguba et al, 2006)

Mining companies based in Ghana have followed in the footsteps of their global counterparts by increasing productivity and profitability to high levels in the face of overwhelming societal challenges. With mining companies focusing on generating profits, sustainability was not a popular concern among companies up until recently (IPR, 2012). Sadik (2013) opines that in an era of globalisation and certification, gold mining companies are no longer able to conduct destructive and unethical practices associated with their operations such as polluting water and air pollution, displacement of communities' environment and other related impacts without attracting negative feedback from the public. With increased media attention, pressure from non-governmental organisations, and rapid global information sharing, there is a surging demand from civil society, consumers, governments and others for NMCs to conduct sustainable business practices. In addition, in order to attract and retain employees and customers, companies are beginning to realize the importance of being ethical while undergoing their operational activities. As a result, the industry responded by developing several voluntary projects and programs to ensure sustainable mineral development. These include infrastructure developments (examples: roads, clinics, schools) and investment in the

local people to acquire entrepreneurial skills through partnerships with developmental and environmental Non-Governmental Organizations (NGOs) (Hilson, 2006).

This corporate response meant the adoption of 'a new consciousness' and this has been known as Corporate Social Responsibility (CSR). CSR is generally understood to be the way a company achieves a balance or integration of economic, environmental, and social imperatives while at the same time address and shareholder and stakeholder expectations. (Yakovleva, 2005) However, despite the attempts to bring about clear definition of CSR, the term is flawed with uncertainty (Dahlsrud, 2006).

Environmental stakeholders and local communities still express dissatisfaction about the operations of mines in their communities. Mining companies have been accused of investments in local sustainability projects of their choice, non-inclusive mechanisms of involving the concern of communities in the design of communities development, and the use of one-fit all sustainable development strategy for dissimilar communities (Hilson, 2006; Nyame, 2002). On the other hand, corporate gold firms claimed compliance with the government of Ghana's mineral development licensing and environmental policy requirements. Moreover, the mining firms claimed that their community development projects are their social responsibility that should not substitute the government's role in developing the mining host communities. These have resulted in numerous protests and disputes between local mining communities and gold mining firms in Ghana.

1.2 PROBLEM STATEMENT

Historically, gold mining has been a significant revenue contributor to the economy of mineral-rich nations. However, it is associated with negative impacts on the natural environment, livelihoods, traditions and culture and social structure of the immediate local communities (Ali, 2006; Kumah, 2006) Even though such negative impacts of mining are

predominantly at the local level, they have now become issues of global concern that support the argument that there is no net benefit from mining (Whitmore, 2006)

Beyond legal requirements, corporate mining firms face oppositions from local communities and other stakeholders that result in disruption of operations and cancellation of proposed projects (Els, 2011). Such grievances generate problems with regulatory authorities that could lead to loss of investor's confidence in the viability of a mine project. In order to address these concerns, the gold-mining industry has moved towards a more proactive responsible mining approach by adopting the recommendations in the "Minerals, Mining and Sustainable Development" report (IIED and WBCSD, 2002). Furthermore, mining companies are finding ways to address conflictual projects and social expectation in order to gain the social license to operate and avoid costly local opposition that can lead to work stoppage, and delays or cancellation of proposed projects. As such, most companies are making voluntary contributions to society as prescribed by moral and philanthropic values rather than by legal requirements by the name of Corporate Social Responsibility (CSR), a term commonly associated with sustainable development (Yakovleva, 2005).

The development activities of Anglo Gold Ashanti (AGA), a Ghanaian Multinational mining company and operator of the largest mine in Ghana in Obuasi and its adjoining communities are examples of the numerous contributions of mining companies to enhance the wellbeing of their immediate communities and beyond. (AGA, 2013).

The constant misunderstanding between mining companies and local advocacy groups clearly indicates that the perception of CSR by the mining companies may be different from that of the pressure groups. What may be more persuasive are the increasingly vocal special interest groups and NGOs whose widely publicised campaigns are making a real impact on consumer perceptions, as well as influencing government policy (Abraham et al, 2018).

1.3 OBJECTIVES OF THE STUDY

The main objective of this study is to determine mining companies and local pressure groups perspective on corporate social responsibility with *AngloGold Ashanti* as a case study.

1.4 SPECIFIC OBJECTIVES

i. To determine *AngloGold Ashanti's* perspective on CSR
ii. To determine local pressure groups perspective of CSR.
iii. To evaluate *AngloGold Ashanti's* CSR projects impacts on community development.

1.5 RESEARCH QUESTIONS

i. What is *AngloGold Ashanti's* perspective on CSR?
ii. What are local pressure group's perspectives of CSR?
iii. How do local pressure groups regard the CSR initiative of *AngloGold Ashanti*?

1.6 SIGNIFICANCE OF STUDY

This is an important study on the CSR activities of a mining company in Ghana and the perspective of a local pressure group, WACAM.

Since there is a dearth of literature of studies on CSR of organisations and the activities of pressure groups in the country, this study seeks to fill the void on lack of literature on the topic under study. Thus, it will add to already existing research on the topic. It will also provide recommendations for policy making and further research on the phenomenon.

1.7 SCOPE OF STUDY

The study drew together the perspective of CSR from mining companies (*AngloGold Ashanti*) and that from local pressure groups (WACAM) to appreciate the misunderstanding between the two entities. This understanding is meant to help create a harmonious

atmosphere where mining companies are able to operate within the community peacefully and the citizens within the community also live satisfactorily.

The study is restricted to communities closer to the mine (Obuasi) whose livelihoods are most impacted by the activities of the mine.

It is a qualitative research that seeks to describe the perception of two key stakeholders in the sustainable mining sector and as well describe the impact of CSR projects on the livelihoods of the community. Theoretically, the study is based on the social responsibility, stakeholder and social contract theories.

1.8 ORGANISATION OF CHAPTERS

Chapter one presents the introductory part of the thesis taking into consideration the background and the context of the study.

Chapter two presents the literature review as well as the theoretical framework underpinning the study.

Chapter three presents the methodological approach used in the gathering of data for ths study.

Chapter four presents the data collected and provides discussions based on the critical findings obtained.

Chapter five presents summaries of some major findings, provides some recommendations as well as gives conclusion for the study.

1.9 CHAPTER SUMMARY

Mining companies are engaged in voluntary practices and philanthropic activities to demonstrate their moral and ethical contributions to the development of the immediate

communities in and around their mining lease areas. Such contributions commonly referred to as Corporate Social Responsibility (CSR) have become an important element for successful business operations. However, there is constant misunderstanding between mining companies and local advocacy groups indicating the difference in perception of CSR by the mining companies and pressure groups. This study seeks to determine the perceptions of both mining companies and local groups in relation to CSR. And also ascertain the impact of these CSR projects on the local communities.

The next chapter reviews literature for the study and discusses the underpinning theories.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 INTRODUCTION

This chapter delves into concepts and theories that are relevant to the subject Mining Companies, Local Pressure Group, Corporate Social Responsibility; A Case Study of *AngloGold Ashanti*. This includes arguments made on key concepts and theories as perceived differently by different scholars. Theoretical perspectives; discussions of concepts on cooperate social responsibility and local pressure; An over view of *AngloGold Ashanti* and an empirical review of related studies on CSR by mining companies in Ghana and provides a conceptual framework that will guide the study.

2.1 CORPORATE SOCIAL RESPONSIBILITY

The concept of CSR has been explored but it appears that there is no consensus on its definition (Bjorn Stigson, 2003). The concept is always being redefined to serve changing needs and times. As a result, researchers are yet to find a universally accepted definition of CSR (Weber, 2008 & Turker, 2009). While fundamentals of CSR remain the same everywhere, different emphases are found in different parts of the world because CSR issues vary in nature and importance from industry to industry and from location to location (Atuguba et al, 2006).

However, several scholarly attempts have been made towards explaining the concept from the various perspectives. Makower (1994) states that about 400 years ago, the notion of social responsibility shifted from the church to the state, as government took over from religious institutions as society's predominant force.

However, as the 21st century approached, business seems to be the next sector to handle this responsibility. According to Judd (1995), corporations are granted status as special citizens in the social system. They have certain rights and obligations. Their social obligations now extend beyond compliance with the law and providing profits, jobs, and goods and services. Society expects a just use of power and support of public policy. Judd (1995) sees CSR as a responsibility of businesses which is beyond the statutory prerequisites for guiding businesses with respect to their operations.

