

GHANA INSTITUTE OF JOURNALISM



SCHOOL OF GRADUATE STUDIES AND RESEARCH

**EFFECTIVENESS OF STAKEHOLDER ENGAGEMENT IN CORPORATE SOCIAL
RESPONSIBILITY PROJECTS: THE CASE OF GHANA “COCOA ROADS
PROJECTS” BY GHANA COCOA BOARD**

BY

JOSEPHINE DEDE ADDY

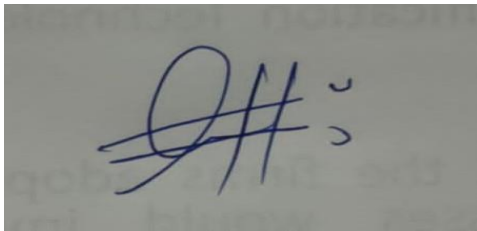
MADC20043

**A DISSERTATION SUBMITTED TO GHANA INSTITUTE OF JOURNALISM, THE
SCHOOL OF GRADUATE STUDIES AND RESEARCH, ACCRA, IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ART
DEGREE IN DEVELOPMENT COMMUNICATION.**

2021

STUDENTS DECLARATION

I, Josephine Addy, hereby declare that except for references to other people's work which have been duly cited, this project work is the result of my original work under supervision and has never been presented either in whole or in part for any other degree to this university or elsewhere.

A photograph of a handwritten signature in blue ink on a light-colored surface. The signature is stylized and appears to be 'J. Addy'.

NAME: JOSEPHINE DEEDE ADDY

10-15-2021

DATE

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of thesis as laid down by the Ghana Institute of Journalism.

A photograph of a handwritten signature in blue ink on a light-colored surface. The signature is highly stylized and appears to be 'Stanley, K.M.'. There are some horizontal lines and a dotted line visible in the background of the signature.

STANLEY, K.M., SEMARCO. PhD
(SUPERVISOR)

10-12-2-21

DATE

DEDICATION

I dedicate this work to anyone who is in ardent pursuit of knowledge, and motivated by nothing else but by the desire to overcome life's challenges, big or small, by resort to knowledge for it is this same motivation that produced this work. I dedicate this study to my father MR. Brandsford Nii Addy and my mother, Mrs. Theresa Addy, and my siblings Brandsford Addy Junior and Vanessa Addy. I dedicate this study especially to Pastor Stephen Opoku Afreh, but also to anyone who has added to my knowledge in one way or another. But above all I dedicate this study to God Almighty, for all these I did, all these I endured for His greater Glory.

ACKNOWLEDGEMENT

My sincerest appreciation goes to the Almighty God for His guidance and provision of life and divine wisdom and direction throughout the course. I wouldn't have come this far without His grace and mercies.

I also acknowledge the immense contributions of my supervisor, Dr Stanley Marcus Semarco. This work wouldn't have come out this way if not for his invaluable assistance. I am also grateful for the immense support given me by the staff of Ghana Cocoa Board, the Farmers, Chief, Francis Gaffia; Cocoa Board CHED officer of New Edubiase District. He has been extremely helpful, and I sincerely appreciate it.

I would like to say a big thank you to my Mother, Mrs. Theresa Addy for taking care of the home while I attend lectures closing late and for her unwavering support in diverse ways. The next appreciation goes to my siblings for their inspiration as well. They are the reason I aspire to be better in life.

Sincere thanks goes to the staff of the Ghana Cocoa Board (Head office) for allowing me to use the institution for my study. My appreciation also goes to all the people who made it possible for me to go through this course with ease. Their contribution came in the form of encouragements and pieces of advice that has led to what I am today.

Finally, not forgetting all my friends and loved ones and the wonderful family I made during the course; Mr. Daniel Boateng, I say thank you for being there for me all the time especially availing yourself to guide me through exams and this project.

LIST OF TABLES

Table 4.1: Demographic Data of Participants

44

ABSTRACT

Over the years, Corporate Social Responsibility (CSR) by various organisations operating in various sectors of the economy in Ghana has gone a long way to contribute immensely to the development of these communities and the nation at large (Klu, 2017). However, these CSR projects has gained considerable criticism about the effectiveness of CSR practices especially questioning if beneficiaries of CSR projects are also involved in the decision of what corporations do for them as social responsibility engagements (Afreh, 2016). Hence, this study set out to examine the effectiveness of stakeholder engagement in corporate social responsibility projects of the Ghana Cocoa Board with special focus on their “cocoa roads projects. Through qualitative research approach the researcher, purposefully sampled eight 8 stakeholders of Ghana Cocoa Board in category of internal and external stakeholders to participate in the study.

The findings revealed that the nature of CSR projects by COCOBOD are in form of *educational support; supports of healthcare of beneficiary; improvement of agriculture and infrastructure developments*. Also, the findings revealed that whereas stakeholders from COCOBOD suggested that their CSR policies ensures sustainability engagements, the external stakeholders (beneficiaries), believes they are not well engaged in the CSR projects of COCOBOD as they see consultations, engagement and involvements in the decision making of project almost not existence. Hence the challenges found in the study to confront COCOBOD in quest to engage their stakeholders includes *absence or wrong representatives, conflict of interest and poor participation in initiatives/decision making*. The study therefore concludes that the Ghana Cocoa Board needs to be strategic in the dealing with their various stakeholders especially in choices, designing and implementations of CSR projects they institutes for the communities they operates in.

TABLE OF CONTENTS

STUDENTS DECLARATION.....	ii
SUPERVISOR’S DECLARATION	iii
DEDICATION.....	iv
ACKNOWLEDGEMENT	v
LIST OF TABLES.....	vi
ABSTRACT.....	vii
CHAPTER ONE	1
1.1 INTRODUCTION	1
1.2 BACKGROUND TO THE STUDY	2
1.3 STATEMENT OF THE PROBLEM	4
1.4 OBJECTIVES OF THE RESEARCH	6
1.5 RESEARCH QUESTIONS.....	6
1.6 SIGNIFICANCE OF THE STUDY.....	6
1.7 JUSTIFICATION OF THE STUDY	7
1.8 ORGANIZATION OF THE STUDY	8
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 INTRODUCTION	10
2.2 THEORETICAL FRAMEWORK	10
2.2.1 The Stakeholder Theory.....	11
2.2.2 Legitimacy Theory.....	13
2.3 DEFINITION OF CONCEPTS: CSR, STAKEHOLDER ENGAGEMENT AND SUSTAINABILITY.....	15
2.3.1 What is Corporate Social Responsibility?.....	15
2.3.2 Who is a Stakeholder?.....	18
2.3.3 Stakeholder Engagement.....	20
2.3.4 Sustainability.....	22
2.3.5 Corporate Social Responsibility and Sustainable Development	24
2.3.6 CSR In Ghana	26
2.4 EMPIRICAL EVIDENCE OF RELATED STUDIES	29

2.4.1 Nature and Forms of CSR.....	29
2.4.2 CSR and Stakeholder Engagement	30
2.4.3 Sustainability of CSR Projects	32
CHAPTER THREE	33
METHODOLOGY	33
3.1. INTRODUCTION	33
3.2 RESEARCH APPROACH	33
3.3 RESEARCH DESIGN	34
3.2.1 Case Study	34
3.4. RESEARCH POLULATION	36
3.5 SAMPLE AND SAMPLE SIZE	37
3.6 SAMPLING TECHNIQUE	37
3.7 DATA COLLECTION AND INSTRUMENTATION.....	38
3.8 DATA ANALYSIS.....	39
3.9 TECHNIQUES FOR DATA ANALYSIS	40
3.10 ETHICAL CONSIDERATIONS	40
3.10.1. Access and Approval of Study Area	40
3.10.2 Study Participants	41
3.10.3 Privacy and Confidentiality	41
3.10.4 Compensation	41
3.10.5 Risks and Benefits.....	41
3.10.6 Voluntary Withdrawal.....	42
3.10.7 Informed Consent and Consenting Process.....	42
3.10.8 Declaration of Conflict Of Interest	42
3.10.9 Funding of the Study	42
CHAPTER FOUR.....	43
FINDINGS AND ANALYSIS.....	43
4.1 INTRODUCTION	43
4.2 RQ1. WHAT IS THE NATURE AND FORM OF CSR PROJECTS UNDERTAKEN BY GHANA COCOBOD?	45
4.2.1: Infrastructural Development	45
4.2.3 Educational Support Projects	47

4.2.3 Supports for the Healthcare of Beneficiary.....	47
4.2.4 Supports for Improvement of Agriculture.....	48
4.3. RQ2. TO WHAT EXTENT DO STAKEHOLDERS CONTRIBUTE TO THE SUSTAINABILITY OF CSR PROJECTS?.....	49
4.4 RQ3. WHAT ARE THE CHALLENGES OF ENGAGING STAKEHOLDERS IN CSR PROJECTS OUTCOMES OF COCOA ROADS PROJECTS IN GHANA?.....	53
4.4.1 Absence or Wrong Representatives	54
4.4.2 Poor Participation in Initiatives/Decision Making.....	54
4.4.3 Conflict of Interest	57
4.5 HOW DOES THE CSR POLICIES OF COCOBOD INFLUENCE STAKEHOLDER’S PARTICIPATION IN THE INTERVENTION PROJECTS?	58
4.5.1 All Inclusive Policy.....	59
4.5.2 Good Policies but not Enough Engagements	60
4.6. CHAPTER SUMMARY.....	61
CHAPTER FIVE	62
SUMMARY, CONCLUSION AND RECOMMENDATIONS	62
5.1 INTRODUCTION	62
5.2 SUMMARY.....	62
5.2 CONCLUSION.....	66
5.4 LIMITATIONS OF THE STUDY.....	67
5.5 RECOMMENDATIONS.....	68
5.5.1 Recommendation for Future Studies.....	69
REFERENCE.....	70
APPENDIXES	77

CHAPTER ONE

1.1 INTRODUCTION

Over the years, the emergency of Corporate Social Responsibility by various organisations operating in various sectors of the economy in Ghana towards the people in the communities in which they are located has gone a long way to contribute immensely to development of the communities and the nation at large (Klu, 2017). The relationship that has emerged is done to positively impact lives of communities, through social relevant projects done to add value to the lives of people located in that particular environment.

Thus, the well being of the people and communities is tied to the economic objectives of corporate viability, sustainability and profitability, hence, improving the quality of life of the people in the community in which they operate (Klu, 2017; Herzig and Moon, 2013). However, Freh, (2016) postulates that businesses must operate as moral agents in society and they must be willing to place public service and social responsibility over personal gains and special private interests. Thus, CSR involves the idea of business being proactive in its relationship with a range of stakeholders.

The introduction of cocoa in Ghana in the late 19th century, has seen the crop undergone a series of major expansions and contractions (Kolavalli & Vigneri, 2018). The production of cocoa has been a major source of revenue for socio-economic development, major net export and a backbone for Ghana's economic and social development (Wessel, 2015). Nonetheless, there are several challenges bedeviling the progress of cocoa, and thus a major the construction of cocoa roads for easily transportation of goods.

Kotey (2015) posits that cocoa roads in Ghana needs to be fixed and should be a priority to government and other corporate entities. Again, in his study of determining the delays on cocoa feeder roads in Ghana, he postulated that “time, cost and quality standards are vital and essential competence for road construction projects and must be persistently improved and evolved towards the perfection of the building production so that building projects does not fail” (pg.1). But the relationship between the multinational corporations in the cocoa sector and the communities in which they operate had not always been like that. The cocoa sector has drawn the perception of its alliance with state actors and the government, hence its impact of corporate entities neglecting the sector.

Furthermore, several coalitions and group in the sector have called for expedite actions to improve the cocoa sector, especially improving the cocoa roads projects (3news.com, 2020). The attribution of lack of proper engagement in cocoa roads has been hinged on several debts owed by government to contractors, and corporate entities lack of effective engagement in CSR to improve conditions of people which is regarded as part of their core mandate of establishment. An established news report by the 3news.com on a sod cutting for two major cocoa roads in the western region postulated that bad cocoa roads have been a major transportation challenge to farmers when evacuating their cocoa beans, and thus early intervention will act as a catalyst for socio-economic growth when constructed.

1.2 BACKGROUND TO THE STUDY

The concept Corporate Social Responsibility (CSR) introduced by Howard R. Bowen in 1953 (Carroll, 1991) has been given much attention to grown considerably well over the years. The

issues of CSR are now integrated into various aspects of organizations vision, mission and value statements globally. Thus, some companies regard Corporate Social Responsibility (CSR) as a response of business organizations call for sustainable development (Zhang et al, 2017).

Afreh (2016) defines corporate social responsibility as the obligations of companies to society, more specifically, obligations to stakeholders and those who influence corporate policies and practices. The researcher posits that firms, business organizations and corporate entities have the responsibility to meet the needs of communities in which they operate and beyond. Although the survival of firms depends on maximization of profits, Arli and Lasmono, (2010) suggests that society tends to reward firms that are considered to be socially responsible in different ways, thus through the act of organizations ensuring environmental sustainability. Also, Foss and Klein (2018) indicated that business organizations have allocated resources for social investments in societies, in addition to their profit making objectives.

