

GHANA INSTITUTE OF JOURNALISM

SCHOOL OF GRADUATE STUDIES AND RESEARCH

FACULTY OF PUBLIC RELATIONS, MARKETING AND ADVERTISING

**AN ASSESSMENT OF CSR ON LIVELIHOOD ENHANCEMENT IN MINING
COMMUNITIES: A STUDY OF NEWMONT AHAFO DEVELOPMENT FOUNDATION**

SUBMITTED BY

CATHERINE ATSU

MAPR20053

**A DISSERTATION SUBMITTED TO THE GHANA INSTITUTE OF
JOURNALISM IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF A MASTER OF ARTS DEGREE IN PUBLIC RELATIONS**

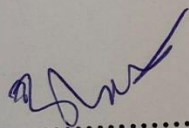
SUPERVISOR: DR. ETSE SIKANKU

DECEMBER, 2021

SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this long essay was supervised in accordance with guidelines for the supervision of dissertations as laid down by the Ghana Institute of Journalism

DR. ETSE SIKANKU



.....
(Supervisor's signature)

DATE: ^{09th} .. DECEMBER, 2021

STUDENT'S DECLARATION

I do hereby declare that the work presented is the result of my own effort, original research findings and that no part of it has been presented for another degree or diploma in this University or elsewhere. All references to other people's work have been duly acknowledged. I am to be held responsible for any error that might be detected in this project work.

CATHERINE ATSU (MAPR20053)

.....
(Candidate's signature)

DATE:9th DECEMBER, 2021

DEDICATION

When God puts you to something, he surely sees you through it; I am grateful to God for seeing me through my course successfully. This work is also dedicated to my husband and children for their encouragement, love and support throughout my studies.

ACKNOWLEDGEMENTS

My utmost appreciation goes to God Almighty for the grace he gave me to go through this course successfully. My appreciation also goes to my family, especially my husband and my Aunt who took over the care of the children. I also want appreciate Dr. Charles Ankisiba, Senior Social Development Specialist at the World Bank, for always showing special interest in my education and career.

My appreciation also goes to my supervisor, Dr. Etse Sikanku for guiding me through this research study successfully. I am indeed grateful.

I also want to thank Mr. Ato Aubyn, Social Responsibility Manager at the Newmont Ahafo Mine for his immense assistance.

Finally, my appreciation goes to all those I could not mention but who in one way or the other, through their prayers and encouragement, have made it possible for me to complete my studies successfully.

GOD BLESS YOU ALL

TABLE OF CONTENTS

SUPERVISOR’S DECLARATION	Error! Bookmark not defined.
STUDENT’S DECLARATION	i
DEDICATION	iv
ACKNOWLEDGEMENTS	v
ABSTRACT	ix
CHAPTER ONE	1
INTRODUCTION	1
1.0 BACKGROUND OF THE STUDY	1
1.1 OVERVIEW OF MINING IN GHANA.....	6
1.2 CSR IN THE MINING INDUSTRY	9
1.3 PROBLEM STATEMENT	11
1.4 OBJECTIVES OF THE STUDY	14
1.5 RESEARCH QUESTION.....	14
1.7 SCOPE OF THE STUDY	16
CHAPTER TWO	17
LITERATURE REVIEW	17
2.0 INTRODUCTION.....	17
2.1 corporate social responsibility.....	17
2.2 IMPACT OF CSR ON LIVELIHOODS IN MINING COMMUNITIES	20
2.3 COMMUNITY RELATIONS	23
2.3 THE LEGITIMACY THEORY	26
2.3.1 Relevance of the theory to the Study.....	28
2.4 EMPIRICAL REVIEW.....	29
2.5 CHAPTER SUMMARY.....	31

CHAPTER THREE	32
RESEARCH METHODOLOGY.....	32
3.0 INTRODUCTION.....	32
3.1 RESEARCH DESIGN	32
3.2 QUALITATIVE RESEARCH	33
3.3 PROFILE OF NEWMONT AHAFO DEVELOPMENT FOUNDATION	34
3.4 IN-DEPTH INTERVIEWS	35
3.5 POPULATION OF THE STUDY	36
3.5 SAMPLING TECHNIQUE	36
3.6 SAMPLE SIZE.....	38
3.7 Instruments for Data Collection	38
3.8 Data Collection Procedure	40
3.9 Data Analysis	40
3.10 ETHICAL CONSIDERATION	43
4.0 INTRODUCTION.....	44
4.1 THEMES.....	44
4.2 ANALYSIS OF DATA.....	45
4.3 KNOWLEDGE OF NADEF.....	45
4.8 HOW NADEF CAN HELP ADDRESS THE CHALLENGES.....	47
4.4 ACTIVITIES OF NADEF	48
4.5 HOW NADEF’S ACTIVITIES AFFECTS COMMUNITY MEMBERS.....	49
4.6 NADEF’S IMPACT ON LIVELIHOOD ENHANCEMENT OF COMMUNITY	50
4.10 COMMUNITY MEMBERS’ PERCEPTION OF NEWMONT.....	51
4.9 COMMUNITY MEMBERS’ EXPECTATION OF NADEF	52
4.12 DISCUSSION OF FINDINGS	53