Researchers before 1991 conceptualized the concept of CSR as a social phenomenon of businesses. Here, their orientation of CSR revolved around societal expectations of businesses. Davis (1973) for instance defined CSR as the responsibility of decision-makers, to take actions that will not only meet their own needs and interests, but to also safeguard the protection and enhancement of public wealth. In line with this definition, Carrol (1979) argued that social responsibility encompasses the economic, legal, ethical and discretionary expectations that a society has of organizations at a given point in time. In 1983, Carrol (1979) took a broader outlook of the concept by defining CSR as "the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive". In support with all the researchers above, Frederick (1986) postulated that the fundamental idea of corporate social responsibility is that a business organization has an obligation to contribute to social betterment.

Again, the World Business Council for Sustainable Development in support of this proposes a definition for CSR as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community (WBCSD, 1999).

From 2011, the definition of CSR tends to include the concept of stakeholders and the crucial roles they play in the process of CSR. For example, Hopkins (2011), Corporate Social Responsibility is concerned with treating the stakeholders of a company or institution ethically or in a responsible manner. The European Commission (2012) also subscribes to the current trend of CSR definitions and defines CSR as a concept and a practice where companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. According to Amponsah-Tawiah and Dartey-Baah (2013), CSR is the strategic decision of an organisation to voluntary and deliberately act upon the social factors that have the potential of militating against the fulfilment of corporate goals. Moreover, Ofori et. al., (2014) agree to the stakeholder dimension of CSR and observe that the concept is now being perceived as satisfying the needs of both firms and the stakeholder, and thus maximizing profits while still meeting wider stakeholder demands. This study therefore considers CSR as a process concerned with integrating all relevant stakeholders in acting upon the social, legal, ethical and economic objectives of a business.

2.2 STAKEHOLDER

The term stakeholder has been widely examined in the corporate and academic literature. Stanford (1963) for example defined stakeholders as those groups without whose support the organization would cease to exist. According to most cited definition of Freeman (1984) however, a stakeholder is defined as any group or individual who can affect or is affected by the achievement of the organization's objectives. Here, both Stanford and Freeman definitions focused on the power of a stakeholder, the fact that a stakeholder wields some form of power over an organisation. Then again, according to Cornell and Shapiro (1987), stakeholders are claimants who have contracts. Alkhafaji (1989) also defines stakeholders as groups to whom the corporation is responsible. Here again, Cornell and Shapiro and Alkhafaji emphasized on

the legitimacy of a stakeholder's relationship with an organisation. Between 1991 and 2000, diverse definitions of CSR arose. Here their emphasis was the fact there exist a relationship between a stakeholder and a business, a stakeholder having a stake in an organisation, a stakeholders being claimant or influencer and others having legitimacy. For example, Smith (1990) define stakeholders as groups in relationship with an organization while, Donaldson and Preston (1995) argue that stakeholders are those who identify through the actual or potential harms and benefits that they experience or anticipate experiencing as a result of the firm's actions or inactions. Brenner, (1995) define a stakeholder as one who could impact or be impacted by the firm/organization.

Researchers after 2000 seem to centre their definitions on the fact that organizations affect the stakeholders and vice versa or have mutual relationships where the actions of each group affects the other. For example, according to Post et al (2002), stakeholders are individuals and groups that are affected by an organization's policies, procedures, and actions. Freeman et al (2004) define a stakeholder as those groups who are vital to the survival and success of the organization. O'riordan and Fairbrass (2008) also define a stakeholder as individuals or groups whose actions affect and be affected by the activities of a firm. Stakeholders are diverse and could range from the public, shareholders, employees, customers, suppliers, creditors, investors, competitors, other business partners, the media, government and local community. The World Business Council for Sustainable Development (WBCSD) (2002) provided a list of entities that supposedly qualify as stakeholders. They include employees, customers, suppliers, governments and their agencies, the public, Non-Governmental Organisations (NGOs), investors and lenders. Also, Mitchell et al (1997) two decades ago argue that apart from customers, suppliers, competitors, government agencies/administrators, local communities/governments, activist groups and unions, persons, groups, organizations, societies, and even the natural environment are generally thought to qualify as actual or

potential stakeholders. For the purpose of this research, a stakeholder is any individual or group that has a mutual relationship with *AngloGold Ashanti Ltd*, with the right to influence and be influenced by the company and whose actions or inactions can be threatening to the survival of the company. According to Clarkson (1995), stakeholders can be categorized into primary and secondary groups within and off the components of the firm. Primary stakeholders (e.g., shareholders, creditors, employees, customers and suppliers) include those groups with direct and sound legal rights on organizational resources. Secondary stakeholders (e.g., the natural environment, media, a wide range of special interest groups and general public) refers to those parties whose claims on organizational resources are less soundly established in law, thus are entitled less protection, or are based on non-binding criteria such an ethical obligation or community loyalty (Garriga & Mele, 2004). Lee (2007) asserts that secondary stakeholders affect, or are affected by the corporation's actions but are not engaged in direct transactions with the corporation and is not essential for its continuance. In recent times, the groups of relevant stakeholders have come to include Non-Governmental Organisations (NGOs), activists, communities, governments, media and other institutional forces who increasingly voice the demand of what they consider to be responsible corporate practices from corporations (Garriga & Mele, 2004).

2.2.1 STAKEHOLDERS OF THE MINING INDUSTRY

All companies and corporations in manufacturing, production, mining, service, etc., have multitude of stakeholders. Carroll and Buchholtz (2003) noted that these constituents are with interest or share in the organization and its operations. Just as other authors, Post et al (2002) distinguished between the primary and the secondary stakeholders. In general, the primary stakeholders are those with direct interest in the organization. In contrast, secondary stakeholders are public or distinct concerned groups that may not have a direct stake in the organization but are invariably affected by its operations. It consists of the government and

its agencies, the regulatory bodies, trade and industry groups, the media and other specialized interest and pressure groups as well as competitors. According to Post et al (2002), whereas some stakeholders may not have specified legal rights, yet could be endowed with moral obligations related to the operations of the firm, others notably employees and shareholders normally have rights and expectations with regard to the activities of the organization. An environmental group and the media for instance may not have a legitimate right in the exploitation and mining of gold resources, they are obliged to interrogate the firm's environmental policies and call for the development of environmentally healthy and friendly policies. According to Zakhem (2008), the overall stakeholder groups of transnational corporations comprise tens of groups such as employees, consumers, shareholders, board members, suppliers, buyers, industry chambers, business clubs, trade unions, distributors, government officials, consultants, insurance companies, media, local communities, opinion-makers, the church, vulnerable groups, Non-Governmental Organisations (NGOs) and civil society. For the purpose of this study, our stakeholders will be the primary and secondary stakeholders of *AngloGold Ashanti Ltd*. The principal stakeholders of AGA are employees, their families, and employee representatives, communities in which AGA-Obuasi mines operate, business partners, shareholders, governments and other stakeholders (AGA Annual Report, 2013).

2.3 LOCAL PRESSURE GROUPS

Pressure groups are defined by Thompson, (2015) as the collection of people with a common interest who influence socio-political structures and strengthen the democratic process by giving a voice to a variety of the citizenry. Pressure groups have made meaningful impact on Ghanaian socio-cultural development. They have achieved through advocacy, public awareness programs, lobbying for development, public opinion polls, policy research and organized protests.

This study will focus on Wassa Association of Communities Affected by Mining (WACAM), a local pressure group that focuses on mining, oil and gas communities for the protection of their economic, social, cultural, gender, environmental and health rights. WACAM's social movement is present in 86 mining communities and five regions. (WACAM, 2016)

2.3.1 WASSA ASSOCIATION OF COMMUNITIES AFFECTED BY MINING (WACAM)

Wassa Association of Communities Affected by Mining (WACAM) is a local pressure group and a social movement that raises public awareness about issues on mining, environment and livelihood while collaborating with other groups and organizations with similar interest. (WACAM, 2016)

Thematically, WACAM concerns itself with issues on human rights, community livelihood, environment, gender and mining and youth and mining advocacy. WACAM was established as a result of the effort to mobilize the communities around the critical issues arising out of the increased mining activities in 1992. (WACAM, 2016)

Today, WACAM is not only visible but also vibrant in all the mining communities in Ghana, championing the cause of the marginalized communities affected by mining. The objectives of WACAM are to work with mining communities for the protection of their rights, sensitize those whose lands have been ceded to mining companies to obtain acceptable compensation or appreciable packages in relocation and resettlement issues pertaining to mining and to liaise with governmental and other agencies on issues of concern to the mining communities. (WACAM, 2016)

TABLE 1: WACAM OPERATIONAL AREAS IN GHANA

Name of Zone	**No. of operational Communities**	**Region**
Kenyasi	11	Brong Ahafo
Donkro Nkwanta	12	
Obuasi	6	Ashanti
Prestea	8	Western
Tarkwa	11	
Nzema	8	
Akyem Mumuadu	10	Eastern
Akyem Adausena	5	
Nkwanteng	7	
Sheini	8	

Source: WACAM, 2016

2.4 PROFILE OF ANGLOGOLD ASHANTI LIMITED (AGA)

AngloGold Ashanti Ltd began as Ashanti Goldfields Corporation (AGC Ltd), started operations as a mine since 1897. It was founded by three Cape Coasters – Joseph Biney, Joseph Brown and Joseph Ellis. (Yeboah, 2008) It was officially incorporated and listed on the London Stock Exchange in 1897 by Edwin Arthur Cade (Obuasi Mines Presentation, 2006, AGA, 2020). The aim for the enlistment was to raise funds to expand and modernize the mine. The company was also enlisted on the London Stock Market. In the late 1960's, Lonrho, under the leadership of Tiny Rowland, took over the ownership and direction of the Ashanti Goldfields Company. In 1969, the ownership structure changed with the Ghana Government having a stake in the company for the first time in the history of the company.