CSR simply refers to the obligations that companies have to society. It is the obligations to stakeholders and those who are influenced and affected by corporate policies and practices (Kowalczyk & Kucharska, 2020). Since communities have relief expectations from businesses, certainly corporate bodies have the mandate to fulfill these expectations. Lewa (2020) has suggested that society tends to reward organisations that are considered to be socially responsible in different ways. Thus, in order to enhance corporate image, companies have been progressively urged to embrace policies beyond the economic elements of their company and to consider CSR in their company activities (Park, Chidlow, & Choi, 2014). Therefore, organizations are creating a highly regarded CSR issues so that they can achieve stakeholder trust (Nichols & Dowden, 2019)

Organizations have established a variety of strategies for handling this inclusion of societal needs, the natural environment, and matching business essentials with respect to the extent of how well organisations are incorporating social responsibility methods into both strategy and daily operations worldwide (Babalola, 2012). Corporate social responsibility is a helpful concept especially to a developing country like Ghana where it is reasonably unbearable for the government to solely meet the varied needs of the society (Ofori, 2010 cited in Afreh, 2016). In actual fact, Afreh (2016) posit that CSR has gained popularity and it is deemed an important tool for profitability while contributing to sustainable community development especially their host communities to enhance their social status and competitive edge which is critical to their existence.

1.3 STATEMENT OF THE PROBLEM

Although CSR has gained considerable recognition in this part of our world, however, there has been some considerable criticism about the effectiveness of CSR practices especially in Ghana as come have questioned if beneficiaries of CSR projects are also involved in the decision of what corporations do for them as social responsibility engagements, hence rendering some projects ineffective because beneficiaries do not use them (Afreh, 2016).

For example, Klu (2017) reveals that the desired impact of corporate social responsibility projects of mining companies has become elusive in mining communities because multinational companies on their own design and implement CSR development projects to show off rather than providing the desired services that enhances development. Thus, indicating that there has been a failure of many supposed CSR projects that are meant to produce the desired development

impact of the needs of people. It is established that companies, especially multinational corporations, are paying less attention to series of projects, which are not just philanthropic, but most often are projects aimed at economic growth.

In Ghana, a number of studies have been conducted into the activities of various industries as far as CSR is concerned. For example, Ofori, Nyuur & Darko (2014) examined the link between CSR and financial performance. Abugre (2014) looked at the role of management in CSR while Hope & Kwarteng (2014) examined the contribution of CSR to sustainable development in the mining industry. Afreh (2016) examined how a mining company in the Eastern Region of Ghana, Newmont Golden Ridge Limited (NGRL), integrates stakeholder approaches in its CSR to ensure sustainability of CSR outcomes.

Also, Kotey (2015) presents that cocoa road improvement projects have been abandoned for years. Thus,, the rejection by corporate entities as part of their effective engagement of CSR has made the transportation of cocoa beans for export a challenge. Again, the lack of effective CSR engagement in the sector has cut the the profit of export of the beans (Kolavalli and Vigneri, 2018).

It is worth noting that most of these studies have focused on various aspects of CSR such as how CSR enhances the image of industries, the role that management plays in CSR and the perceptions that companies have of CSR among others. However, not much is known on how effective stakeholders are integrated in making CSR projects successful. This study thus will contribute in filling the gap by exploring effective stakeholder's engagements in CSR cocoa road projects by the Ghana Cocoa Board.

1.4 OBJECTIVES OF THE RESEARCH

The general objective of this study is to examine the effectiveness of stakeholder engagement in corporate social responsibility projects. Specifically, this research sought to:

1. To assess the extent to which stakeholders contribute to the sustainability of CSR projects
2. To assess the challenges of engaging stakeholders in CSR projects outcomes of cocoa roads projects in Ghana.
3. Examine how the CSR policies of cocoa board influence stakeholder's participation in the intervention projects

1.5 RESEARCH QUESTIONS

1. To what extent do stakeholders contribute to the sustainability of CSR projects?
2. What are the challenges of engaging stakeholders in CSR projects outcomes of cocoa roads projects in Ghana?
3. How does the CSR policies of cocoa board influence stakeholder's participation in the intervention projects?

1.6 SIGNIFICANCE OF THE STUDY

The study examines stakeholder's engagement in Corporate Social Responsibility in Ghanaian cocoa roads Projects, and thus to help contribute to the positive developing framework for stakeholders engaging actively in CSR projects.

Information gathered from the study will be of vital benefit to corporate entities, business firms in their quest to engage stakeholders in CSR projects. It will Provide information about CSR in relation to corporate institution especially the cocoa sector. It is also to be a fundamental material for scholarly discourse in management science relating to Corporate Social Responsibility. Again, the study will add to the body of knowledge in this particular domain, hence be helpful for academia and researchers alike especially in examining stakeholder and sustainability of CSR issues that can propel effective engagements with recommendations.

1.7 JUSTIFICATION OF THE STUDY

O’Riordan and Fairbrass (2013) in their study managing CSR Stakeholder Engagement: a new conceptual framework address utilizes qualitative methodology to explore data to investigate the CSR practices of major pharmaceutical companies in the UK and Germany. The researcher critically re-examined previously published explanatory framework which identifies the management steps involved in CSR stakeholder engagement which resulted to the findings of his study.

Again, Afreh (2016) adopted a qualitative approach using a single case study to examine how a mining company in the Eastern Region of Ghana, Newmont Golden Ridge Limited (NGRL), integrates stakeholder approaches in its CSR to ensure sustainability of CSR outcomes. Purposively selecting thirty five (35) key participants including officials of NGRL, chiefs, officials of two regulatory bodies, and community members, the study revealed that NGRL has made a strategic move to heighten sustainability of CSR by establishing Newmont Akyem Development Foundation (NAkDeF) which plans development projects with the communities. Thus, the researcher used interviews and focus group discussions to generate outcomes.

Nonetheless, Klu (2017) in their paper adopted mixed methodological approach, thus qualitative and quantitative was used in examining how CSR delivery approach is borne out of the belief that communities are shareholders and through participation they will provide support for the operations of companies. Thus, the researcher purposively sampling four communities, such as Abirem, Maamaso, Resettlement and Yayaso for study on how work operations of Newmont directly affected these communities. Interviews and cross-sectional survey by administering semi structured question to 329 respondents in the four communities were employed to unravel findings.

Also, findings from Ansu-Mensah (2021) in his study of investigating the CSR process of an extractive company and examining how stakeholders are engaged in CSR showed that Newmont Ahafo Mines has consistently had a prominent CSR drive in Ghana for several years and stakeholder involvement in CSR. This was achieved by Using purposive and snowball sampling in identifying its respondents, and thus interviewing 21 selected respondents from various stakeholder groups.

It is worth noting that several methods have been adopted by researchers in their study, however, not much has been done on stakeholders engagement in CSR project, focusing on cocoa road projects, hence this current study will provide a solid justification to exploring this phenomenon.

1.8 ORGANIZATION OF THE STUDY

This study will be ordered in five chapters. Chapter one will discuss the background of the study, emphasizing on the background, study problems, objectives, and research questions. It will also

include the justification for the study. Chapter 2 will deal with review of all available and relevant literature important to the subject of the study. It will also examine available and existing studies conducted on the subject area. Chapter 3 will deal with the methodology used in the study. Chapter four will deal with analysis and discussions. Chapter five the concluding chapter five will discuss the study conclusions drawn from the study carried out in chapter four and provides recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

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

2.2 THEORETICAL FRAMEWORK

A theoretical framework, according to Creswell (2009), is any empirical or quasi-empirical theory of unique and/or psychological process at a range of levels that can be applied as ‘lens’ to understand a phenomenon. Thus, it brings out the rationale for conducting a study. The theoretical concepts for this study include stakeholder theory and legitimacy theory. In the discourse of the CSR phenomenon, researchers have employed a variety of theories and approaches (Nyuur, Ofori & Debrah, 2015). Garriga and Mele (2004) categorized them into four main types of theories: instrumental, political, integrative and ethical theories.

However, the most commonly employed approaches in the CSR discourse are the legitimacy approach from the political theoretical perspective (Branco & Rodrigues, 2006) and the stakeholder approach from both the integrative and ethical theoretical perspectives (Friedman & Miles, 2006). These theories are used for this study because the main ideas and argument can provide a useful framework for understanding the problem of my study.

2.2.1 The Stakeholder Theory

The stakeholder theory to CSR emerged and gained popularity in the mid-1980s, particularly in the works of Freeman (1984). Freeman's (1984) view of stakeholder concept was based on perspective of organization and those involved. The pre- and post- Freeman (1984) stakeholder approach grew out of management practice. Freeman (1984) further opines that the idea of stakeholders, or stakeholder management, or a stakeholder approach to strategic management, suggests that managers must formulate and implement processes which satisfy all and only those groups who have a stake in the business. In other words, the focal task of this process is to manage and integrate the relationships and interests of shareholders, employees, customers, suppliers, communities and other groups in a way that assures the long-term success of the firm (Freeman, 1984). Stakeholder management or stakeholder approach is said to be fulfilled by the managers of a company.

However, the argument is that managers should be able to manage the corporation for the benefit of all its stakeholders in order to ensure their rights and participation in decision making. In addition, it also argues that the management must act as the stockholder's agent to ensure the survival of the company as well as the long term stakes of each group (Freeman, 1984). This is to say that an organisation's survival depends on the extent to which managers engage stakeholders in decision making. Also, this theory argues that firms do not operate to make profit for their shareholder alone, but they also concentrate on other group's interests that have a stake in the firm. Thus, survival of a firm depends largely on meeting the varied needs of stakeholders.

On the whole, the stakeholder concept provides understanding of an organisation being a system of different components with diverse interests with regard to what the organisation should be and how it should function. Friedman and Miles (2006) state that the organisation should be conceived as grouping of stakeholders and the goal of the organisation and management should be directed towards managing their needs, wishes and opinions. This also means that the various constituents of an organization make up the stakeholders; for instance, shareholders, customers, suppliers, employees, local communities, the government and the general public. Therefore, stakeholders need to be managed well to retain their interest and participation in the organisation in order to ensure the survival and continuing profitability of the corporation (Clarkson, 1995 cited in Afreh, 2016).

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

An interesting point to note is that stakeholder theory, however, does not list specific stakeholders of a firm. From this theoretical perspective, the work of a manager is to support all these groups, carefully align the varied interest of stakeholders by making the organisation a place where their interests can be collectively maximize (Robins, 2008). Taking into consideration the vital role that stakeholders play in organisations, managers should pay attention

to the demands and rights of important stakeholders as a useful tool for developing socially responsible projects (Maigan & Ferrell, 2004).

Afreh, (2016) argues that the stakeholder approach has developed to become one of the largest domains within CSR over the last few decades as the theory has been used to understand mining sector CSR activities in Ghana.

This theory is relevant to this present study because will help the researcher to determine whether Cocoa Board engages its various stakeholders in decision making when undertaking CSR projects that directly or indirectly affect their welfare and also if engaging stakeholders leads to achieving sustainable of CSR outcomes.

2.2.2 Legitimacy Theory

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

socially responsible in their operations are legitimising their activities and status within the business environment.

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

According to Suchman (1995), legitimacy affects not only the action of people toward organisations, but also how they understand them. Hence, observers recognise the legitimacy of organisation not only as more worthy, but also as more meaningful, more predictable and more trustworthy. On the other hand, loss of legitimacy may affect the company negatively.

Thus, an important objective is when a company is able to maintain its legitimacy (Oliver, 1992). This suggests that companies are always either working towards earning legitimacy or ensuring that they sustain their legitimacy. Businesses maintain legitimacy in order to bridge the gap between the expectations of the society and society's perception of company activities (Sethi, 1975). Haron, Ismail and Yahya (2007) opine that society plays a major role in appraising the effectiveness and legitimacy of a firm's activities. The reason is that legitimacy theory is simply based on the notion that business operates in society through a social contract where it agrees to perform several socially desired actions in return for consent of its objectives and its survival. According to Porter and Kramer (2002), engaging in CSR can often be the most cost-effective way, and sometimes the only way, to improve the firm's competitive setting and increase both

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

2.3 DEFINITION OF CONCEPTS: CSR, STAKEHOLDER ENGAGEMENT AND SUSTAINABILITY

2.3.1 What is Corporate Social Responsibility?

The concept of corporate social responsibility (CSR) has been in existence in literature for decades yet there is no consensus on its definition. Currently, the main reason for no universally accepted definition of CSR is that, it is an evolving concept which over the years has been used to describe progressively wider range of corporate activities (Hamann, 2003; Zadek, 2001; Gutierrez & Jones, 2005).

The term CSR is often used interchangeably in studies with concepts such as corporate responsibility, corporate citizenship, global citizenship, corporate community involvement, corporate social, Marketing, social enterprise, sustainability, sustainable development, triple-bottom line, corporate ethics and, in some cases, corporate governance (Kotler & Lee, 2005; Bassen, Hölz & Schlange 2006). CSR, which is also used synonymously as corporate

philanthropy, now takes account of everything from charitable contributions and social investment to the direct incorporation of vulnerable populations into a corporation's regular business practice (Gutierrez & Jones, 2005).