4.13 CHAPTER SUMMARY	56
5.0 INTRODUCTION.....	57
5.1 SUMMARY OF FINDINGS	57
5.2 ORIGINALITY OF THE STUDY	57
5.3 CONCLUSION	58
5.4 RECOMMENDATION	59
REFERENCES	60
APPENDIX.....	78

ABSTRACT

The study's main goal was to investigate CSR and how it affects mining communities' livelihoods. In order to reach this aim, three objectives were set forth. These included assessing how CSR influences livelihood enhancement in mining communities, finding out if NADeF has improved the livelihood of the community members and ascertaining the perception of held by the community members of Newmont Ghana. In attaining this end objective, the study employed the qualitative approach through which in-depth interviews was employed as the data collection tool. Through this, data was collected from one (1) community member each sourced from each of the ten (10) mining communities within which Newmont operates. The findings showed that through NADeF, Newmont had augmented its CSR activities with the catchment area. It was as well found that NADeF's CSR activities enhanced the livelihood of the mining communities and that it efforts improved the livelihood of the community members as well. This also led to the realization that because of the impact of NADeF's activities, the perception the mining communities held of Newmont was in the positive light. The study recommends that businesses recognize and fulfill their social obligations. Even though it is not required, studies suggests that organizations who engage in CSR initiatives gain public support, which helps to improve their corporate image. Also, in order to maintain the long-term viability of CSR activities as well, there must be participation in the strategic use of social investment budgets as well as the implementation of an effective audit/review mechanism to improve CSR quality.

CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF THE STUDY

The social responsibility of corporate institutions has been a topic of discussion in recent years, with an emphasis on the institutions doing more for society (Bosch-Badia, Montllor-Serrats and Tarrazon, 2013). Ababio and Boon (2009) illuminate globalization, deregulation, privatization have resulted in the birth of a new approach to business-society relations. In this context, globalization refers to the process through which firms or other organizations gain international influence as Stiglitz (2017) puts it, whereas deregulation pertains to the reduction or abolition of government power in a particular industry (Zhongming, 2019). Globalization, deregulation, and privatization are all relevant to this discussion since they have influenced and, in some cases, shaped the corporate environment.

Companies are increasingly realizing that managing their own impacts, as well as tackling the broader social and environmental concerns that their communities face, is critical to long-term success. Lindgreen and Swaen (2010) point out that Corporate Social Responsibility (CSR) has become somewhat of a cliché as corporate relationships with stakeholders have grown more prominent in the public eye. This is because all over, organizations go about undertaking CSR activities which has made it become more of a norm. While some organizations embark on CSR activities which tie into the corporate objectives, others do so just because it is seen as a norm. That notwithstanding, CSR has become one of the most significant components in developing a company's public image and reputation is CSR (Baxi and Ray, 2012). This is because there is evidence (Crane and Matten, 2020; Franco et al., 2020; Vishwanathan et al., 2020) to show that CSR can attract benefits which can be advantageous to organizations such as goodwill.

Carroll (2015) defines CSR as a business social responsibility entailing economic, legal, ethical, and discretionary actions aimed at meeting stakeholder expectations. This assertion is again affirmed by Freeman (2010) espousal that the basic idea of CSR is that business and society are interwoven rather than distinct entities. Even though businesses are frequently presumed to have profit maximization as their sole goal and overlook their societal responsibilities, this assertion completely refutes Friedman's (2007) proposition that, a corporation's only social responsibility is to maximize profits for its shareholders within the legal framework and ethical customs of the country. However, although many authors (Arevalo and Aravind, 2010; Cetindamar, 2007; Garriga and Melé, 2004) define CSR as businesses' voluntary actions or initiatives to address social, economic, environmental and other discretionary issues of their operations for profit, others define it as established organizations' ethically sound initiatives to promote a decent and peaceful society.

Carroll and Buchholtz (2015) proposed a four-part definition of CSR, focusing on economic, legal, ethical, and discretionary characteristics, emphasizing the multifaceted nature of social responsibility. The economic obligations allude to society's expectation that businesses will provide things and services that customers want and need, and sell those goods and services at a reasonable price. The implication from this is that organizations are expected to be efficient, lucrative, and to prioritize the needs of shareholders. The legal responsibilities as well refer to the expectation that businesses should follow the rules established by society to manage competitiveness. Organizations are subject to a slew of legal obligations that control practically every element of their operations, including consumer and product regulations, environmental laws, and labor laws, to name a few (Shabana, Buchholtz and Carroll, 2017).