The government had a 20% stake in the company with Lonrho maintaining the remaining 80% (Obuasi Mines Presentation, 2006, AGA, 2020). The ownership structure changed again in 1975 after a coup d'état in Ghana in 1972 led by Ignatius Kutu Acheampong to topple Dr. K. A. Busia's democratically elected government. The government, together with Lonrho, agreed to increase Ghana Government's shares from 20% to 55%. The political instability between the 1960s and the late 70s affected the mining business negatively. Gold production in 1972 at Ashanti Goldfields peaked at 533, 000 ounces. By the end of the economically and politically troubled decade, the annual production of AGC had fallen to 232,000 ounces (Ayensu, 2006). The situation began to improve when Flight Lieutenant Jerry John Rawlings' military regime assumed office in 1982. As part of the Economic Recovery Programme, the government took steps to create a more favourable climate for investment in Ghana which was launched in 1983 with the backing of the International Monetary Fund, the World Bank and the Western aid donors. In 1990, new mining equipment was purchased for mining surface oxides at Sansu and a new heap leach plant was commissioned. In 1991, a new oxide treatment plant (to treat ore from the Sansu open-pit operations) came on line (Ayensu 2006). A merger in 2004 between Ashanti Goldfields Company Limited, Ghana and AngloGold Limited of South Africa made the name *AngloGold Ashanti Limited* (AGA Ltd). *AngloGold Ashanti* is the third-largest gold mining company in the world, measured by production. It has 17 mines gold mines in 9 countries, as well as several exploration programmes in both the established and new gold producing regions of the world. *AngloGold Ashanti* produced 3.95Moz of gold in 2015, generating $4.02bn in gold income, utilising $857mn capital expenditure. *AngloGold Ashanti* has an attributable Ore Reserve of 51.7Moz of gold and an attributable Mineral Resource of 207.80Moz. *AngloGold Ashanti*, Obuasi has a Community Trust Fund which partly carries out the company's CSR initiatives. (AGA, 2020)

2.5 REVIEW OF RELATED/EMPIRICAL STUDIES

Aubynn (2010) conducted a study in Ghana with the aim of identifying factors which assisted gold mining companies obtain and sustain social acceptance for mining projects. The study adopted the qualitative method of data collection but quantitative method was used to describe some statistical data in the study. Purposive sampling method was employed to sample 42 participants and informants. The study also used in-depth interview and focus group discussion to collect data. The study revealed that some communities expected the mining company to be socially responsible and pay adequate and prompt compensations to property owners. Some of the communities also held the belief that they owned the resources and must share the benefits accrued to the company. It was revealed that mining impacts on agriculture, cost of living, health and security were perceived to be negative whilst trade or commerce, employment, personal income, basic infrastructural development and built environment were positively perceived. However, they expressed mistrust and dissatisfaction about the mining company's commitment to the local employment and development. The study also found that the acceptance the company received at the beginning reduced, and that indicated that social license in relationships is dynamic, not static. Aubynn, (2010) recommended that companies should document stakeholder expectations at the early stages of projects. Also, companies should minimize bureaucracies internally to allow flexibility in terms of meeting stakeholders, and they should monitor communities' acceptance of development so as to timely modify their programmes appropriately. Aubynn's study is significant to this study because it engaged a mining company and its stakeholders, clearly studying the relationship between them in diverse ways. This is not far from what this study is about.

Davis and Franks (2014) in their study examined how, and the extent to which, companies in the extractive sector identify and understand the costs arising from conflict with local

communities around their operations. It aimed at avoiding and mitigating company-community conflict. The researchers mainly used qualitative research methods but quantitative information were gathered where possible. In-depth confidential interviews were conducted to gather data. The interview questions were semi-structured and five companies agreed to participate in research. The field research was done in Peru. Some of the empirical findings were that environmental issues were the most common issues to precipitate conflict. Pollution and the absence of opportunities for community stakeholders to provide consent at the outset of projects were also identified as findings as well as changes affecting community health and safety. However, the most common underlying issues were socio-economic issues, particularly the distribution of project benefits, changes to local culture and customs, and the quality of on-going processes for consultation and communication related to the project. Researchers said where conflict triggers were present, there were typically underlying issues with the quality of the relationship between the company and community. One of the areas Davis and Franks (2014) suggested for future research was how the industry can move away from the perception that community relations is simply about spending money, and how appropriate value can be placed on its sustainability professionals.

Garvin et al, (2007) did a study in Ghana and examined the community members' and mining company managers' perception about the economic, socio-cultural, and environmental impacts of gold mining. The study adopted a combined research approach of quantitative and qualitative to examine three mining companies and their host communities Findings were that communities attributed the series of economic, social and environmental changes to mining companies. Communities, though recognized some benefits the mines had brought to them, they felt that companies did not live up to their responsibility of supporting local development. The study also found that companies' response denied and dismissed the communities concerns, and shifted blame to the communities' own behaviour of

mismanagement of facilities, lack of maintenance culture, and personal hygiene. Findings showed again that lack of engagement and action on government's part at all levels placed the companies in a position where they acted as substitutes to government capacity. Researchers recommended that communities be given a role to play in government-corporate negotiations. Also, local people need to be engaged in the planning process in order to voice their concerns and to prioritize their developmental needs. Communities need better understanding of both negative and positive impacts of surface mining. Other recommendations were that companies should increase their budgets and efforts for local communities' development, and equitably balance both impacts and benefits in order to reduce tension. This study's focus related to the study reviewed. The literature reviewed looked at both community members' and managers' perception as indicated above whilst this study sought the reasons for mining companies embarking on community relations.

Another research conducted by Yeboah, (2008) in Ghana also focused on examining the environmental and health impact of *AngloGold Ashanti*'s mining activities on the people of Obuasi and other surrounding communities. The study employed both quantitative and qualitative research method. A total of 300 respondents were sampled from five (5) communities for data collection through questionnaire and interview. Findings revealed that mining activities have resulted in land degradation leading to limited arable land available for local food production and other agricultural purposes. Findings also demonstrated that clearly that the health effects of mining on communities are dependent on distance from active mine sites. A recommendation was made that the company should revise its environmental management policy in the area in order to reduce drastically environmental effects of mining. Besides, it was recommended that the governments build additional health centres, principally, in all the villages close to the mining sites to ensure adequate accessibility to health facilities. This study and the recommendations made demanded a serious community

relations approach in order to avert the negative findings of the work because the host communities are the main recipients of the impact.

2.6 THEORETICAL FRAMEWORK

A theory is a model for rigorous interpretation of individual or the social phenomena of interest which is often used in academia (Whetten, 2002). A theoretical framework therefore is an empirical or quasi- empirical theory of unique and/or psychological process at a range of levels that can be applied as 'lens' to understand a phenomenon (Creswell, 2009). This section reviews some relevant and dominant theories in the context of stakeholder management and its practices with CSR. It includes the stakeholder and the social responsibility theories.

2.6.1 SOCIAL CONTRACT THEORY

According to Gray, Owen and Adams (1996), the society is described as having a series of social contracts between members of society and the society itself. In the setting of CSR, it is about how the society indirectly expects businesses to operate not because of its commercial interest, but because that is how the society deems appropriate.