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

Bowen (1953) cited in Afreh (2016) set out an early definition with regard to social responsibilities and businessmen: it refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society. Soon after, (Abrams 1954 cited Afreh, 2016) commented on a firm's responsibility to maintain an equitable and working balance among the claims of the various directly interested groups – stockholders, employees, customers, suppliers, community and the public at large. Frederick in his contribution to initial definitions of CSR wrote on it as, Social responsibility means a public posture toward society's economic and human resources and a willingness to perceive that those resources are used for broad social ends (Frederick, 1960). Again, Davis (1973) defined CSR as the social benefits which the firm seeks alongside with other traditional economic gains.

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

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

Business for Social Responsibility (2004) views CSR in four dimensions in line with Carroll’s (1999) definition being economic, legal, ethical and discretionary or philanthropic. From the four dimensional view of CSR by the Business for Social Responsibility (2004), economic implies that businesses have a responsibility to produce goods and services that society want and sell them at a profit. Legal implies businesses have to obey the law. Ethics implies business institutions have to exhibit behaviour and ethical norms beyond what is required by law.

Discretionary implies business institutions have to exhibit voluntary roles driven by social norms. Pearce and Doh (2005) also describe CSR as the actions of a company to benefit society beyond the requirements of the law and the direct interests of shareholders. Again, it can be said that, CSR is a voluntary action that a corporation implements as it pursues its mission and fulfils its perceived obligations to stakeholders, including employees, communities, the environment, and society as a whole (Halme, Roome & Dobers, 2009). For the purpose of this study, the definition by WBCSD will be used. The World Business Council for Sustainable Development (WBCSD) defines CSR as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large (WBCSD, 1999). From the definition above, it is observed that business contributes to the welfare of both the primary and secondary stakeholders through its CSR activities.

However it can be interpreted to mean a firm's duty to sustain any ecological or human capital contributing to the quality of life of stakeholders, whose wellbeing is considered a vital measure of sustainability. Apparently, the CSR activities of the company is not mostly performance driven, but also the immediate needs of the community and other stakeholders are considered.

2.3.2 Who is a Stakeholder?

As a result of the emergence of the stakeholder concept and extant literature written about the topic, many definitions of stakeholder have evolved. Stanford Research Institute (1963), defining stakeholders as those groups "on which the organization is dependent for its continued survival" (cited in Freeman 1984). Freeman chose the word stakeholder on the basis of the traditional term

- stockholder which takes only a look at the economic point of view. Where the stakeholders are defined as; any group of individual who is affected by or can affect the achievement of an organization's objectives (Freeman 1984). Both Stanford and Freeman took a broader perspective of the definitions. They focused on the power of a stakeholder, the fact that a stakeholder wields some form of power over an organization. Then again, according to Cornell and Shapiro (1987), stakeholders are Petitioners who have contracts with the organization. Alkhafaji (1989) also defines stakeholders as groups to whom the corporation is responsible. Here again, Cornell and Shapiro and Alkhafaji emphasised on the legitimacy of a stakeholder's relationship with an organisation.

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

According to Clarkson (1995), two categories of stakeholders can be distinguished, which are primary and secondary stakeholders. According to this view, primary stakeholders refer to those that constitute the business and whose continued participation is totally important to the survival of the business; it includes employees, customers, investors, suppliers, shareholders and host community. A firm's survival is not guaranteed without their continuing co operations. If any

primary stakeholder group becomes dissatisfied and withdraws from the corporate system, in whole or in part, the corporation will be seriously damaged or unable to continue its operations (Clarkson, 1995). While secondary stakeholders refer to stakeholders whom the business depends and are not usually engaged in transactions with the focal organization; it includes the media, trade associations, non-governmental organizations, along with other interest groups. Secondary stakeholders are those that influence, or are been influenced by the firm, but do not have any engagement (in terms of transactions) with the corporation and are not very essential for its survival. Waddock (2001) also shared the same view by distinguishes between primary stakeholders as the group that constitute the business (owners, employees, customers and suppliers) and critical secondary stakeholders on whom the business depends for infrastructure (e.g. communities and governments).

2.3.3 Stakeholder Engagement

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

Moreover, Gable and Shireman (2005) describe it as “a process of relationship management that seeks to enhance understanding and alignment between company and their stakeholders”. The

fundamental elements guiding stakeholder engagement are that there are at least two parties – the business and its stakeholders – and that both parties have something to bring to the table and something to benefit from the relationship. Greenwood (2007) defined stakeholder engagement as practices that the organisation undertakes to involve stakeholders in a positive manner in organisational activities.

Understanding of the concepts that underline stakeholder involvement is an essential step towards creating a strong involvement in projects, for instance in infrastructure projects, engagement process helps project proponents and stakeholders to communicate effectively (ElGohary, Osman, El-Diraby & 2006). Stakeholder engagement is essential in making a project successful since it leads to stakeholders' participation and satisfaction (Shenhar, 2001). The stakeholder involvement programme should not be disregarded since it determines stakeholder concerns and incorporates them into the scheme of a project to achieve collaborative integrated project development (El-Gohary et al., 2006).

Stakeholder engagement is part of the stakeholder theory comprising three basic components (Post, Preston & Sachs, 2002). The first is the flow of benefits and potential threats between companies and stakeholders. The second is the varied and discrepant issues of companies and stakeholders and the third is stakeholder networks (Post, Preston & Sachs, 2002). In other words, stakeholder engagement encompasses different scopes of action between companies and their stakeholder networks which have to be ranked and understood very well in order to address their needs. Companies have several approaches to stakeholder engagement, as such it doesn't have to be moral (Greenwood, 2007). In this study, however, stakeholder engagement is seen as part of the process of CSR rather than part of interventions or managerial/social control activities.

2.3.4 Sustainability

According to Hult (2011), the concepts of sustainability has gained much attention by practitioners and scholars and this has led to a considerable interest of corporate sustainability in the literature over the past decade (Freeman & Gilbert, 1988; Friedman & Miles, 2001; Rowe & Enticott, 1998; Rotheroe, Keenlyside, & Coates, 2003). In view of this, most literature has concluded that businesses should incorporate sustainability principles into corporate strategic policies and business processes. The reason for this incorporation is that sustainability affects the triple-bottom line and long-term profitability of a business and should, therefore, be treated as strategic assets of the business (Elkington, 1997; Russo & Fouts, 1997).

Unruh and Ettenson (2010), in an IBM survey found that two-thirds of executives see sustainability as a revenue driver, and half of them expect green initiatives to confer competitive advantage. The notion that sustainability is a key strategic asset of an organisation has been recognised as a theoretical premise for the development of various contemporary management models and business process initiatives. Ohmae (1999) argued that a corporation is a social institution whose responsibilities extend far beyond the wellbeing of its shareholders to giving security and a sustainable good life to its employees, suppliers, customers, local communities and the society beyond the current generation (Deegan, 2002; Harrison & Freeman, 1999; Friedman & Miles, 2001).

A study by Kerr (2007) and Mahler (2007) also attest to the fact that there has been an increasing attention by successful multinational companies to integrate environmental sustainability into their products and services to distinguish the corporate brand. Linnenluecke and Griffiths' (2010)

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

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

Gao and Zhang (2006) argue the in order for businesses to go beyond corporate social and environmental responsibility activities, they require a systematic corporate cultural changes. These changes involve investing in the long term, engaging all stakeholders and building a sustainable society and not just a sustainable business in terms of profit or financial terms. The main evidence of corporate sustainability is that corporations should fully incorporate the social

and environmental objectives with their financial objectives and account for their actions against the wellbeing of a wider range of stakeholders through the accountability the three dimensions of sustainability that is the 'triple bottom line' (Elkington, 1997).

2.3.5 Corporate Social Responsibility and Sustainable Development

Freeman and Hasnaoui (2011) argue that CSR is not a universally adopted concept even though it has existed for over 70 years. Corporate Social Responsibility is seen as a subset of ethics (Argandona & vonWeltzien 2009; Weitzner & Darroch, 2009); while some see it as a distinctive purpose of business, others suggest that CSR does not need a universal definition (Campbell, 2007). Regardless of the lack of a common definition, CSR has become an essential component of many organisations strategic and operational activities (Carroll & Shabana, 2010; Freeman & Hasnaoui, 2011).

However, Moon (2007) provided the most useful definition who suggests that CSR is a form of self-regulation to contribute to social and environmental welfare. He further explain that as businesses have aggregate social, environmental and ethical impacts upon the livelihoods of people and societies, and as development often absorbs, changes and damages the human and environmental resources on which future development depends, these concepts of CSR and sustainable development cannot be easily set aside. In CSR, both concepts are 'internally complex' because there is the tension of balancing different economic, legal, ethical and social responsibilities towards varied stakeholders each coming up with different principles and expectations to their relationships with the business in question.

In literature, the common definition of sustainable development states that “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987, p. 7). Hence, there is the need to address the implications of ecological dependence and the social impact of local behaviors (Moon, 2007). UK Government strategy for sustainable development – Better Quality of Life states that “. . . at the heart of sustainable development is the simple idea of ensuring a better quality of life for now and for generations to come” (DETR, 1999). The focus of initiating CSR activities in the early stages of the CSR discussions was on making shareholders happy, which is fundamental to every business. However, in recent times, CSR is seen as a means of obtaining permission to operate, engaging in business in a more sustainable manner and contributing to sustainable development (Haalboom, 2012; Moon, 2007).

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

International Standard Organisation 26000 describes CSR as a tool that seeks to achieve sustainable development (Hahn, 2013). Consequently, CSR is seen as a tool for corporations to use in formulating their input towards sustainable development (Hamann, 2003; Hilson, 2012). Moon (2007) found out that there are clearly limits to the extent to which corporations can be held accountable for sustainable development. More so, many negative contributions to sustainable development result from the behaviour of individual members of society. From the mining perspective, the need to obtain a social license to operate is driving the implementation of

CSR programmes which in theory should result in improvements to sustainable development (Jenkins & Obara, 2006). However, notwithstanding improvements in the understanding of sustainable development in the context of the extractive industries, the complications of the situation on site have meant that the implementations of CSR strategies across the sector are highly variable in both operation and success (Hope & Kwarteng, 2014).

2.3.6 CSR In Ghana

Over the last decade, the field of CSR has grown considerably and many businesses are becoming more active in contributing to society now than they used to be (Ofori 2007).

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

Corporate social responsibility activities in Ghana are spearheaded by large scale multinational companies. Ghana is saddled with economic challenges which includes low per capita income, weak currency, capital flight, low productivity, low savings, making it almost impossible for indigenous companies to undertake social actions (Amponsah-Tawiah & Dartey-Baah, 2011). This is evident from what Ofori (2006) referred to as “the engagement of haphazard indulgence of corporate good works” in Ghana. Abugre (2014) attested to the fact that managerial role in the

practice of CSR is limited and ineffective in Ghana. He discovered that difficulties of effective CSR implementation mostly come from lack of leadership commitment, leadership weak spots in the form of mismanagement and corruption, and unwillingness to allocate monies due for CSR activities in his study on managerial role in organizational CSR in Ghana. He further recognizes that, organisations can do better in the practice of CSR if management exhibit a positive attitude towards CSR, corruption, and work behaviours.

In his study on executive and management attitudes on CSR and ethics in Ghana, Ofori (2010) revealed that companies are involved in various CSR activities like support for education, sponsorship of events and cash donations even though there are no legal framework for CSR in Ghana. Managers and executives believe that it is important for their firms to be socially responsible and to be seen to be behaving ethically. The study further revealed that ethical values of both individual managers and their firms are the major factors determining managers' attitudes toward CSR, whilst a majority of respondents asserted that CSR and ethical behavior are good for corporate reputation. In the same vein, GTZ report (2009), shows that in Ghana, the government's involvement in CSR depends on legal dimension, which instructs businesses to obey the law.

However, there is no complete set of CSR policy or law in Ghana. There are a number of policies, laws, practices and initiatives that guide CSR activities in Ghana and the government seeks to promote CSR by putting in place legislation that defines minimum standards for business performance such as constitutional provisions, local government laws and requirements for environmental impact assessments contained in an act of parliament. The findings of a study by Ofori & Hinson (2007) on the perspective of CSR by leading firms in Ghana indicated that although local companies are familiar with the concept of CSR and do, indeed, practice some

amount of CSR, they subscribe less to the contemporary notion of CSR; they are less strategic, less moral and ethical in their approach to CSR. Thus, internationally connected Ghanaian firms seem to have a better grasp of the various dimensions of CSR and how these could be used to business and strategic advantage.