Donaldson and Dunfee (1999) developed Integrated Social Contracts Theory as a way for managers to take decisions in an ethical context. They differentiate between macro social contracts and micro social contracts. According to them, a macro social contract in the context of communities, for example, would be an expectation that business provide some support to its local community and the specific form of involvement however is the micro social contract. Hence companies who adopt a view of social contracts would describe their involvement as part of "societal expectation", however, whilst this could explain the initial motivation, it might not explain the totality of their involvement. One of the commercial benefits that was identified in the Australian study (CCPA, 2000) was described as "licence

to operate", particularly for natural resource firms. This might be regarded as part of the commercial benefit of enhanced reputation, but also links to gaining and maintaining legitimacy (Suchman, 1995). In the context of this case study, how the society implicitly expects *AngloGold Ashanti Ltd* to operate is its social contract. The society's expectation in the form of construction of school for example, for the community is a macro social contract but involving members of the community in the form of labour in the construction is its micro social contract.

2.6.2 STAKEHOLDER THEORY

Stakeholder theory begins with the assumption that values are necessarily and explicitly a part of doing business and rejects the separation thesis. The separation thesis begins by assuming that ethics and economics can be neatly and sharply separated. In this context, the challenge of doing business ethics or improving the moral performance of business becomes a Sisyphean task because business ethics is, by definition, an oxymoron. (Freeman, 1984).

Sundaram and Inkpen (2004) exhibit their commitment to such a narrow interpretation of the shareholder ideology in their paper "The Corporate Objective Revisited." They begin, "Governing requires purposeful activity. All purposeful activity, in turn requires goals. They conclude that the goal of "maximizing shareholder value is the only appropriate goal for managers in the modern corporation. Going by this theory, managers of mining companies must develop relationships, inspire their stakeholders, and create communities where everyone strives to give their best to deliver the value the firm promises.

The stakeholder concept of the theories of CSR ranks stakeholders as a key plank in CSR, encompassing all groups, and such entities, no matter their identity have a link with its very existence. Cooper (2004) refers to Freeman's "Strategic Management: A Stakeholder Approach", where a stakeholder is defined as "any group or individual who can affect or is

affected by the achievement of the organization's objectives". Cooper (2004) indicates that while the concept emanates from the theoretical background of social contract theory generally linked to Hobbes (1651) and Rousseau (1762), stakeholder theory, as a type of social accounting of corporations has roots within the field of political economy.

While Mitchell et al (1997) developed the stakeholder identification and salience, dependent on the possession of power, legitimacy and urgency; Suchman (1995) defined legitimacy as a generalized perception or assumption that the actions of an entity y are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs and definitions.

Clarkson (1995) describes three categories of stakeholders, primary, public and secondary. The primary group is made up of shareholders, investors, employees, customers and suppliers. Public stakeholders are government and communities while the secondary classification encompasses entities who affect an organisation but are not engaged in transactions with it and neither are they vital for its survival. These categories form the stakeholders of *AngloGold Ashanti*.

Others who play key roles in the survival of *AngloGold Ashanti* as stakeholders are consumers, consultancy firms and verifiers, exporters, workers, non-governmental organisations, governments and local communities. Customers, as a case study can clamour for ethically produced goods of *AngloGold Ashanti* (gold) especially if they are aware of the impact of the production process on labour and the environment. Clare Short, the then British Secretary of State for International Development said "Codes have come into existence because consumers do not want to purchase goods produced by exploiting workers here and abroad (Ferguson, 1998).

2.6.3 SOCIAL RESPONSIBILITY THEORY

Social responsibility is an ethical or ideological theory that an entity whether it is a government, corporation, organization or individual has responsibility to society. The concept of social responsibility is defined as the obligation of business community for ensuring the well-being of the people, the state and the environment in which they operate.

The business community in general and *AngloGold Ashanti* in particular are required to safeguard the health and well-being of the society. They are required to produce to the maximum extent possible and in doing this have concerns for the public. They should give priority to the goals set by the government for the betterment of the people. They are also required to solve many social and ecological problems such as urban congestion, environmental pollution, industrial discharges to river waters, depletion of natural resources among others which are caused by their activities.

It is also the responsibility of the *AngloGold Ashanti* to cooperate with the government in the eradication of poverty, unemployment, regional backwardness and other social issues. They have certain tasks with regards to consumers, investors, employees and the government.

AngloGold Ashanti by producing gold of high quality and fixing reasonable prices con discharge their moral obligations to the consumers. The gold produced must also have utilisation value and their consideration is not solely on profit making but on profit with services. The obligation of *AngloGold Ashanti* towards the investor involves providing reasonable dividends to shareholders and to see that the industry grows with stability. They are required to safeguard the assets and properties of the business.

AngloGold Ashanti is also expected to look after the employees very well. It means the payment for the services should be equal to the marginal output of the workers. The management should motivate workers to discharge their duties sincerely and honestly. They

should seek the cooperation of the employees in running the industries. *AngloGold Ashanti*'s responsibility to government is immense. They are required to follow rules and regulations of the government. They must pay due taxes on time. *AngloGold Ashanti* has to cooperate with the government in various developmental activities. These are various ways in which *AngloGold Ashanti* can discharge their responsibilities towards mining communities and society effectively.

2.6.4 TRIPLE BOTTOM LINE

Triple bottom line, an integrative theory is an addition of social and environmental values to the traditional economic measures of a corporation of organization's success. Triple Bottom Line accounting attempts to describe the social and environmental impact of an organization's activities, in a measurable way, to its economic performance in order to show Improvement or to make evaluation more in-depth. There are currently few standards for measuring these other impacts, however. The phrase was coined by John Elkington, co-founder of The Business Consultancy Sustainability, in his 1998 book, "Cannibals with Forks: The Triple Bottom Line of 21st Century Business".

For *AngloGold Ashanti*, sustainability could prove to be a powerful and defining idea within the mining communities: a sustainable corporation is one that creates profit for its shareholders while protecting the environment and improving the lives of those with whom it interacts. It operates so that its business interests and the interests of the environment and society intersect. A sustainable business stands an excellent chance of being more successful tomorrow than it is today, and remaining successful, not just for months or even years, but for decades or generations.

AngloGold Ashanti is increasingly expected to find ways to be part of solution to the world's environmental and social problems which are in existence within the communities they operate. The best companies are finding ways to turn this responsibility into opportunity.

The triple bottom line represents a company's responsibility to stakeholders, as well as shareholders. This means a company must not only consider its economic bottom line, but also the social and environmental success.

The next chapter discusses the methodological processes used in gathering and analysing data for the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter discusses the methods and procedures underlying the entire study. It includes the research setting, research approach, the research design, the population sample selection, sampling and sample technique, data collection sources, data analysis and presentation, ethical considerations observed in the course of data collection.

3.1 POPULATION

Schwandt, (2007) defines population is a set of persons that possess at least one common characteristic. Thus, the population always comprises the aggregation of elements in which the researchers are interested. The population is therefore the target group about which the study is interested in gathering information and drawing conclusion. A major goal of any scientific research is to describe the nature the population. The population of a research refers to the totality of variables, subjects, concepts, and phenomenon which is being studied. The population of this study consisted of employees of mining companies and for that of the local pressure group, are the employees of Wassa Association of Communities Affected by Mining (WACAM).

3.2 SAMPLE AND SAMPLING TECHNIQUE/METHODS

Sampling is designed as a process of selecting a section to represent a whole. In selecting a sample for this study, the sampling technique that was employed was the non-probability sampling technique, a technique which was used to gain preliminary knowledge of the area of study. Under the non-probability sampling method, the sampling method that was employed by the researcher was the purposive sampling technique. A sub-case of purposive sampling,

the expert panel; which involves the assembling of persons with known or demonstrable experience and expertise in the study area was employed in selecting departments and staff who have specific expertise in their organization and its corporate social responsibility perspective and activities. This technique was used to select respondents within *AngloGold Ashanti* and Wassa Association of Communities Affected by Mining (WACAM).

This study purposively selected two (2) employees from the Sustainability Department of AGA Ltd., Obuasi. The Manager of the Sustainability Department was selected since he is in charge of stakeholder engagements, particularly with the host communities and another senior staff also from the Sustainability Department was also interviewed. The study also interviewed the Technical Director of WACAM and another staff who was based in Kenyasi. Berg (2011) states that "when developing a purposive sample, researchers use their special knowledge or expertise about some group to select subjects who represent this population."

Here, four (4) employees: two (2) from both *AngloGold Ashanti* and WACAM were interviewed. The researcher was able to administer the interviews successfully in both organisations.

3.3 RESEARCH DESIGN

The research design was structured in such a way that it was adequate to collate all the necessary information needed for analysis in order to efficiently and effectively serve the purpose of the research. Generally, the study employed the qualitative research approach. A qualitative research design according to Denzin and Lincoln (2000) highlights the qualities of entities, processes and meanings that are not experimentally scrutinized or measured in terms of quantity. Qualitative research designs deal with the meanings, concepts, characteristics and description of things (Berg, 2007).