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

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

2.4 EMPIRICAL EVIDENCE OF RELATED STUDIES

2.4.1 Nature and Forms of CSR

Whellams (2007), who examined the role of CSR in development in the mining industry in Southern America, revealed that mining industry's CSR take the nature of health, education, water and sanitation and quality of life. The findings of her study further revealed that, CSR initiatives appear to have had an overall positive impact on the communities surrounding the company's mines, as there has been a noticeable improvement in the quality of healthcare offered within the communities and 85% of communities surrounding mining firms have accessed to potable water causing overall improvement in the quality of life. Generally, organisations in Ghana are involved in different forms of CSR activities including education and sponsorship of events, there is no comprehensive policy framework defining the limits of CSR activities in Ghana. However, managers of organisations seem to have a mind-set on CSR that goes beyond corporate philanthropy, to strategic actions that respond to the diverse needs of the communities in which businesses operate (Ofori, 2010).

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

In a related study, Ismail, Alias and Rasdi (2015) showed that education-related activities formed the dominant type of CSR contribution in Malaysia. Their study further found that legal responsibility was the most important orientation whilst ethical responsibility was the least important orientation. The education dimension covers matters related to students' school enrolment and years of schooling, schooling expenses, scholarship, school attendance, reading literacy, counting literacy, quality education and student performance. One of the main objectives of CSR educational programmes in Malaysia is to improve the adult literacy rate, which was 92.1 per cent for those aged 15 years and above, as of 2008. Thus, the operational meaning of community development in this article is the improvement or benefits that community members have experienced in any aspect of living standards, health and education resulting from the help of external organizations.

Consequently, the arguments from the reviewed studies suggest that the nature of CSR project in any beneficiary community goes a long way to validate the successfulness of the project to affect the intended audience positively. Hence, whether the CSR project nature is in healthcare sector, educational sector, improvement of living standards, improvement of living standards, environment, culture/art, sports, history and community development among others, its nature can suggest its success or failure.

2.4.2 CSR and Stakeholder Engagement

Ihugba (2012) examined stakeholder engagement approach, level, rationale and implications for corporate social responsibility (CSR) management. He used a case study of an organization in Nigeria called BATN. The findings suggested that entirely discretionary CSR and stakeholder engagement may reduce its developmental impact and sustainability. In order to avert this, some

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

Evans and Sawyer (2010), on the other hand, examined CSR and stakeholders of small businesses using a quantitative survey approach. They focused on key CSR strategies, activities and attitudes of small business owners in a South Australian regional area with regard to measures taken towards developing socially and environmentally responsible small businesses. This study revealed that the local community is a very important stakeholder of small businesses and that their commitment to the community is generally quite extensive. The findings of this research in particular can be used as a basis for developing the social and environmental awareness of businesses in that region.

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

2.4.3 Sustainability of CSR Projects

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

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

CHAPTER THREE

METHODOLOGY

3.1. INTRODUCTION

This chapter seeks to outline the most appropriate methods of probing and sampling techniques employed in this study in order to achieve the stated objective. It also examines the effectiveness of the chosen methodology as well as demonstrates analysis on how the data will be gathered. It is thus, concerned with what new data is needed to shed light on the problem selected and how data will be collected and processed, analyzed and interpreted. It comprises the design of the research, the population of the study, the sample and the data collection tools and technique of the study; the data processing and its presentation.

3.2 RESEARCH APPROACH

This study employed the qualitative research approach. Qualitative data are in the form of text, written words, phrases, or symbols describing or representing people, actions, and events in social life (Kreuger & Neuman, 2006). In other words, qualitative research approach according to Creswell (2014) helps to explore and understand the meaning individuals or groups ascribe to a social or human problem (Creswell, 2014). As such, this study also seeks to understand the significance and meaning stakeholders of cocoa road projects attach to the corporate social responsibility projects of Ghana Cocoa Board in the country. Therefore, the qualitative approach helped to explore such meanings. Again, qualitative research seeks to identify, explore and explain the attitudes, actions and perceptions of people within a social setting and the meanings

they make of their actions - without subjecting it to rigorous mathematical computations (Lindlof & Taylor, 2017).

The current study also seeks to explore primarily through the use of words. This was done by collecting data from the participants' settings, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meanings of the data (Creswell, 2014).

3.3 RESEARCH DESIGN

A research design is a detailed plan or method for obtaining data scientifically (Schaefer, 2004). Research design can also be thought of as the logic or master plan of a research that throws light on how the study is to be conducted. It shows how the entire or major parts of the study – the samples, data collection methods and instruments – work together in an attempt to address the research questions (Thomas 2010). Research designs also refer to the procedures or strategies of inquiry. Significantly, the selection of an appropriate design depends on the nature of the research, the research problem and questions, personal experiences of the researcher, and the type of audience for the study (Creswell, 2014). Research designs, especially in the qualitative circles, include narrative research, phenomenology, grounded theory, ethnography and case study

3.2.1 Case Study

For the purpose of this research, the case study design was adopted. Case study is a design of enquiry in which the researcher develops an in-depth analysis of a case, often a programme, event, activity, process, or one or more individuals. A case study “explores a real-life,

contemporary bounded system (a case) or multiple bounded systems (cases) over time, through detailed, in-depth data collection involving multiple sources of information (observations, interviews, audiovisual materials, documents and reports) and reports a case description and case themes” (Creswell, 2014 p. 97). A case study is one of several ways of doing qualitative research because its aim is to understand human beings in a social context by interpreting their actions as a single group, community or a single event (Creswell, 2014). A case study is also an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly defined. The case study approach is especially useful in situations where the context of the events being studied is critical and where the researcher has no control over the events as they unfold (Yin, 2009). Thus, the current study or case examines how effective stakeholder engagement of COCOBOD ensures sustainability; a study which occurs in real life context. The study was conducted within the organisational setting where the researcher did not have control over the site and habits of the respondents.

According to McMillan and Schumacher (2001), a case study examines a bounded system or a case in detail over time, employing multiple sources of data found in the setting. All the collected evidences are collated to arrive at the best possible responses to the research question(s). As a result, the researcher may gain a sharpened understanding of why the instance happened as it did, and what might become important to look at more extensively in future research. Thus, this research examines in detail the effectiveness of stakeholder engagement of corporate social activities of Ghana Cocoa Board (COCOBOD) using interviews of different participants.

Yin (2009) asserts that there are different types of cases that can be studied - single cases, single cases with embedded units, and multiple case studies. For the purpose of this research, the single

case study with embedded unit was used because it sought to study CSR activities of an COCOBOD which is a single entity with responses from different types of stakeholders (internal and external) with COCOBOD.

3.4. RESEARCH POLULATION

The population of a study outlines the target population to be used for the study. The population is also the entire target group within which a sample is made Akoto-Bamfo (2011). A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that researches are done. A research population is also known as a well-defined collection of individuals or objects known to have similar characteristics. More formally, a population is the theoretically specified aggregation of study elements (Babbie, 2013).

The population for this study is all stakeholders of the Ghana Cocoa Board. However, the population can be categorized into two; target and accessible population. Target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population usually has varying characteristics and it is also known as the theoretical population. On the other hand, the accessible population is the population in research to which the researchers can apply their conclusions. This population is a subset of the target population and is also known as the study population. It is from the accessible population that researchers draw their samples.

3.5 SAMPLE AND SAMPLE SIZE

Choosing a study sample is an important step in any research project since it is rarely practical, efficient or ethical to study whole populations. In other words, rarely is it possible to conduct a study in which all units of interest can be brought under direct observation. In fact, not only is it generally impracticable to use the entire group of interest, it is also unnecessary (Zakaria, 2017). Therefore, sample unit gives researchers a manageable and representative subset of population to study. The sample for this study comprises of 8 stakeholders who are directly involved or affected by the day to day operations of the Cocoa Board's Cocoa Roads. These stakeholders are broken down to internal stakeholders and external stakeholders. Internal stakeholders in this study refer to workers of Ghana Cocoa Board (COCOBOD) whereas the external stakeholders refers to the beneficiaries in the various communities COCOBOD operates in

3.6 SAMPLING TECHNIQUE

The aim of the qualitative research is to understand, from within, the subjective reality of the study participants. This will not be achieved through superficial knowledge about a large, representative sample of individuals. Rather the researcher wants to reach people within the study area who can share their unique slice of reality, so that all slices together illustrate the range of variation within the study area. Ordinarily, with careful sampling and equally careful collection techniques, a surprisingly small number of interviews, narratives or focus groups can yield the data to answer your research question. The primary purpose of sampling is the selection of suitable population so that the focus of the study can be appropriately researched. An effective

sample selection process is very important because inappropriate procedures may seriously affect findings and outcomes of a study (Lopez & Whitehead, 2012).

Generally in studies, there are two types of sampling in research: Probability and Non-Probability Sampling. For the purpose of this present study, the researcher employed the purposive/purposeful sampling techniques, a form of a non-probability sampling procedure in selecting participants for the study. This allows for the recruitment of only specific populations to investigate a specific topic or when the total population is unknown or unavailable (Zakariah, 2017). Also, purposive sampling is the most common sampling strategy that allows participants to be selected or sought after based on pre-selected criteria based on the research expertise. Purposive sampling is designed to provide information-rich cases for in-depth study. This is because, participants are those who have the required status or experience, or provide the information researcher seeks. The adoption of purposive sampling will allow for the experience and knowledge of those directly involved in the operation/ running of the Cocoa road projects so they can share their first-hand experience of the phenomenon.

3.7 DATA COLLECTION AND INSTRUMENTATION

The research adopts qualitative data collection methods; thus, in-depth interviews are optimal for collecting data on individuals' personal histories, perspectives, and experiences, particularly when sensitive topics are being explored (Zakariah, 2017). An interview is a form of conversation between two people, (interview and interviewee) where a number of questions are discussed (Kumekpor, 2002). In order to accomplish an effective conclusion and come out with needed references, the study adopted the in-depth face to face interview where participants were

interviewed personally with the aid of a question guide to solicit information from the participants. The question guide used to assist the researcher during the interview session was made up of open ended questions (questions that do not demand limited responses from respondent) were used in soliciting information from respondent. Hence information received was recorded on a recording device for later analysis.

3.8 DATA ANALYSIS

The data collected were analysed thematically using qualitative and descriptive approaches. Information gathered from all parts in the interview were transcribed verbatim from audio to a text format. Thematic analysis moves beyond counting explicit words or phrases and focuses on identifying and describing both implicit and explicit ideas (Marks & Yardley, 2004). More so direct quotes from the participants were integrated with the discussion. This was meant to give voice to the work as this expresses their intent, emotions and viewpoints.

The audio taped was transferred to pen drive and saved as a backup. The data was analysed according to themes that emanated accross the discussions and content as this ensured deeper understanding of the issues under consideration. In the process, the data was coded using open, axil and selective coding, to reduced to size and identified the themes from the text segments, constructed the networks, assembled and grouped into similar and coherent groups, explored the thematic network, summarize the network and patterns were constructed in sequential (Braun & Clarke, 2006).

3.9 TECHNIQUES FOR DATA ANALYSIS

This study will make use of narrative analysis. This method is used to analyze content from various sources, such as interviews of respondents and observations from the field. It focuses on using the stories and experiences shared by people to answer the research questions. According to Bamberg (2012) narrative analysis regards the structure, content and the function of stories in written and oral communication. According to Bamberg it emerged from the seminal work of Jerome Bruner more than two decades ago. It involves the reformulation of stories presented by respondents taking into account context of each case and different experiences of each respondent. The data analysis process commenced after the various interviews were conducted.

Once the interviews were conducted, data were transcribed into texts. Thereafter, codes were developed for the categorization of data. Manual coding was used for this study. Themes were then developed for the analysis of the data collected.

3.10 ETHICAL CONSIDERATIONS

Ethical clearance was obtained from the Ghana Institute of Journalism's Directorate for Research, Innovations and Development (DRID). Generally, permission was sought from the Ghana Cocoa Board and consent was also sought from the participants before the study was carried out.

3.10.1. Access and Approval of Study Area

The principal investigator made a reconnaissance visit to the study area to notify the management of the Cocoa Board about the intention to conduct the study.

An introductory letter from the Head of Department, secured and given to the Cocoa Board Management for the necessary protocols to be observed as part of the study.

3.10.2 Study Participants

The study Participants included Men and Women who were workers of Cocoa Board as well as selected beneficiaries of Cocoa Road Projects.

3.10.3 Privacy and Confidentiality

“In order to ensure privacy and confidentiality, the interview was conducted in such a way with individual respondents so as to guarantee their privacy. Participants’ names were not mentioned in the report. Information gathered on participants were kept strictly confidential between the principal investigator and the study participants”.

3.10.4 Compensation

Study participants were not given any compensation for participating in the study. This was made known to participants before they chose to take part in the study or not.

3.10.5 Risks and Benefits

Apart from time that was lost by study subjects in answering the questions, there was no risk or cost associated in participating in the study. Participants did not gain any direct benefits. However, it is expected that the results of the study may contribute towards improving project designs and implementation of Ghana Cocoa Board to their beneficial communities as well as the researcher.

3.10.6 Voluntary Withdrawal

The Researcher ensured that being part of the study was voluntary and any individual who chose not to answer any question was at liberty to do so. The participants were encouraged to fully participate to ensure that findings from the study were a true reflection in the study to the projects. In the event of any withdrawal by a participant, all data gathered on the participant were deleted and destroyed.

3.10.7 Informed Consent and Consenting Process

Informed consent was obtained from participants before commencement of the study. Participants in the study were approached individually to explain the objectives of the study to them and in order to seek for their thoughts. The decision to take part in the study was absolutely voluntary and refusal to take part did not affect the relationship between the participant(s) and the researcher

3.10.8 Declaration of Conflict Of Interest

No conflict of interest was observed in this current study.

3.10.9 Funding of the Study

The principal investigator had no source of funding from any third party. All cost was borne solely by the researcher.

CHAPTER FOUR

FINDINGS AND ANALYSIS

4.1 INTRODUCTION

This chapter discusses the research data collected and the findings in a detailed and in-depth manner. This is in line with Brennen's (2017) argument that qualitative research offers the researcher the opportunity to interpret and discuss the data collected in a way that is deep and rigorous. Data was generally collected through interviews. For the purposes of ensuring anonymity of the research participants, and in line with Creswell's (2013) argument that researchers must make efforts at respecting the privacy and anonymity of the participants, the researcher assigned codes to the interview participants. The first interviewee beneficiaries of CSR project by Cocoa Board is referred to as IntP1, the second is referred to as IntP2, the third participant is referred to as IntP3, the fourth is referred to as IntP4 and the fifth Participant is referred to as IntP5. Meanwhile, Officials of Cocoa Board in charge of the various CSR projects interviewed were assigned the following codes; Inter 6, Inter 7 and Inter 8 respectively.

For the purpose of cordial analysis; the research questions for the study were used to aid the analysis process. The researcher was interested in finding answers to the following questions:

1. What is the nature and form of Corporate Social Responsibility (CSR) projects undertaken by the Ghana Cocoa Board?
2. To assess the extent to which stakeholders contribute to the sustainability of CSR projects

3. To assess the challenges of engaging stakeholders in CSR projects outcomes of cocoa roads projects in Ghana.

4. Examine how the CSR policies of cocoa board influence stakeholder’s participation in the intervention projects

To start the analysis, it was imperative to know the background of the participants involved in the study so as to ascertain if they fall within the ambit of stakeholder capable of responding to the issue at hand. Hence, demographic details of the participants were collected and showed as follows;

Table 4.1: Demographic Data of Participants

Initials of Respondents	Gender	Age	Educational level attained	Title	Occupation
InterPS1	Male	71	Senior High	Opinion Leader	Cocoa farmer.
InterPS2	Female	42	Junior High School (SHS)	Famer	Cocoa farmer.
InterPS3	Male	48	Senior Secondary School	District Chief Famer	Farmer
InterPS4	Male	54	SHS graduate	Assembly Man	Farmer
InterPS5	Male	77	senior high school graduate	Chief of Owusukrom	Farmer
InterW1	Male	52	Graduates	Research department, Research, Monitoring and Evaluation Department	Cocoa Board
InterW2	Male	36	Graduates	Graduates	Cocoa Board
InterW3	Male		Graduates	Estate Director	Cocoa Board

Source: Field Data, 2021

4.2 RQ1. WHAT IS THE NATURE AND FORM OF CSR PROJECTS UNDERTAKEN BY GHANA COCOBOD?

In chapter two, it was established that by argument from scholars such as Whellams (2007); Erdem and Pitini (2010), Ofori (2010); Ismail, Alias and Rasdi (2015), that the nature of Corporate Social Responsibility by any business organization will determine the success of the project depending on the context. Hence, businesses as well as organizations ought to identify the appropriate one that can respond to the community they serve. Some of the identified forms of projects by some organizations in the past has been in the following areas such as the healthcare sector, educational sector, improvement of living standards, improvement of living standards, environment, culture/art, sports, history and community development among others. Sequel to unearthing of this information, the researcher, in quest to understand how effective the CSR activities of Ghana Cocoa Board to its intended audience; the researcher intended to find out from selected stakeholders (internal and external stakeholders) to confirm the nature of CSR activities by the Ghana Cocoa Board.

Responses from the participants shows four major themes emanated from their responses on the nature of CSR Projects by Cocoa Board. These themes include; educational support, supports of healthcare of beneficiary, improvement of agriculture and infrastructure developments.

4.2.1: Infrastructural Development

The study revealed that the major corporate social responsibility project by the Ghana Cocoa Board is in infrastructural development mainly construction of Cocoa roads for the communities they operates in. All selected participants confirmed the construction of cocoa road as the of the organization in their communities. The internal participant stakeholders largely mentioned

that although construction of the cocoa roads is the main CSR projects of the organization, they also engage in other infrastructural development projects in terms of building schools and hospitals. However, this assertion seems to be disputed by the external stakeholders who challenged this position of cocoa board in the building of school classrooms and hospitals. Sampled excerpts from the selected stakeholders (internal and external) are presented subsequently.

***InterW3:** To the best of my knowledge, COCOBOD is engaged in a number of CSR projects. For example, I'm aware that for some time, COCOBOD was constructing roads, schools in various communities for the benefit of the community, especially the cocoa growing communities in Ghana.*

***InterPS3:** They help with the construction of our roads; in this district the major thing I have seen is the COCOBOD helping construct our roads. One is from Odaa junction to Kwame Adu, Ataase Nkwanta road to Owusukrom and also from Wureyie junction to Ataase...so as for roads, COCOBOD does them well for us.*

Sharply contradicting this position as indicated earlier is position of the external stakeholders who argues that they are unaware of any school and hospital facilities built by the Ghana Cocoa Board. They all were categorical in stating that aside the road construction by Cocoa Board, they do not seem to be engaged in any other infrastructural projects as espoused the internal stakeholders. Sample excerpt from a participant explains further:

COCOBOD has really been of help to us. This tarred road you see is one of the works of COCOBOD. Initially, there was no road here, but thanks to COCOBOD we have not just a road, but a tarred road. ; in this district the major thing I have seen is the COCOBOD

helping construct our roads. I haven't seen any other work besides this; the roads in our rural communities were all done by COCOBOD.

4.2.3 Educational Support Projects

Aside their main CSR project of providing cocoa roads to the communities they operate in, majority of the respondents stated that the Ghana Cocoa Board also engages in educational supports projects. While some participants posit that Ghana Cocoa Board also do supply school uniforms to students in the communities as to aid them in their education. Others posit that the Ghana Cocoa Board support the education of beneficiaries by offering scholarships to brilliant but needy ones in the communities they operate in and in some instance pay their school fees. Below is a statement to explain further from participants.

We do hear of the educational supports in terms of donating school uniforms to some children in the communities to go to school as often as they can but as for me in this community, we haven't had any beneficiary personally. At other instances, I have heard of scholarship schemes which they used to do but that has changed since introduction of Free Senior High School.

4.2.3 Supports for the Healthcare of Beneficiary

Responses from the participants showed that while the internal stakeholders indicated that the Ghana Cocoa Board engages in CSR projects in the area of healthcare systems. Essentially, all three participants of the internal stakeholders from Cocoa Board indicated that their outfit also engages in health sector support to the community they operate in by building of

hospitals/clinics to help improve the lives of the beneficiaries and their communities. An excerpt from one of the participant from the internal stakeholders explains as follows:

Also, as part of the additional activities done, I am aware that COCOBOD has established a few clinics to serve especially cocoa growing communities. I consider these as some of the Social Corporate Responsibility projects taken on by the organization

Meanwhile, to substantiate the narratives of the representatives of COCOBOD, the beneficiaries were asked of other CSR projects engaged in by the Ghana COCOBOD in their communities. The result showed that all 5 participants from the selected communities indicated a contradictory response against what was said by representatives of Ghana Cocoa Board. This is because, their responses suggest that they are unaware of any hospital or clinic nor health support structure by the Ghana Cocoa Board.

4.2.4 Supports for Improvement of Agriculture

Another theme that emanated from the research question is the suggestion by some of the stakeholders that aside construction of roads for beneficial communities, the organization engages in CSR activities that support Agricultural Produce in the various communities.

InterPS5: yes, they have been supporting the farmers with nursed cocoa seedlings as well as fertilizers for farm produce. At other times, we do receive those, we even receive the necessary equipment needed for the nursery and we nurse them ourselves.

There seem to be cordial agreement on this theme of helping to improve agriculture in the communities they operate. This doesn't seem to be surprising since cocoa board are interested in agriculture produce.

From the results of data, the findings indicates that Cocoa Board Corporate Social Responsibility projects are in the largely in form of Infrastructural projects specifically construction of cocoa roads to connect the villages to the towns so that it would aid in transportation of cocoa produce out to the market easier. Aside cocoa road projects, the organization was also known for their supports in the improvement of other agricultural produce, not just cocoa production. This they did by supporting farmers with fertilizers and equipments to both cocoa farmers and none cocoa farmers in the affected communities as confirmed by the stakeholder (internal and external) who participated in the study.

There were also the split in opinion on the other activities identified to be part of their CSR projects by the internal stakeholders. While, the internal stakeholders identified educational supports and health supports as other themes representing other CSR activities engaged in by Cocoa Board, the beneficiaries were seen to oppose these assertion of not knowing any projects by the Ghana Cocoa Board in areas of health with very little recorgnition in the educational sector through payments of some school fees/scholarships, which seems to be ineffective of late due to free education by government as well as provision school uniforms to the students in the communities.

4.3. RQ2. TO WHAT EXTENT DO STAKEHOLDERS CONTRIBUTE TO THE SUSTAINABILITY OF CSR PROJECTS?

As argued in previous chapters by scholars auch as Elkington (1997); Gao and Zhang (2006); (Fauzi, Svensson and Rahman 2010) that in order for businesses to go beyond corporate social and environmental responsibility activities, they require a systematic corporate cultural changes.

These changes involve investing in the long term, engaging all stakeholders and building a sustainable society and not just a sustainable business in terms of profit or financial terms. The main evidence of corporate sustainability is that corporations should fully incorporate the social and environmental objectives with their financial objectives and account for their actions against the wellbeing of a wider range of stakeholders through the accountability the three dimensions of sustainability that is the 'triple bottom line'. The researcher was interested to find out the extent stakeholders contribute to the sustainability of CSR projects in the country. Hence selected stakeholders of Ghana Cocoa Board (internal and external publics) were asked to provide insight on how stakeholder engagement contributes to sustainability of projects by Ghana cocoa board especially with cocoa roads.

The researcher first approached the workers of Cocoa Board, to find out if stakeholders are considered in the design and implementation of their CSR projects. Majority of the workers interviewed posited that stakeholders largely contribute to creating, adopting, and implementation of some of their corporate social responsibility projects in the communities they reside in. However, to breakdown the question, the researcher asked them if stakeholder engagements contribute to their CSR projects. One of the three selected participant from Cocoa Board opined that his outfit do proper stakeholder engagement before during and after instituting a project for the communities. He believes that in current time, it will be nearly impossible not to get the various stakeholders involved in the project the organization intends to construct. This he explained is because stakeholders are bedrock of every organization and also those who will patronize the project, if they are not involved, the project may not last. Below is an excerpt from the responses of the participant.

InterW3: Sustainability? I believe that in CSR, without the input or the support of stakeholders, from day one it will not be sustainable. If you establish a clinic and nobody attended that's a big deal. If you build a school and nobody went in there that's a big deal. So the very act of patronizing the services provided by these CSR projects, I believe it amounts to helping to sustain the community. So indeed, to that extent it requires full participation of the stakeholders ie. the community dwellers to appreciate and make use of the facilities. Once they do that, it indeed supports sustainability because if you know that people are in need of the scholarship, people are in need of the schools you construct, they are used to the benefit of the community, clearly it will encourage you to even provide more and also encourage you to ensure that they are kept running, for example, the clinics. So I believe their input is crucial, especially if they are patronising whatever services are provided through these projects. So we do engage them.

Despite the exhibited knowledge of the subject matter by the above participant, the two other participant although agreed to the idea that their organization (Cocoa Board), engages their stakeholders in their various CSR project. Hence they contribute to the various projects. However, upon probing, it seems that the two other participants were uncertain of the question or they intentionally tried to avoid responding to the question fully. This is because their response seemed skewed towards what other partner stakeholders of cocoa board such as the middle men companies do to help the communities as social responsibility projects. Their responses does not seem to recognize engagements of these stakeholders (internal and external) in the whole process of the projects. An excerpt from one of the participants is shown below:

InterW1: Yes, our major stakeholders who deal with the farmers, especially the license buying companies and some of the off takers as part of the social corporate

responsibility, do some programs. Some of them do construct buildings. They do needs assessments. The project differs, for them, it compulsory you do needs assessment and sometimes the communities will request. We'll send a request to them, they will look at the request, if they have a budget, they do it. So they do support almost all of them. The license buying companies; the off-takers and the local processing factories are the three stakeholders that does a lot of corporate responsibility projects in the cocoa growing communities. So they do support on the normal basis

Generally, the responses from the internal stakeholders to the question, suggests that there is a divide in responses to the question. While, they were all of the opinion that the organization engages stakeholders in their CSR projects one way or the other, they seem to be unclear on how the stakeholders are engaged in the whole project except for interW3 who demonstrated adequate knowledge on what is being asked.