Specifically, the study used a descriptive study design which aims at collecting data in order to describe the social system, relations and social event of the study area (Sarantakos, 2005).

The design of this research is such that it elicits as much as possible views of persons who have a fair knowledge in the research area.

3.4 DATA COLLECTION METHODS

Data for the study were collected using both primary and secondary sources. Malhotra (2007) opined that primary data are data originated by a researcher for the specific purpose of addressing a research problem. Primary data was collected through the use of interviews. Secondary data on the other hand was obtained through articles, reports, documents from both AGA and WACAM.

The survey method was used since it is regarded as probably the best approach to this research. A simple library and internet-based research methodology was also adopted for the study. This comprised collating and collecting original data from both national and international sources. Documentary and descriptive research methods were used to describe the population under study.

The documentary method of analysis looked into publications such as books, journals, correspondence, and other relevant documents with content of speeches and other information on *AngloGold Ashanti*'s corporate social responsibility and Local Pressure Group's (WACAM) perspective of CSR.

The descriptive method was used after collating the data, to describe the current conditions of *AngloGold Ashanti*'s corporate social responsibility.

An interview guide was drafted for *AngloGold Ashanti* and Local Pressure Group (WACAM), Interviews were employed as the means of data collection and the questions were self-administered. The researcher, taking into consideration the problem being studied

and the specific questions, obtained credible information to serve the purpose of the study. The study was conducted in three stages: the reconnaissance phase, main discussion and validation phase. In these phases, detailed qualitative data was collected on CSR activities of AGA and WACAM's perspective of these CSR activities.

3.4.1 RECONNAISSANCE VISIT / OBSERVATION

This phase entailed initial visits to familiarise, establish linkages and rapport, and build relationships with the company and community groups. The units in relation to these indigenous institutions were identified and notified for the main survey stage. Observation is a way of gathering data by noting physical characteristics (Taylor and Steele, 1996). This approach was relevant in obtaining data during preliminary visits to obtain information on the geo-physical setting of the community, usefulness and impacts of projects on community. Areas of interest such as CSR projects site were observed and noted for subsequent study.

3.4.2 IN-DEPTH INTERVIEWS

Karma (1999) defined interview as any person- to- person communication with a specific purpose in mind. In using the unstructured interview approach, checklists of open-ended questions were developed to guide the interviews. The rationale for using this approach was to enable the researcher collectively engage with group of respondents within which questions can be formulated and asked spontaneously as the interview progress. This approach also allows the respondent to freely express their opinion. Hence, this approach was intended to solicit in-depth information on CSR projects of *AngloGold Ashanti* and their impacts.

In this phase, the focus was to collect data on how stakeholders perceive CSR in their own rights. In this regard, key participants were interviewed to assess their views on the CSR and its impact on communities.

The selected interviewees (respondents) were interviewed at different times, dates and venues. A structured interview guide was not selected for this study in order to avoid any rigidity in the interviews. Tape recorders were used to help in recording the interviews. The consent of interviewees was obtained. The researcher sought the consent of the community leaders and the management of AGA before the interview guide was administered. The purpose of the study was made known to respondents before any form of interaction began. All issues pertaining to confidentiality were treated as confidential. Personal details of respondents were made optional in order to guarantee anonymity. A confidential agreement was signed between the interviewer and AGA before the interview with its staff was conducted.

3.4.3 FOLLOW-UP VALIDATION INTERVIEW

In the last phase, follow-up validation interviews were conducted to validate and deepen the understanding of specific issues that came up in the previous two phases.

3.5 DATA ANALYSIS

Bogdan and Biklen (1992) define qualitative data analysis as "working with data, organizing it, breaking it into manageable units, synthesizing it, searching for patterns, discovering what is important and what is to be learned, and deciding what you will tell others." Data collected were grouped according to the themes derived from the questions asked in the interview guide. Matters of similarities and dissimilarities of the questions and responses were compared. Data collected were summarized and explanations of the analyses were given.

3.9 CHAPTER SUMMARY

This chapter captured the research design where a qualitative approach will be adopted to collect data, the sample and sampling technique which will involve using the purposive approach where key informants will be selected based on their knowledge on the subject,

procedure and data collection. This chapter considered ethical issues, confidentiality and issues of anonymity.

The next Chapter analyses the data gathered and provides a discussion on it.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.0 INTRODUCTION

The focus of this study was to investigate perceptions of Corporate Social Responsibility activities among members of concerned communities affected with mining as well as perspectives of CSR among top ranking staff of *AngloGold Ashanti*. This study has argued that there exist some dissimilarity between perceptions of CSR between WACAM and *AngloGold Ashanti* which needs to be investigated. Hence, the study investigated perceptions that both entities hold concerning CSR activities in mining communities in Ghana. This section of the study focuses on presenting analysis of the data gathered through in-depth interviews with sampled respondents from both organizations. The findings of this study are presented in descriptive thematic formats in line with the three research questions of this study.

4.1 *ANGLOGOLD ASHANTI*'S PERSPECTIVES ON CSR

4.1.1 KNOWLEDGE LEVELS OF CSR AMONG TOP RANKING MEMBERS OF *ANGLOGOLD ASHANTI*

The researcher investigated the knowledge levels of the concept of Corporate Social Responsibility among sampled top level managers of the organization. The findings of the study indicate that all the respondents sampled for this study had considerably high knowledge of the concept of CSR and the practice of it. The study found that respondents knew what the concept was in terms of its technical definitions, functions, merits and demerits. Furthermore, the data gathered points out that the respondents had some good practical knowledge of the application of core principals of CSR within the corporate world. This was very evident in the manner in which majority of the sampled respondents defined the concept of CSR and the anecdotal evidence they provided to substantiate the practicality

of the concept. In essence, the study found that, members of *AngloGold Ashanti* could provide technical definitions of the concept of CSR while also providing adequate information on the practice of the concept as a crucial organizational initiative. It is essential to note that this was evident in how respondents defined the concept of CSR during interviews conducted with them.

> …the definition of CSR in technical terms can be quite expansive. It covers a lot of different angles of the operations of an organization. But ideally, I will say it is a set of activities organizations undertake or engage in for the benefit of the society as a means of voluntary measures to express ethical social responsibility of the organization towards the company's stakeholders or community. So that is why you will see some companies building schools, hospitals, pipe water for communities that need these things. Technically, that is what CSR means
>
> – Respondent AA2 (Source: Field Interview, 2021)

> CSR is the acronym for Corporate Social Responsibility. In simple terms, the idea of CSR is to ensure companies act responsibly or ethically towards the societies they operate in. CSR is when companies engage in some wilful activities to curb some social problems of the communities where they operate primarily from. It is often voluntary and no one can compel the company to act like that but for the goodwill of the organization, CSR is often a top priority some companies in communities.
>
> – Respondent AA3 (Source: Field Interview, 2021)

From the definitions offered by the respondents interviewed on their technical knowledge of CSR and how it operates it is evident that there existed a considerably high level of awareness of what CSR is to companies. This finding corroborates with that of Tafera, Yuanqiong and Luming (2019) who found that top level managers of corporate entities had high technical knowledge of the concept of CSR and that their knowledge of CSR was a foundational element in such organizations' decisions to engage in CSR activities.

The findings also indicate that respondents were aware and understood the diverse relevance of CSR to both companies engaging in such initiatives as well as to the communities receiving such initiatives. Hence to further establish high knowledge levels of the concept of CSR,

respondents expressed their knowledge levels of the relevance of engaging in CSR activities to both companies issuing out CSR engagements and communities receiving such initiatives.

> The benefits are, to me quite mutual. So the society where the company works or operates benefits while the company itself also indirectly reaps some benefits from seemingly giving away. The core idea on the face value is give out some parts of profits made by the organization to the community. So you would think the company losses out but it also helps them build some good relationships, goodwill, and acceptance within the community that money or advertising, PR or marketing cannot get. So yes, while we as businesses are building the schools, paying school fees of students, offering scholarships and constructing boreholes, indirectly we also reap some benefits. That is how CSR works in fact. So it is mutually beneficial. However, of course the community is always at the centre of such initiative. The core focus is not on us.
>
> - Respondent AA2 (Source, Field Interview, 2021)

4.1.2 PERSPECTIVES OF CSR IN AFFECTED COMMUNITIES IN MINING AREAS

The study sought to investigate the perspectives of *Anglo Gold Ashanti* on CSR activities in the affected communities. The study found that the organization engaged in diverse forms of CSR that are well established within the four normative forms of CSR – philanthropic, economic, legal and ethical corporate social responsibility. More specifically, the findings point that *AngloGold Ashanti* engaged more in philanthropy and economic CSR activities within the affected communities where they operate. Furthermore, the findings of the study suggest that *AngloGold Ashanti* perceived that they engaged in CSR activities that proved responsibility towards communities they operated in. This typifies the core tenets of the Social Contract Theory which argues that organizations by their existence in communities have some binding obligations to the society to ensure support for local communities (Donaldson and Dunfee, 1999). The findings point that *AngloGold Ashanti* in fulfilling this social contract engaged in CSR activities in other to help alleviate some challenges local community members faced.