To ascertain what is the real situation, the selected beneficiaries (stakeholders) where asked if they are engaged in the CSR projects by Cocoa Boards. All the external participants unanimously posted that they are often not engaged in the CSR projects by the Ghana Cocoa Board especially in the design and implementation of the projects. They argued that instead, they are only informed of the intension of the organization to institute a particular project in the communities which at the point, they had finished designing. Hence, the situation does not allow for the inputs of the beneficiaries in the project they are supposed to patronize. An excerpt from one of such participants is provided to support their argument:

As a typical farmer, I've not been invited to any discussion of this kind nor have I heard any announcement informing to come and give our opinions of upcoming projects, All we

see is that the Government or CUPBOARD is constructing some road; as to whether department heads or District chief are consulted or not i cannot tell. As individual farmers, we are not consulted. We don't have any meeting so we cannot make any impact.

From these responses, there seems to be some contradictions from the participants internal versus external. This is because, whereas, participants workers from cocoa board suggest that stakeholders are engaged, majority of the external stakeholders selected posit that they are not engaged in the CSR project hence do not feel part of the projects.

4.4 RQ3. WHAT ARE THE CHALLENGES OF ENGAGING STAKEHOLDERS IN CSR PROJECTS OUTCOMES OF COCOA ROADS PROJECTS IN GHANA?

In chapter 2, it was established by Ihugba (2012) stakeholder engagements by corporations to the intended beneficiaries appears too controlled and lacking in authenticity; this thus sometimes leads to problems facing CSR projects and thus the researcher suggested that stakeholder engagement framework used by many organizations in implementation of projects needed to be developed to improve informed and balanced stakeholder participation and progressive CSR programmes.

The third objective of this study was to identify the challenges of engaging stakeholders in CSR projects outcomes of cocoa roads projects. The study presents interview guide to address this study objective to both internal and external factors involved. In view of this objective, some themes were identified including, absence or wrong representatives, poor participation in decision making and conflict of interest

4.4.1 Absence or Wrong Representatives

A major challenge faced by some external stakeholders, thus the local authorities, farmers, and assembly, in engaging stakeholders in sustainability of CSR outcomes is the absence or wrong representatives in CSR projects initiatives. It was observed from the study that the various external stakeholders are not engaged in initiatives that are to be undertaken. In most cases, the community representatives together with the local authorities do not have the power to demand for fixing of their roads and other developmental initiatives. This is as a result of the absence of a, elected representative to speak and demand the needs of the community. For instance one female cocoa farmer in the community revealed this information during the interview, and this was similarly revealed by other stakeholders.

“No please, as stakeholders we do not have the power to demand for a sustainable CSR outcome. We don't even know them, not to talk of hearing from them. We don't have that power, not even an opportunity”she said

4.4.2 Poor Participation in Initiatives/Decision Making

The external stakeholders as one of the stakeholders group play active role in managing and ensuring the effective implementations of CSR projects initiated by COCOBOD. The cocoa company is responsible for engaging these identified stakeholders in scheduled meetings in the initiation and implementation of cocoa road projects. The vital roles played by these external stakeholders include monitoring and evaluating the various CSR projects, attending scheduled meetings drawn by the internal stakeholder (COCOBOD) as well as voicing their opinions and giving report on project progress.

This problem of poor participation can affect the sustainability of CSR projects (cocoa road projects) in the community because the both the internal and external stakeholders who are responsible for sustainability of projects become reluctant and unconcerned to contribute to the project development.

“No, normally they have their own plans so when they come they tell us their plans and what they want to do in the community so they do not come for our concerns before they plan...”

The study revealed that different educational levels on the part of stakeholders are a constraint to engage in decisions on sustainable CSR outcomes. Thus, the perception from the broader stakeholder that the external stakeholders are not intellectually perfect to contribute to concrete policy and projects which is to benefit and bring development to the community members. Nonetheless, it was revealed that all engagement processes are controlled by the management of COCBOD, and there has not been an established agreement with the internal and external stakeholders in ensuring efficient and effective projects implementation. One of the chiefs during the interview session revealed this.

“Yes, since we are not equal in knowledge, everyone has got a different perception on how things should be done. We that we are academically declined are not given a fair hearing. They only listen to those who are intellectually sound”he said

One complaint that was persistent is the identified stakeholders have no freedom to exercise their power as they have it. Thus, there are no consultations done and feedback generated from stakeholders during road projects or policies. Thus, there is a centralized power where decisions are taken solely from the management level, which tends to make projects implementations not

beneficial and inefficient. Hence, projects fail and are being rejected by the people due to the absence of participatory involvement and informed decisions from stakeholders, and thus hindering development.

“No we don’t because we have not been given...We have the power but there is no liberty to exercise such...There are projects funded by COCOBOD and me being just a farmer here in the community and we have been asked to over the work being done, I can go to the contractor and even prompt them that the road is for farmers and hence must be done well but we do not have that. We have the power but we are not able to exercise it. So we ought to be given the power. When the COCOBOD decides to give back to the community and we are consulted, we can then inform them of what will really benefit the community as farmers but since the COCOBOD does not consult us, the aid comes but it is not impactful hence becomes a waste. An example is the machine that was given to us for weeding and pruning. The majority have been left behind because it is not all the farmers that have the strength to carry it at the back. Sometimes they come to ask us what we’re in need of but do not put such views or needs into their planning and decision making. We should be allowed to voice out our opinions and when we do they should be put into consideration”.....

Furthermore, engagements with the stakeholders revealed that all cocoa road construction has gone bad due to lack of consultations and dialogue with the key stakeholders involved. Engaging stakeholders in road projects and implementation processes empowers them. It implies providing an opportunity for them to influence the outcomes, thus giving them some power away from decision makers and placing it into the hands of actors that may not share the same intentions and perspectives.

4.4.3 Conflict of Interest

The research tried to solicit views from the internal stakeholders and it revealed that conflict of interest is a challenge in engaging in effective stakeholder engagement in project implementations. It found out that because stakeholders have different interest, they tend to hold divergence views on issues pertaining to community development and sustainable CSR outcomes. Thus, these conflicted interests from both the internal and external stakeholders delay the construction of roads and other developmental projects. Hence, the high pressure in demanding to get their roads fixed conflict with the interest of the internal stakeholders on plans and budget made.

For instance they are normally.... most of the social corporate responsibilities they do are influenced by the off-taker or the final buyer of the cocoa. So the final buyer may have a different interest in doing the corporate social responsibility. You the regulator, you also have a different interest and that conflict of interest may sometimes end up delaying some of these projects and maybe create some challenges for you. So the major thing for me, I see, is when you have conflicting interests”.

“ So sometimes you have the challenge of having a mix of these interests as to where to put the project. You can't do all; where do you stand? The other challenge is where the various community members, all of them want you to come and do your road. So which one do you do? That is the biggest challenge”

This result thus resonate with the idea espoused in the stakeholders theory for organizations to carefully identify the various stakeholders, they ensures that they incorporates their views having in mind the nuances in their positions concerning projects and implementation.

Furthermore, it is coupled with a challenge of cocoa road projects being very expensive to fix. They revealed that the challenging of not knowing area to begin the initiated project, makes it difficult, therefore paying a bad road factor or a markup to the transporters for using the bad roads.

The cocoa roads are expensive project. Very very expensive and to do a stretch of road in a community, you need big money so you can't move on so you do a portion. The biggest challenge, where do you do it? You as a regulator of the industry, get some savings by doing cocoa roads because we pay a bad road factor or a markup to the transporters for using bad roads. So you want to do areas that volumes of cocoa passes through to ensure that you also make some savings in terms of transportation cost. At the same time, you also want to make sure the farmers are encouraged or motivate the farmers to be happy within the communities that they grow cocoa.

“And there’s a challenge because, people lobby when they’re ready to give up their land or they may demand huge compensation and things like that. Payment of compensation has been a big issue because it adds to the cost of the project in the sense that if the road or the construction of the road requires that some level, may be clearing some people’s farms, you have to do remuneration and pay them”

4.5 HOW DOES THE CSR POLICIES OF COCOBOD INFLUENCE STAKEHOLDER’S PARTICIPATION IN THE INTERVENTION PROJECTS?

The crust of this study was to find out how effective corporate social responsibility projects of Ghana Cocoa Board influence effective stakeholder engagement in corporate social

responsibility projects. From an un-assumed position, the researcher wanted to find out from the participant stakeholders how CSR projects of Ghana Cocoa Board take into considerations, beneficiaries' points of views in rolling out their various interventions in the various localities they operate. Hence, the internal stakeholders or representatives from the Cocoa Board were ask; "How does the CSR policies of cocoa board influence stakeholder's participation in the intervention projects?"

4.5.1 All Inclusive Policy

Responses from the internal participants indicated that Ghana Cocoa Board's policy is such that it is designed to consider the benefactors needs and inputs first before any action is taken. This position is well elaborated by excerpt view of a one of the internal participants.

Our position here is that the target beneficiaries' positions and needs is what drive the various intervention works we embark on as an organisation. To the extent that we try to identify needs of the people, we try to ensure whatever is being implemented comes from a proper assessment of their needs. They are really supportive because once you are able to do that, they seek to own the project, they see the project as something to their benefit and they are ready and available to support.

This position must be seen to be consistent with the responses of the internal stakeholders with how they answered research question 2 with looked at 'what extent stakeholders contribute to the sustainability of CSR projects of the organization. A finding which showed a divided positions from the two group of selected stakeholders (internal and external) in this study. Hence, to ensure the researcher had done a comprehensive work, the researcher also found out from the

external stakeholders how the CSR policies of the Ghana Cocoa Board include them and influence their participation in the intervention projects of the organization.

4.5.2 Good Policies but not Enough Engagements

Responses from the external stakeholders show that the benefactors see the CSR policies of Ghana Cocoa Board as a very effective activity that helps not only the people in the communities but goes a long way to help in the development of the nation. However, they were skeptical in the level of engagements by Cocoa Board hence call for more effective inclusion and engagements in decision making of the organization before rolling out their CSR projects to the beneficial communities. An excerpt from one of the external stakeholder explains further;

InterPS4: well....., I think it is a good thing they even remember us in their CSR activities. If I should use the quarters as an example, we were very happy that they were going to build a quarters for us to keep our chemicals so that we do not have to travel long distances to get them and also serve as a dwelling place for the external officers who will assist us. That also encourages us to work harder because it also contributes to the development of the nation. It encourages us to also work harder to show the nation that we are also grateful and that we can contribute to the development of the nation. All these are good projects that benefits the communities. But it would be best if they come and consult us and even let us be part of some of these decision making process, it will be good. We are open to work with them if they engage us better.

The responses from both set of stakeholders although appear complex in presentation, they seems to almost validate the position that the projects of the policy of Ghana Cocoa Board is one that is effective in helping the communities they operate in. however, their point of departure lies

on the fact that the external stakeholders lament for more inclusion, consultation and engagements in the decision making of the projects that is support to be benefiting them. This finding does not support Ferreira and Oliveira (2014) who looked at the relation between CSR and employee engagement and found that there are no statistically significant differences in levels of engagement between employees exposed to external and internal stakeholders in CSR practices.

4.6. CHAPTER SUMMARY

This chapter presented data that was gathered and analysed them using the thematic analysis method and supported with relevant literature and theories that underpinned the study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This study set out to examine the effectiveness of stakeholder engagement in corporate social responsibility projects of the Ghana Cocoa Board with special focus on their “cocoa roads projects”. The research came out with various findings and analysis as to how the nature of various CSR project of Cocoa Board is, the sort of engagements with stakeholders in order for sustainability; challenges with engagements of stakeholders as well as the influence of the policies to stakeholders participation in the various projects. This chapter, therefore, summarises the salient issues arising out of the study, draws the appropriate conclusions, highlights on the study’s limitations, and makes appropriate recommendations in the practice/industry as well as possible suggestions for further research.

5.2 SUMMARY

The study sought to examine the effectiveness of stakeholder engagement in corporate social responsibility projects of the Ghana Cocoa Board with special focus on their “cocoa roads projects”. The researcher grounded study on the legitimacy theory from the political theoretical perspective as espoused in Branco and Rodrigues (2006) as well as the stakeholder approach from both the integrative and ethical theoretical perspectives (Friedman & Miles, 2006).

Using a qualitative research approach and a case study design, the researcher purposively sampled eight (8) participants from eight different beneficial communities to take part in the

study through indepth interview and analysed the data using the thematic analysis method of qualitative data analysis.

The findings of the study are summed up below.

The first objective of the study sought to examine the nature and form of Corporate Social Responsibility (CSR) projects undertaken by the Ghana Cocoa Board (COCOBOD)? Data gathered based on this objective showed some emerging themed generated from the data and organised into four main themes under the objective. These themes include; *educational support, supports of healthcare of beneficiary, improvement of agriculture and infrastructure developments*. The data presentation and discussions showed that the nature of CSR projects of the Ghana Cocoa Board rest mainly on providing some infrastructural projects for the communities. This is in form of road constructions that could link the various communities to the main villages so that the Agricultural produce of the farmers which they operate does not rot and this goes a long way to help in the development of the nation at large. Also, another major theme was improvement in Agriculture. This theme seem to resonate well with what Cocoa Board stands for since they are into dealing with Cocoa which is an aspect of agriculture production. Nonetheless, aside their role in assisting the cocoa farmers in communities by providing them with modern tools, the organization also ensures all farmers including cocoa farmers with fertilizers which help them to yield good produce. Other themes identified in this section include educational support and healthcare support. For these themes, there seemed to be a divide in response of the participants (internal stakeholders and external stakeholders). This means that whereas the internal stakeholders posit that their organization (Ghana Cocoa Board), engage in some educational support for the communities they operate in through scholarship schemes and provision of school uniforms for students as well as building of some school unit classrooms; the

internal stakeholders debunks this stands especially building of classroom units but posits that they are aware of the scholarship which seemed ineffective since the introduction of free senior high school policy by the Ghana Government. They were also unclear about who sponsors the provision of school uniforms in the communities. The narrative applies to healthcare provision. Hence, this development suggest that Cocoa Board ought to do more in creating awareness in the other CSR projects they do aside cocoa roads

In the second objective, the researcher wanted to find out to what extend does stakeholders contribute to the sustainability of CSR projects by Ghana Cocoa Board? From these responses, there seems to be some contradictions from the participants internal versus external stakeholders. This is because, whereas, participants workers or internal stakeholders from cocoa board suggest that for sustainability of the projects they institute, they engaged the stakeholder to the best of their ability, whereas majority of the selected external stakeholders (beneficiaries), posit that they are not well engaged in the CSR projects of COCOBOD as they see consultations, engagement and involvements in the decision making of project almost not existence. However, they confirmed that although not fully engaged as they wanted, they are often only informed before projects are implemented. Hence do not feel part of the projects implementation. This then suggest that COCOBOD needs to broaden their engagement model to ensure effective inclusion with the participants in the communities they operate in.

The third objective sought to find out the challenges in engaging stakeholders in CSR projects of COCOBOD. Hence the researcher asked the participants ‘what are the challenges of engaging stakeholders in CSR projects outcomes of cocoa roads projects in Ghana?’ The result showed three emerging themes to include absence or wrong representatives, conflict of interest and poor participation in initiatives/decision making. In reference to the stakeholders theory as used in the

theoretical framework in chapter 2 by Friedman and Miles (2006) on the need for understanding the various stakes in organization and dealing with them. This thus, finding revealed that one of the challenge with engaging stakeholders is absent of selected stakeholders in meetings and sometimes wrong representations for the beneficiaries do not give the organization the clearer picture to who they are actually dealing with. There is also, in terms of conflict of interest, which lead to disagreements between stakeholders and further trickles down to poor participation in the initiatives and decision making suggested by others stakeholders. Hence can delay/affect some projects implementations This result thus resonate with the idea espoused in the stakeholders theory for organizations to carefully identify the various stakeholders, they ensures that they incorporates their views having in mind the nuances in their positions concerning projects and implementation.

In the final objective, the researcher wanted to find out how the CSR policies of cocoa board influence stakeholder's participation in the intervention projects. The result from the data shows two main themes of *all inclusive policy and Good policies but not engaging enough*. This result indicated that all stakeholders believe that COCOBODs' CSR policies are a good one. However, there was a point of departure for the two sets of stakeholders. Whereas the internal stakeholders believes that the CSR policies of COCOBOD is inclusive and engaging enough, the external stakeholders laments that the projects does not take their positions into consideration excepts for informing them of intents of the organization. Hence, they asked for more inclusion, consultation and engagements in the decision making of the projects that is support to be benefiting them

5.2 CONCLUSION

This study set out to examine the effectiveness of stakeholder engagement in corporate social responsibility projects of the Ghana Cocoa Board with special focus on their “cocoa roads projects. Through qualitative research approach and sampling of stakeholders of Ghana Cocoa Board in category of internal and external stakeholders to analyse the nature of various CSR project of Cocoa Board is; the sort of CSR engagements with stakeholders in order for sustainability; challenges with engagements of stakeholders as well as the influence of the policies to stakeholders participation in the various projects.

The study concludes that the CSR project of Ghana COCOBOD is mainly in infrastructure developments and improvement in Agricultural sectors. However, it is found that the internal stakeholders or beneficiaries of the CSR projects are not aware/in the dark about the various projects of the organization. This could be so because as established in the second and fourth objectives, beneficiaries do not feel fully engaged, included and consulted for their perspectives in designing and implementing of project that is meant for them.

The study also concludes that the above assertion; that COCOBOD’s CSR policies fails to fully engage the primary stakeholders positions in project implementation, hence, develops in the challenges they face in attempt to include the stakeholders. As a result, it can be deduced that as a way to avoid the challenges of dealing with the various stakeholders, they try to avoid engaging them but resort to informing them of their intents when they are ready to implement the projects as suggested in the findings

The study therefore concludes that the Ghana Cocoa Board needs to be strategic in the dealing with their various stakeholders especially in choices, designing and implementations of CSR projects they institutes for the communities they operates in.

5.4 LIMITATIONS OF THE STUDY

It would not be proper to make generalisations about industries' CSR given that the impact on each sector is different since CSR and stakeholders of the Agricultural industry may not be similar to other sectors such as manufacturing, mining, banking, pharmaceutical among others.

Some respondents were hesitant to provide the researcher the information. After several weeks of following up on the respondents' requests, which was often fruitless, the researcher had little choice but to rely on the ones provided to move on. This significantly slowed the researcher's work, causing her to spend more time than she otherwise would have. Nonetheless, while these limitations were challenging to some extent, they did not discredit the study in any way.

The sample for the study could have been larger than the 8 participants selected for the study. This is because the researcher believes increment/additional participants would have giving more depth and diversity in terms of responses. Despite this limitation, it does not take anything away from the findings of this study nor its validness.

The other limitation that needs this study, like any other, is subject to certain limitations such as the fact that this present study concentrated on a single industry, which means the results are only applicable to that sector.

5.5 RECOMMENDATIONS

First, one of the cardinal findings of this present study is that external stakeholders or beneficiaries do not feel well consulted on, engaged and included in the various decision process of the projects for them. As a result, it is recommended that management of COCOBOD ought to re-strategies their approach of operation and find ways of taking into consideration the inclusion and inculcation all relevant stakeholder's view so that they can feel and own the projects meant for them.

In addition, it is recommended that the current CSR outcomes should be more closely monitored and maintained by the diverse stakeholder groups in order to provide genuine and full assessment of the sustainability of programmes undertaken by Ghana COCOBOD.

Again, concerning livelihood enhancement programmes, COCOBOD should continue to work with in improving the livelihood to help the beneficiaries in the communities create ready markets for their goods and services.

Furthermore, we recommend that top management should involve themselves in the selection of stakeholder representatives for the communities to ensure comprehensive selection process is done appropriately. This act can also go a long way to strengthen the relationship between stakeholders and top management and establishing some sort of trust between all stakeholders to participate in all events fully.

Also, management should educate community members on the relevance of voluntary participation in projects schedules and engagement sessions. These strategies will enhance effective stakeholder engagement especially at the local level where the impacts of projects are felt most.

Finally, as a result of consultative and collaboration process, the firm is faced with challenges of outrageous demands from diverse stakeholders that affect their ability to effectively engage the external stakeholders. It is therefore recommend that COCOBOD management of CSR projects effectively handle the demands and expectations of different stakeholder groups. This can be achieved by prioritising stakeholders in the selection process.

5.5.1 Recommendation for Future Studies

With regard to future research, it would not be proper to make generalisations about industries' CSR given that the impact on each sector is different since CSR and stakeholders of the Agricultural industry may not be similar to other sectors such as manufacturing, mining, banking, pharmaceutical among others. Hence a study in nature of quantitative study or mixed research method could be conducted to address the limitation present in this study.

A further study area could involve a multiple case study where a cross-industry comparison of stakeholder engagement and sustainability of CSR outcomes in Ghana. This will afford society the opportunity to know the various approaches being adopted by industries to sustain their CSR outcomes in the area of community development.

REFERENCE

- Abugre, J. B. (2014). Managerial role in organizational CSR: Empirical lessons from Ghana. *Corporate Governance*, 14(1), 104 – 119. *Academy of Management Review*, 4, 497-505
- Adewuyi, A. O. & Olowookere, A. E (2010). CSR and sustainable community development in Nigeria: WAPCO, a case from the cement industry. *Social Responsibility Journal*, 6(4), 522-535.
- Afreh, M (2016). Stakeholder Engagement And Sustainability Of Corporate Social Responsibility Outcomes: Perspectives From The Ghanaian Mining Sector. A Published S Thesis Is Submitted To The University Of Ghana, Legon
- Alhojailan, M. I., 2012. Thematic Analysis: A Critical Review of its Process and Evaluation. *West East Journal of Social Sciences*, 1(1). 1- 47.
- Amoako, J.K (2017). Using Corporate Social Responsibility (CSR) to Build Brands: A Case Study of Vodafone Ghana Ltd. A published thesis submitted to the Central University College, Accra, Ghana,
- Amponsah-Tawiah, K., & Dartey-Baah, K. (2011). Corporate social responsibly in Ghana. *International Journal of Business and Social Science*, 2(17), 107-112.
- Ansu-Mensah, P, Marfo, E.O Awuah, L.S & Amoako, K.O (2021). Corporate social responsibility and stakeholder engagement in Ghana’s mining sector: a case study of Newmont Ahafo mines. *International Journal of Corporate Social Responsibility*
- Arko, B. (2013). Corporate social responsibility in the large scale gold mining industry in Ghana. *Journal of Business & Retail Management Research*.
- Arli, D. I., & Lasmono, H. K. (2010). Consumers' perception of corporate social responsibility in a developing country. *International Journal of Consumer Studies*, 34(1), 46-51.
- Baxter, P., & Jack, S. (2008). Qualitative case study methodology: Study design and Implementation for novice researchers. *The Qualitative Report*, 13(4), 544-559
- Blomback, A., & Wigren, C. (2009). Challenging the importance of size as determinant for CSR activities. *Journal of International Management of Environmental Quality*, 20(3), 255-270.

- Bowen, H. R., & Johnson, F. E. (1953). *Social responsibility of the businessman*. Westport, CT: Quorum Books.
- Branco, M. C., & Rodrigues, L. L. (2006). Corporate Social Responsibility and Resource Based Perspectives. *Journal of business ethics*, 69, 111-132.
- Braun, V. & Clarke, V. (2006). Using thematic analysis in psychology, *Qualitative research in psychology*, 3(2), 77-101. ISSN 1478- 0887. <http://eprints.uwe.ac.uk/11735>
- Brennan, B. (2017). Making sense of lies, deceptive propaganda, and fake news. *Journal of Media Ethics*, 32, 179-180.
- Brundtland, G. H. (1987). Our common future: Report of the 1987 World Commission on Environment and Development. *United Nations, Oslo*, 1-59
- Carroll, A. (1991). The Pyramid of Corporate Social Responsibility: Towards the Moral Management of Organisational Stakeholder. *Business Horizons*, 34(4), 39 – 49.
- Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance? *Academy of Management Review*, 4(4), 497-505.
- Carroll, A. B. (1983). Corporate social responsibility: Will industry respond to cut-backs in social program funding? *Vital Speeches of the Day*, 49, 604-608
- Clarkson, M. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review*, 20 (1), 92-117
- Creswell, J. (2009). *Research design: Qualitative, Quantitative, and Mixed Methods Approaches*. Thousand Oaks, CA: Sage.
- Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (3rd ed.). London, CA: SAGE Publications
- Creswell, J. W. (2014). *Research Design: Qualitative, and Mixed Methods Approaches* (4th Ed.). Thousand Oaks: Sage Publications.
- Davis, K. (1973). The case for and against business assumption of social responsibilities. *Academy of Management Journal*, 16(2), 312-322.
- DETR (1999). *Better Quality of Life: Strategy for Sustainable Development for the UK*. Department of Environment Transport and the Regions: London.
- El-Gohary, N. M., Osman, H., & El-Diraby, T. E. (2006). Stakeholder management for public private partnerships. *International Journal of Project Management*, 24(7), 595-604.