4.1.2.1 PHILANTHROPIC CSR BY *ANGLOGOLD ASHANTI* IN AREAS OF OPERATIONS

The study found that *AngloGold Ashanti* engaged in philanthropic forms of CSR in the affected communities as a means of expressing responsible behavior towards the communities they operated from. The study found that *AngloGold Ashanti* engaged in activities that were in the form of voluntary community interventions which span diverse areas such as health, water and sanitation, pollution, education amongst other things. Thus, occasionally, the organization rolled out some social interventions that sought to give back to society in diverse ways. Additionally, the study also found that in some communities, the organization engaged in activities where widowed and old women are incorporated into health and feeding schemes to help alleviate some pressures from them and their families.

> I think most of the CSR activities we do here can be classified as philanthropy. Unless you want to get into the technical distinctions. But we can classify majority of what we do as CSR. I mean we have operated in some communities since the early 2000s, paid school fees for some good brilliant but needy students and later employed them. So it's like philanthropy and economic CSR at once. But on the score of philanthropy, most of the communities we operate in, you mentioned the Wassa Ahafo area have benefited a lot. From education interventions to health, and sanitation. We even have programs that look after poor old women and widows in some very deprived communities where we mine from.
>
> - Respondent AA2 (Source: Field Interview, 2021)

This finding agrees with that of Abraham, Asor, Torviawu, Yeboah and Laryea (2018) who also found that majority of the CSR activities listed by *AngloGold Ashanti* are philanthropic in nature. Furthermore, the study found that in some communities there existed planned annual philanthropic activities that the organization engaged in for the benefit of such societies. In some other communities, philanthropic CSR were not based on yearly interventions but on an 'as-and-when-necessary' basis. Hence in such communities, majority of the philanthropic activities rolled out there are often in response to some social problem that may arise and fall within the capacity and capabilities of the organization to intervene.

> For some of the activities, I mean philanthropic activities that are not annual and are done when the situation calls for it, we simply follow what the situation on the ground is and what the people in the communities may need. We do not have a static documented or negotiated plan to do this and that every year in the community. For instance during the COVID-19 period, we willfully split cost with Sasol in America to help distribute sanitizers to some affected communities. This was not planned. We had a simple board meeting and we contacted Sasol who are part of the World Economic Forum, of which we are part and they split cost with us to distribute to some communities.
>
> - Respondent AA2 (Source: Field Interview, 2021)

4.1.2.2 ECONOMIC CSR ACTIVITIES BY *ANGLOGOLD ASHANTI* IN AREAS OF OPERATIONS

The study found that aside engaging in voluntary philanthropy, *AngloGold Ashanti* also performs economic CSR as part of mandatory automatic CSR activities of corporate organizations. Economic CSR activities include the satisfactory payment of the salaries of workers, payment of taxes and performing other economic obligations towards the communities they operate from.

The study found that while engaging in economic CSR, *AngloGold Ashanti* as a matter of organizational policy employs some members of the communities they mine from. Hence as a way of ensuring the organization is economically responsible affected communities or communities where they mine resources from, the organization employs some members of these communities and pay them salaries and stipends.

> In order to make what we do here economically viable and responsible, we also employ some people from the communities we operate from. Often because the operations are in deprived areas and education levels are quite low we cannot employ them to branch managers or operation managers. But let's say in our canteens for instance most of the workers there are from the local communities. And we pay them well too. As I mentioned there about three people who work with us now as administrators who we paid scholarships for to go to school and later employed them here.
>
> - Respondent AA1 (Source: Field Interview, 2021)

Furthermore, the study found that economic CSR was established in some form of community-company financial agreements where the company was obligated to pay some monies to the local authorities and chieftain of communities they operated from to aid

development processes. Thus, in actuating economic responsibility, *AngloGold Ashanti* donated some parts of the revenue of the organization, as a matter of negotiated agreements, to local authorities and traditional stools. Additionally, the findings also revealed that the organization paid financial compensations to individuals and families whose lands and properties were taken over as concession sites for mining. Thus the data point out that the organization perceived these forms of economic obligations as some forms of economic CSR although they are obligatory acts as they show responsible behavior of the organization.

> Aside paying workers we employ from the communities, we also occasionally, through some negotiated agreements pay compensations to the communities through their chiefs and local authorities. In Kenyaase for instance we pay some amount per every ounce of gold we extract from the community. This is different from compensations we pay land owners for using their lands…ermm…. So yeah while we pay for using the lands, which in fact can be characterized as some responsible behavior we pay extra to traditional leaders like the chiefs and custodians of the lands for allowing us mine in their communities.
>
> - Respondent AA1 (Source: Field Interview, 2021)

4.2 WACAM'S PERSPECTIVES ON CSR ACTIVITIES

4.2.1 KNOWLEDGE LEVELS OF MEMBERS OF WACAM

The study also tried to investigate the knowledge levels of the members of WACAM. This was necessary as to better situate their perspectives on CSR activities undertaken by corporate organization in mining communities. The study found relatively inadequate knowledge levels of the concept of CSR. The researcher tried to investigate perceived defitnions to the concept of Corporate Social Responsibility among some members of the pressure group.

The findings point that while the respondents sampled for the study were able to identify what CSR comprises, they were unable to define the concept technically and holistically. To add to this, most of the definitions espoused by sampled members of WACAM pointed to only philanthropy without detailing other forms of CSR that the concept comprises.

> You see, CSR is usually some activity that organizations undertake to compensate communities they operate in. So they engage in extra-curricular activities such as building schools, sponsoring communal programs and things like that. It makes them look responsible in the eyes of the community. And I also know that for CSR no one can force the organization to do it. They do it out of voluntariness or something like that.
>
> - Respondent WCM1 (Source: Field Interview, 2021)

Respondent WCM 2: "errmm…. In fact CSR is something that is ermmm…something that is being done for the affected communities so that their challenges can be alleviated".

It is essential to also note that the definitions and explanations of what constitutes CSR by some sampled members of WACAM were more in line with community-company settlement agreements and negotiations. Hence, some explanations espoused by some sampled respondents on what CSR is focused largely on mining companies providing financial settlements and geographic resettlements of affected persons in mining communities. It can however be argued that this perception of what CSR entails does not capture the technical meaning of the concept of CSR. Hence, it is imperative to note that such definitions were rather skewed perceptions of the idea of CSR.

The definitions observed by the study from members of WACAM therefore did not fall in line with the technical definitions of what CSR really is although some members provided sketchy definitions to the concept.

The implication of this is that, while members of *AngloGold Ashanti* seemed to have a more technical idea of what the concept of CSR is, its advantages and concomitant demerits, members of WACAM who were sampled for the study had a relatively inadequate and rather atomistic idea of what the concept or practice of CSR is. Hence, the knowledge gaps that exist between what AngloGold Ashanti's perceptions of what CSR is and that of the members of WACAM who represent affected mining communities could be perceived as a

common factor for the existence of conflicts between both factions on the performance of CSR activities. This agrees with Abraham et al's (2018) findings that there exist some knowledge gap evident in the technical knowledge of what CSR is amongst organizational managers and members of local communities. This they agree account for majority of the CSR related conflicts in Ghana. Additionally, in relation to the Stakeholder theory, a gap in knowledge levels of CSR and an agreement on what communities perceive as what CSR activities are and what organizations do suggest weak stakeholder relations between both factions. According to Cooper (2004) the Stakeholder theory is the bane of the concept of CSR and thus activities that organizations engage in as CSR must receive stakeholder approval. Hence instance where there seem to be some dissimilarities as this study has found, the organization should be prompted of enhancing stakeholder relations.

4.2.2 WACAM'S PERCEPTIONS ON CSR ACTIVITIES IN MINING COMMUNITIES

The findings of the study indicate that perceptions that WACAM held of CSR activities in affected mining communities were largely negative and unsatisfactory. The study found two core negative perceptions that the pressure group held against CSR activities mining companies undertake in affected mining communities. The study thus found that WACAM perceived CSR activities undertaken in mining communities as unsatisfactory and unbeneficial to affected communities. Additionally, they perceived that CSR activities were simple 'window-dressing' activities that simply had not effect on ethical and responsible behavior of mining organizations.

4.2.2.1 UNSATISFACTORY AND UNBENEFICIAL CSR ACTIVITIES

The findings of the study indicate that WACAM perceived CSR activities of mining companies in affected communities as unsatisfactory and unbeneficial. The study found that

respondents believed activities that mining companies engaged in in rural communities were below standard and had very little bearing on the development of such communities. Thus, while there existed some evidence of CSR activities in mining communities, these activities did not match the satisfaction of the locals and were often exploratory instead of beneficial. For example, in instance where some financial supports were to be disbursed in the community as a means of funding development initiatives, the affected communities were often handed unsatisfactory amounts which could barely provide for the intended development agenda. Additionally, the study found that respondent perceived an unsatisfactory terms of negotiations between affected community members and mining organizations. Thus financial negotiations on financial compensations in the form of CSR were highly unrealistic and biased in favor of mining communities.

> ... in fact we are not satisfied... we are not satisfied at all. For example this year since the company came to our community they started the CSR in 2008 and that was the first time that they drafted and started doing CSR in our community and the aim was to revise every 4 years. But the revision has always been in favour of the mining companies…. When it was done in 2008, the company agreed to give one dollar per ounce of gold produced. One dollar per ounce of gold produced. Then one percent of the net profit of the company to finance the CSR that is the agreement and the community to also use that fund for community development. So we saw that the one dollar per ounce… you know when they started in 2008, the price per ounce was 800 dollars per an ounce. And it has risen to about thousand nine hundred and over getting to two thousand per an ounce of gold. And it is still one dollar per ounce. So we saw that the company is making supernormal gains out of that. Because of that we wanted that law to be changed into percentage so that if the company is making gains. Our share also will go up and if the there's any losses ours will also come down. And since it got to thousand plus it has never come down below thousand. So we were seeing it as a bit cheat. Our lands are gone, two places have been affected, and we still take one dollar per ounce from 2008 to date.
>
> - Respondent WCM2 (Source: Field Interview, 2021)

The data therefore implies that WACAM perceived that there has often been biased CSR activities that are not rolled out to benefit affected communities but rather for the sake of formalities. This finding syncs with the findings of other critical CSR empirical researches on *AngloGold Ashanti* such as Abraham et al (2018) and Siawor and Awaworyi (2015).

It is further essential to note that the findings indicate that the seeming intended unsatisfactory and biased CSR activities undertaken by mining companies were as a result of the wealth and

influence on crucial members of the community such as opinion leaders, high ranking members of pressure groups and traditional leaders. Thus, the findings revealed that mining companies intentionally compromised influential persons in affected communities in order to have their way with performing CSR activities in the right manner.

> The company has its own processes of relationship agreement which when communities have challenges they must go through. But I have already said some of these processes that have been laid down by the company are just window dressing that have been designed to cover. Any person outside sees it as a democratic process but their influence is so great that they influence from president to the chiefs and even youth leaders in the community. So in fact that influence has been the challenge.
>
> - Respondent WCM1 (Source: Field Interview, 2021)

4.2.2.2 WINDOW DRESSING CSR ACTIVITIES

The study found that WACAM perceived majority of the CSR activities touted by mining companies in mining communities were 'window-dressers' and mirages. The findings indicate that while mining corporations perceived some activities done in communities they operate from as CSR, WACAM believed that majority of the activities were not CSR activities in reality but activities developed to fit legal requirements and for the gallery. Respondents interviewed believed that the underlining principles of CSR were not followed as required of mining companies and that such companies merely sought represent legal negotiations and contractual duties as voluntary acts of CSR.

Hence, the findings revealed that activities that were represented to the community members as CSR projects and for that matter responsible and ethical corporate behaviour were only activities that were binding on them law and by company-community negotiated agreements. Respondents argue that mining companies misrepresent the concept of CSR to locals in mining communities because these people are not literates, and not influential. To this effect, mining companies take advantage of the naïve nature of locals to misrepresent the idea of contractual requirements binding on them as voluntary actions that are done out of goodwill to locals in the mining communities.

> …that is one thing that companies have done, confusing CSR or using projects as CSR to confuse the public and I say so because if I have a school and by virtue of the mining activities my school needs to be resettled and they go and build another school and name it with their company name, is that CSR project? That is exactly what you find in mining communities. Very few projects are seen as projects that companies do voluntarily. In most instances you see that they have pipe borne water, it is not that they are giving communities pipe borne water or bore holes because they feel they should do so, but by the activities that they engage, you know active mine drilling you need water, you know how mining companies divert their affluence into other places, and for that reason when you destroy streams and you provide the pipe borne water, that is not CSR project, it is just a replacement…
>
> - Respondent WCM 1 (Source: Field Interview, 2021)

The data therefore suggests that WACAM perceived majority of the activities that mining companies engaged in in mining communities were simply a replacement or resources they had degraded and had to be replaced and hence cannot be considered as CSR activities. Thus, schools that are built, roads, pipe borne water, bore holes and hospitals that were provided for as CSR engagements by mining companies were simply replacements and compensation for resources and facilities their activities had destroyed.

The implication of this is a further gap in what affected communities of mining activities considered as CSR and what mining communities themselves regarded as CSR. Hence, while mining companies perceived that building schools and boreholes and being economically viable to communities they operated from and exploited, WACAM as well as locals of affected communities regarded these things as mirages, misrepresentation of CSR activities and mere window dressing activities to confuse regulatory bodies and the locals of affected communities.

4.3 EVALUATION OF *ANGLOGOLD ASHANTI*'S CSR PROJECTS BY WACAM

The study investigated WACAM'S satisfaction levels of CSR activities undertaken in affected mining communities by *AngloGold Ashanti*. To this effect, the researcher was interested in understanding how satisfied the pressure group was regarding the various CSR activities that were undertaken in affected mining communities.

The study revealed that there existed low levels of satisfaction amongst WACAM on the CSR activities undertaken by *AngloGold Ashanti* in affected communities. This low levels of satisfaction of the performance of CSR largely stems from the fact that majority of CSR activities that were undertaken by the organization were believed to be activities that could not be considered as CSR projects holistically. Thus some members pointed that CSR projects that were done by the organization merely existed to further help the organization achieve its objectives in the affected communities and not in any way to help alleviate the challenges the communities they operated from faced.

The findings therefore suggest that WACAM as well as locals of the affected communities were largely unsatisfied with the conduct of CSR projects by *AngloGold Ashanti* as such social interventions that the organization classified as CSR projects were not entirely beneficial to members of the affected community but to further enhance the exploitative processes of the mining company.

> …so in what sense does this become a CSR project. I can.... I attended the AGA school when I was in that community. I have forgotten which community it was. I think in Anyinaase. And for the mining company workers it was free but for some, of us people who were not having parents working there I think they were paying some amount of money. In what way is that CSR? This is something they are doing for their workers. And I always say it when a company decides to do something. And you also talked about the Lenclay stadium. At first when they started it belonged to *AngloGold Ashanti* and now they relaxed and gave it Ghana Football Association or whatever. But at the end of the day don't we go and pay to watch football? Is it free to the public? When you want to go and rent the stadium don't you pay? How free is this to the public?
>
> - Respondent WCM 1 (Source: Field Interview, 2021)

In a similar study in the Wassa West district, Yankson (2010) makes similar findings when he investigated public satisfaction levels of CSR activities by mining companies. Paramount among his findings is that locals and pressure groups of affected communities with the district rated CSR activities of mining companies poorly with

majority of the respondents expecting these companies to do more CSR activities than they often engage in.

The next chapter summarises the key findings, makes recommendations and concludes the study.

CHAPTER FIVE

SUMMARY OF KEY FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.0 INTRODUCTION

This section of the study focuses on the summary of key findings made by the researcher. The section also looks at concluding the core arguments of the research based on the findings made and the problem statement of the study while it also presents some recommendations for policy, practice of CSR by mining companies as well as some recommendations for researchers who want to investigate similar phenomena.

5.1 SUMMARY OF KEY FINDINGS

The core objective of this study was to investigate the varying perceptions of the practice of corporate social responsibility amongst mining companies and members of affected communities. The study therefore tried to investigate how *AngloGold Ashanti*, a mining company perceived CSR activities in the Wassa-Ahafo district while also investigating WACAM, a pressure group representing locals of the affected mining communities within the district's perceptions of these CSR activities.