- Elkington, J. (1997). *Cannibals with forks: The triple bottom line of 21st century*. Westport, CT: Quorum Books
- Evans, N., & Sawyer, J. (2010). CSR and stakeholders of small businesses in regional South Australia. *Social Responsibility Journal*, 6(3), 433–451.
- Fauzi, H., Svensson, G., & Rahman, A. A. (2010). Triple Bottom Line as Sustainable Corporate Performance: A Proposition for the Future. *Sustainability*, 2(5), 1345-1360
- Ferreira, P., & Oliveira, E. R. De. (2014). Does corporate social responsibility impact on employee engagement? *Journal of Workplace Learning*, 26(3), 232–247. <http://doi.org/10.1108/JWL-09-2013-0070>
- Ford, W. Jr. (2003). *Ford motor company encourages elementary school students to support America's national parks*. Available at: www.ford.com/en/company/NationalParks.htm
- Frederick, W. C. (1960). The growing concern over business responsibility. *California Management Review*, 2(4), 54-61.
- Freeman, I., & Hasnaoui, A. (2011). The meaning of corporate social responsibility: The vision of four nations. *Journal of Business Ethics*, 100 (3), 419-443.
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman.
- Freeman, R. E., & Reed, D. L. (1983). Stockholders and stakeholders: A new perspective on corporate governance. *California Management Review*, 25(3), 93-94
- Friedman, A.L. and Miles, S. (2006). *Stakeholders: Theory and Practice*. Oxford University Press: London.
- Gable, C., & Shireman, B. (2005). Stakeholder engagement: A three-phase methodology. *Environmental Quality Management*, 14(3), 9-24.
- Gao, S. S., & Zhang, J. J. (2006). Stakeholder engagement, social auditing and corporate sustainability. *Business Process Management Journal*, 12(6), 722 – 740
- Gutierrez, R., & Jones, A. (2005). Effects of Corporate Social Responsibility in Latin American Communities: A Comparison of Experiences. In Hooker, Kolk, & Masden(eds.) *Perspectives on International Corporate Responsibility* (pp. 303- 328). Charlottesville: Philosophy Documentation Center
- Haalboom, B. (2012). The intersection of corporate social responsibility guidelines and indigenous rights: Examining neoliberal governance of a proposed mining project in Suriname. *Geoforum. Journal of Physical, Human, and Regional Geosciences*,

43(5),
969–979

- Hahn, R. (2013). ISO 26000 and the Standardization of Strategic Management Processes for Sustainability and Corporate Social Responsibility. *Business Strategy and the Environment*, 22(7), 442–455.
- Halme, M., Roome N. & Dobers, P. (2009). Corporate responsibility: Reflections on context and consequences. *Scandinavian Journal of Management* 25(1), 1–9
- Hamann, R. (2003). Mining companies' role in sustainable development: the 'why' and 'how' of corporate social responsibility from a business perspective. *Development Southern Africa*, 20 (2), 237-254.
- Hamidu, A.A, Ibrahim, M & Daneji, B (2014). Exploring The Roles Of Stakeholder Engagement And Stakeholder Management In Csr Practice. Australian Journal of Business and Management Research New South Wales Research Centre Australia (NSWRCA) Vol.4 No.5 | September-2014 ISSN: 1839 - 0846 1
- Hilson, G. (2012). Corporate Social Responsibility in the extractive industries: Experiences from developing countries. *Resources Policy*, 37(2), 131–137
- Hope, A., & Kwarteng, A. (2014). CSR and Sustainable Development in the Mining Industry: The case of Newmont Ghana Gold.
<https://3news.com/expedite-action-on-pension-scheme-for-cocoa-farmers-coalition/>
https://www.cocoamarketing.com.gh/cmcmgh/post/Vice_President_Mahamudu_Bawumia_Cuts_Sod_For_Two_New_Major_Cocoa_Roads%20In_The_Western_Region
- Hult, G. T. M. (2011). Market-focused sustainability: market orientation plus! *Journal of the Academy of Marketing Science*, 39(1), 1-6.
- Ihugba. B. U. (2012). CSR stakeholder engagement and Nigerian tobacco manufacturing subsector. *African Journal of Economic and Management Studies*, 3(1), 42-63.
- Ismail, M., Alias, S. N., & Rasdi, R. (2015). Community as stakeholder of the corporate social responsibility programme in Malaysia: outcomes in community development. *Social Responsibility Journal*, 11(1), 109–130.
- Jenkins, H. & Obara, L. (2008). Corporate Social Responsibility (CSR) in the mining industry: The risk of community dependency. *Centre for Business Relationships, Accountability, Sustainability and Society (BRASS)*.1-23

- Klu, T.A (2017). Stakeholder Participation In Corporate Social Responsibility Development Projects: A Case Of Newmont Golden Ridge Ltd In Birim North District Of Ghana. A published Thesis Submitted To The Department Of African And General Studies, Faculty Of Integrated Development Studies Of The University For Development Studies
- Kolavalli, S and Vigneri, M (2018). Cocoa in Ghana: Shaping the Success of an Economy. Ghana Strategy Support Program, International Food Policy Research Institute.
- Kotey, E. (2015). Determinant For Delays On Cocoa Feeder Roads Project In Ghana. A Thesis Submitted To The Department Of Building Technology Of The Kwame Nkrumah University Of Science And Technology.
- Kowalczyk, R., & Kucharska, W. (2020). Corporate social responsibility practices incomes and outcomes: Stakeholders' pressure, culture, employee commitment, corporate reputation, and brand performance. A polish– German cross-country study. *Corporate Social Responsibility and Environmental Management*, 27(2), 595–615
- Kreuger, W.L., & Neuman, W.L. (2006). *Social Work Research Methods: Qualitative and Quantitative Applications*. Toronto: Pearson.
- Kumekpor, K. B. (2002). *Research Methods & Techniques of Social Research*. Ghana: SonLife Printing Press and Services.
- Kunetsov, A., Kuznetsova, O. and Warren, R. (2009). CSR and the legitimacy of business in the transition economies: The case of Russia. *Scandinavian Journal of Management*, 25 (1), 37-45.
- Lewa, P. M. (2020). CSR case studies of selected blue Chip companies in Kenya. In *Social entrepreneurship and corporate social responsibility*, (pp. 373–388). Switzerland: Springer.
- Lindlof, T. R., & Taylor, B. C. (2017). *Qualitative Communication Research Methods* (3rd Ed.). London: Sage Publications Inc
- Maignan, I., & Ferrell, O. C. (2000). Measuring corporate citizenship in two countries: The case of the United States and France. *Journal of Business Ethics*, 23(3), 283-297. *Management*, 16, 5-14.
- Marks, D., & Yardley, L. (2004). *Research methods for clinical and health psychology*. London: Sage Publication.

- McWilliams, A., & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective. *Academy of Management Review*, 26(1), 117-127.
- Moon, J. (2007). The contribution of Corporate Social Responsibility to sustainable development. *Sustainable Development*, 15, 296–306
- Nichols, P. M., & Dowden, P. E. (2019). Maximizing stakeholder trust as a tool for controlling corruption. *Crime, Law and Social Change*, 71(2), 171–195
- Nyuur, R., Ofori, F. D., & Debrah, Y. (2014). Corporate social responsibility in Sub-Saharan Africa: hindering and supporting factors. *African Journal of Economic and Management Studies*, 5(1), 93 – 113.
- O’Riordan, L & Fairbrass, J (2013). Managing CSR Stakeholder Engagement: A New Conceptual Framework. School of Management, University of Bradford, Emm Lane Bradford BD9 4JL, UK
- Ofori, D. (2006). *Business CSR Theory: Opinions and Evidence*. 3rd IAABD Conference GIMPA Greenhill, Accra, Ghana
- Ofori, D. (2010). Executive and management attitudes on social responsibility and ethics in Ghana. Some initial exploratory insights. *Global Partnership Management Journal*, 1(1), 14-24.
- Ofori, D. F., & Aboagye-Otchere (2005). *The role Corporate Social Responsibility business: The case of internationally connected Ghanaian firms*. Working Paper, DANIDA Centre for International Business, University of Ghana Business School
- Ofori, D. F., & Hinson, R. E. (2007). Corporate social responsibility perspectives of leading firms in Ghana. *Corporate Governance*, 7(2), 178-193.
- Oliver, C. (1997). Sustainable competitive advantage: Combining institutional and resourcebased views. *Strategic Management Journal*, 18(9), 697-713.
- Oliver, M. (1992). Changing the social relations of research production?. *Disability, Handicap & Society*, 7(2), 101-114
- Omotola, O.H (2017). The Effect of Corporate Social Responsibility and Stakeholder Management on Corporate Social Performance of Multinational Oil Companies in Nigeria. A published Doctor of Philosophy Thesis Submitted to the Faculty of Business and Law, Kingston University

- Park, B. I., Chidlow, A., & Choi, J. (2014). Corporate social responsibility: Stakeholders influence on MNEs' activities. *International Business Review*, 23(5), 966–980
- Pfeffer, J., & Salancik, G. R. (1978). *The External Control of Organizations: A Resource Dependence Perspective*. Harper and Row: New York, NY.
- Porter, M. E., & Kramer, M. R. (2002). The competitive advantage of corporate philanthropy. *Harvard Business Review*, 80(12), 56-69.
- Post, J.E., Preston, L.E. & Sachs, S. (2002). *Redefining the Corporation: Stakeholder Management and Organizational Wealth*. Stanford University Press: Palo Alto, CA
- Ruef, M., & Scott, W. R. (1998). A multidimensional model of organizational legitimacy: Hospital survival in changing institutional environments. *Administrative Science Quarterly*, 43(4), 877-904.
- Schaefer, R. (2004). *Sociology: a Brief Introduction* (5th Ed.). Boston: McGraw Hill
- Sethi, S. P. (1975). Dimensions of corporate social performance: An analytical Framework. *California Management Review*, 17(3), 58-64.
- Slim, H. (2002). By what authority? The legitimacy and accountability of non-governmental organizations. *The Journal of Humanitarian Assistance*, 10.
- Suchman, M.C. (1995) Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review* 20, 571-610.
- Thomas, P. Y. (2010) *Towards developing a web-based blended learning environment at the University of Botswana*. Pretoria: University of South Africa.
- Waddock, S., & Bodwell, C. (2004). Managing responsibility: What can be learned from the quality movement? *California Management Review*, 47(1): 25–38
- Wessel, M. (2015). Cocoa production in West Africa, a review and analysis of recent developments. *NJAS - Wageningen Journal of Life Sciences*, pg. 74–75
- Yin, R.K. (2009). *Case Study Research: Design and Methods* (2nd Ed.). London: Sage
- Zadek, S., Pruzan, P. & Evans, R. (1997). *Building Corporate Accountability: Emerging Practices in Social and Ethical Accounting, Auditing and Reporting*, Earthscan, London.

APPENDIXES

INTERVIEW GUIDE FOR COCOA BOARD MANAGEMENT/ STAFF CSR DEPARTMENT

SECTION A: DEMOGRAPHIC CHARACTERISTICS

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

(Guided by the Main study objectives)

1. What is the nature and form of Corporate Social Responsibility (CSR) projects undertaken by the Ghana Cocoa Board?

1. What kind of CSR projects are undertaken by Cocoa Board in the affected communities?
2. How has the organisation categorized the various forms of CSR projects undertaken in the affected communities?
3. Are some of the CSR projects temporary and what is the estimated life span?
4. Are some of the CSR projects permanent and what is the estimated life span?

2. To what extent do stakeholders contribute to the sustainability of CSR projects by Ghana Cocoa Board?

1. How does your organisation sustain or ensure continuity of the various forms of CSR projects undertaken in the affected communities?
2. How does your organisation determine the sustainability level of the various forms of CSR projects in the affected communities?
3. Who is responsible for the sustainability of CSR projects in your organisation?

What role do the stakeholders play in ensuring the sustainability of CSR projects in the communities?

3. What are the challenges of engaging stakeholders in CSR projects outcomes of cocoa roads projects in Ghana?

- a) Are the stakeholders on your CSR projects board willing to work voluntarily?
- b) Do stakeholders demand remuneration for the execution of CSR projects?
- c) What are the major challenges associated with involving stakeholders in executing CSR projects in the affected communities?

4. How does the CSR policies of cocoa board influence stakeholder's participation in the intervention projects?

INTERVIEW GUIDE FOR STAKEHOLDERS

SECTION A: DEMOGRAPHIC CHARACTERISTICS

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

Section B: (Guided by the Main study objectives)

1. What is the nature and form of Corporate Social Responsibility (CSR) projects undertaken by the Ghana Cocoa Board?

- a) What type of CSR projects does Cocoa Board undertake in your community? Mention them.
- b) Do the people in the community benefit from these projects? How?
- c) What do you think will be the reasons why Cocoa Board supports community development?
- d) Do you receive any donation in these forms? Example: i. Medicine ii. School uniform iii. Farm products iv. Fund v. scholarship Any other; e) What is the form of CSR projects?

Example

Categorization	Form
Infrastructural development	
Health	
Education	
Community development	

2. To what extent do stakeholders contribute to the sustainability of CSR projects by Ghana Cocoa Board?

- a) As stakeholders in the community, are you consulted before CSR projects are initiated?
- b) Do you contribute at meetings before any CSR project is undertaken?
- c) Do you think your contributions are reflected in the CSR outcomes?
- d) Do you make decision over a project by negotiation?

- e) Are you consulted after a change has been made on decisions on CSR projects?
- f) Describe your engagement in decision making on CSR projects by ticking YES or NO.

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

3. What are the challenges of engaging stakeholders in CSR projects outcomes of cocoa roads projects in Ghana?

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

4. How does the CSR policies of cocoa board influence stakeholder’s participation in the intervention projects?