The study found that comparatively members of the mining company had adequate technical knowledge of the concept of Corporate Social Responsibility, its benefits and its demerits. The knowledge levels of management members of *AngloGold Ashanti* concerning the practice of CSR were therefore found to be higher than that of the members of WACAM. Hence, the study found that while members of the mining company defined and explained the concept of CSR more technically, and holistically, members of WACAM explained the concept largely from the perspective of philanthropy, financial and lands settlements.

The study also found that *AngloGold Ashanti* engaged in two major forms of CSR activities in affected communities in the Wassa-Ahafo district. These largely included philanthropic CSR which included building of schools, hospitals, and provision of good potable water in affected communities. Additionally, they engaged in economic CSR which they perceived as included making settlements to families whose lands had been affected by destructive mining processes or whose lands had been taken over as mining concession sites. Additionally, economic CSR as the mining organization perceived was established in the company's willfulness to employ locals as part of the organization.

The study also investigated perceptions of WACAM on CSR activities of mining companies in the affected communities. The study found that the pressure group perceived CSR activities undertaken by the organization as unbeneficial and unsatisfactory and a misrepresentation. The findings point that CSR activities that are done by mining companies were undertaken simply to aid the activities of these mining companies and to alleviate any social problem or challenge that affected communities faced. Consequently CSR activities that were done in affected communities by mining companies such as *AngloGold Ashanti* were poorly rated by the pressure group as well as locals of affected communities.

5.2 RECOMMENDATIONS FOR POLICY

The researcher suggests the following based on the core findings of this study

- *AngloGold Ashanti* must invest more in improving stakeholder engagements while undertaking CSR projects in host communities. This is necessary in order to avoid engaging in activities that donor communities may perceive as unnecessary and waste of resource.
- It is imperative that *AngloGold Ashanti* and other extractive corporations ensure that they dissociate community-company social negotiations from CSR initiative. The

study found that one of the biggest bone of contention for locals was the misrepresentation of contractual agreements as CSR activities in host communities. It is essential that extractive organizations perform CSR activities separately from obligations of contractual negotiations.

- The researcher also advises that all forms of influence and manipulations directed at influential members of host communities must be stopped. Any form of activity that seeks to influence the decisions of chiefs, youth leaders and other opinion leaders must be stopped as they are unethical and destroys the credibility and genuine intentions of *Anglo Gold Ashanti* towards host communities.
- Top ranking members of WACAM must ensure they receive adequate education on the practice of CSR in order to positioned better to evaluate CSR performances of extractive companies
- WACAM as well as other pressure groups from host communities must ensure that they seek expert advice while engaged in negotiations with extractive companies. This is essential as experts such as lawyers may be better positioned to decipher what obligations may be considered as mandatory and which may be considered as voluntary during negotiations.

5.3 LIMITATIONS OF THE STUDY

The study was limited by the following issues:

- The researcher was limited by time. Since the study was primarily for academic purpose and was necessary to fulfil graduate school requirements, the researcher had limited time to investigate the phenomenon under study. Thus, the research was limited by the time frame within which the researcher was required to complete the study.

- The study was also greatly challenged by financial factors. The nature of the study required frequent visits to respondents and to mining communities in the Ashanti Region of Ghana. The cost of transportation, accommodation and other miscellaneous factors were borne in full by the researcher. The demanding nature of the finances necessary for carrying out this research limited the researcher from investigating crucial issues. The researcher was also unable to recruit enough research assistants to aid him gather data as a result of financial constraints.
- The unavailability of respondents was also a limitation. Respondents, especially, from AngloGold Ashanti was not easy to reach and to interview. This caused the researcher to limit the number interview participants. Additionally, for the purpose of work ethics and confidentiality, some respondents from Anglo Gold Ashanti were not entirely forthcoming with information about the phenomenon that was studied.

5.4 RECOMMENDATIONS FOR FUTURE RESEARCH

- Other studies must consider employing the quantitative survey technique in order to gather data from locals in host communities. This would be essential in gathering information from the perspective and not only the perspectives of pressure groups, which are a third party entity, as this study has done.
- Future studies can look at investigating CSR activities of more than one extractive company (preferably from another sectors such as the oil industry) in order to expand on the topic of CSR activities of extractive companies and not just mining companies.

5.5 CONCLUSION

The core argument of this study is that there seem to exist some conflict between mining companies and host communities that are affected by destructive mining activities on the

performance of Corporate Social Responsibility. The study therefore investigated the varying perceptions that existed among both factions, taking into critical account the perceptions of mining companies on the practice of CSR in host communities as well as the perceptions of pressure groups from host communities.

As seeded within literature that has been reviewed within this study, the consensus is such that there exist dissimilarities between what extractive companies such as *AngloGold Ashanti* perceive as CSR and what affected host communities perceive as CSR. The lack of consensus on the practice of CSR has been such that CSR activities performed by organizations have been considered largely inappropriate or inadequate by host communities although there may exist some evidence that point to the performance of CSR by mining companies.

The findings of this study also point to similar findings within literature concerning company-community conflicts on the performance of CSR. The gap in knowledge of CSR as a concept and practice between managers of mining companies and pressure groups such as WACAM, as this study investigated, exacts the foundational elements of this conflict. Hence, so far the perspective or viewpoints of what CSR is differs among these two crucial stakeholders, there is always bound to be a conflict on whether CSR is performed in affected communities or not.

This study therefore concludes that the varying perceptions of the concept and practice of CSR as ethical behavior from mining companies towards host communities are causative elements of the conflicts on the performance of CSR. Furthermore, the study concludes that although CSR activities or initiatives may exist in host communities, they are often perceived as inadequate, biased and misrepresentations of negotiated agreements and not real performance of CSR activities.

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APPENDIX

INTERVIEW GUIDE FOR *ANGLOGOLD ASHANTI*

I am a postgraduate student of the Ghana Institute of Journalism (GIJ) currently pursuing an M.A in Public Relations. The subject of my dissertation is "Mining Companies, Local Pressure Group, Corporate Social Responsibility; A Case Study of *AngloGold Ashanti*"

The main aim of the study is to determine the perspective of mining companies and local pressure groups on corporate social responsibility with *AngloGold Ashanti* as a case study.

This work is purely for academic purposes and you are assured of the confidentiality and anonymity of all responses.

INFORMATION ABOUT *ANGLOGOLD ASHANTI*

1. What can you tell me about *AngloGold Ashanti*?
2. How did Ashanti Goldfields become *AngloGold Ashanti*?
3. What do you understand by the phrase "Corporate Social Responsibility (CSR)"?
4. Do you think it is a responsibility of any company to undertake projects beneficial to the community in which they operate? Please give reasons for your answer.
5. Do you think *AngloGold Ashanti* is committed to undertaking these projects?
6. Can you talk about some of the CSR projects embarked upon by the *AngloGold Ashanti*?
7. How have these projects benefited the people and the community?
8. Do you consider the CSR as an obligation or an act of benevolence from your company?

Thank you for your views and your time.

INTERVIEW GUIDE FOR A LOCAL PRESSURE GROUP (WACAM)

I am a postgraduate student of the Ghana Institute of Journalism (GIJ) currently pursuing an M.A in Public Relations. The subject of my dissertation is "Mining Companies, Local Pressure Group, Corporate Social Responsibility; A Case Study of *AngloGold Ashanti*"

The main aim of the study is to determine the perspective of mining companies and local pressure groups on corporate social responsibility with *AngloGold Ashanti* as a case study.

This work is purely for academic purposes and you are assured of the confidentiality and anonymity of all responses.

INFORMATION ABOUT WACAM

1. How was the local pressure group formed?
2. What are the major aims of the local pressure group?
3. What are some of the important achievements of the group?
4. What is the interest of the group in CSR?
5. How does the group intend to achieve their interest in CSR?
6. Are you and the communities satisfied with how the company has taken up CSR?
7. In your opinion, what more can be done in terms of CSR?
8. How would you deal with a company's non-performance of CSR?
9. What are your final thoughts on CSR by the *AngloGold Ashanti*?
10. Do you have anything else to say?

Thank you for your time and views.

SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervisors of dissertation laid down by the Ghana Institute of Journalism (GIJ). This research project is submitted for examination with my approval as university supervisor.

Supervisor: Dr. Mrs. Mavis Essandoh

Signature:.....

Date:15/12/21.....

STUDENT'S DECLARATION

I hereby declare that this thesis is my own original work towards the award of Master of Arts in Public Relations and that, to the best of my knowledge, it contains no materials previously published by another person nor material which has been accepted for the award of any other degree in any institution. All references have been duly acknowledged.

Student: Bright Bilson Esuon

Index Number: MAPR20134

Signature:.....

Date: 15/12/21