In essence, this means that CSR has progressed from its origins as a suggestion that corporations set aside a portion of their revenues for philanthropic activities to becoming an integral part of how many businesses function. It is now a broad word that refers to an organization's efforts to better society in some way. These initiatives can range from monetary donations to the implementation of ecologically friendly workplace rules. Organizations establish confidence from their customers through supporting society, whether through monetary donations or volunteer work. In the long-term, the organization grows in popularity, which then translates into significant impact on its public image. This essentially means that CSR helps firms establish a positive reputation.

The ethical obligations on the other hand deals with social expectations that go beyond the law, such as the expectation that businesses will operate in a fair and just manner. This means that companies must do more than just follow the law; they must also take proactive steps to anticipate and meet societal norms, even if those norms are not legally enshrined in law (Carroll, 2016). Finally, the businesses' discretionary obligations pertain to society's expectation that they be good citizens. This could include things like philanthropic assistance for programs that benefit a community or the country (Mustafa, Othman and Perumal, 2012). Employee knowledge and time may also be donated to beneficial causes such as charitable donations.

In an era when many more companies are adopting CSR than ever before, research (Dhaliwal et al., 2011; Arvidsson, 2010; Sawani, Zain and Darus, 2010) advises that managers should give greater attention to the CSR challenges and implementation issues. This is hinged on the fact that when it comes to the link between organizations and society, many organizations today face a challenge of maximizing shareholder and stakeholder value. With this background in mind, it is reasonable to conclude that the concept of CSR implies that businesses have moral, ethical, and philanthropic responsibilities in addition to their legal and financial obligations. A traditional

understanding of a corporation says that its owners are its primary, if not only, duty. This is because CSR demands businesses to take a larger view of their duties, which includes employees, suppliers, customers, the local community, the state, environmental groups, and other special interest groups, in addition to stockholders.

Managers are encouraged to lead the most appropriate use of funds invested, taking into account stakeholder expectations and shareholder opinions (Hinson and Ndhlovu, 2011). It is likely no longer sufficient for businesses to just provide jobs, produce profits, and meet government tax commitments. Organizations are now expected to be accountable to society and to operate responsibly in the public interest. Damanka (2016) explains that this has led to major management experts, commercial organizations, governments, national policymakers, international institutions and other stakeholders recognizing and valued CSR. This is because it emphasizes the importance of achieving more fair and long-term development. This initiative also provides great opportunity for businesses while also posing significant obstacles.

Several recent events in Ghana, for example, have placed a renewed emphasis on the importance of strong corporate governance and CSR (Andrews, Andrews and Yurova, 2019). Globalization, economic liberalization, a government commitment to a Golden Age of Business, the establishment of a Ministry for Private Sector Development (MPSD) to spearhead the realization of a competitive and vibrant private sector, and a promising and emerging capital market with notable performance, significant momentum, and a determined will to improve have all contributed to a palpable growth. In Ghana, Amponsah-Tawiah and Dartey-Baah (2011) add that corporations generally have a favorable environment in which to start and grow.

Large multinational corporations operating in the extractive, banking, telecommunications, and manufacturing sectors of the economy are primarily responsible for CSR initiatives in Ghana (CSR

Weltweit, 2012). Amponsah-Tawiah and Dartey-Baah (2016) further espouse the view that the country's multifaceted problems with factors such as low per capita income, high population rate, weak currency, capital flight, low productivity, low savings, and so on making it nearly impossible for indigenous companies, the majority of which are engaged in retail and primary commodity production, to engage in social activities. In light of this unfortunate circumstance, Atuguba and Dowuona-Hammond (2006) notes that large-scale manufacturing (e.g., Unilever, Nestle), telecommunication (e.g., MTN, Vodafone), and mining (e.g., Tullow Oil, Goldfields, and AngloGold) have all contributed to the country's societal growth.

However, extractive companies whose operations have a direct impact on the environment and local communities are always in the news, just as they are globally, for obvious reasons: they are either breaking or fulfilling some of the pillars of the CSR agenda (Amponsah-Tawiah and Dartey-Baah, 2011). Corporations are required to provide pertinent information and be more open in their relations with stakeholders and communities as a result of a liberal Constitution and public investments in the capital and stock markets. However, there are still a number of issues with Ghana's corporate governance and CSR policy and regulatory framework.

As can be seen from the above, CSR in Ghana is still in its early stages, with large multinational corporations, particularly those in the extractive industry, paving the way. In Ghana, the idea has become more varied, depending on the sector of the economy with specific sectors of the economy have tended to focus on various parts of the notion (Hinson, Boateng and Madichie, 2010). A sectoral analysis of the concept, together with further aggregation, provides a holistic understanding of the concept as experienced by Ghanaians. However, in an effort to harmonize CSR activities in Ghana, the government has tasked the University of Ghana Business School's Centre for Corporate Responsibility with developing a CSR policy to streamline the haphazard use

of the concept among corporate organizations and to focus it on national development. It is worthy of note at this juncture that the primary purpose of this study was to assess how CSR affects livelihood enhancement in mining communities. This was done with insight into the work of the Newmont Ahafo Development Foundation (NADeF).

1.1 OVERVIEW OF MINING IN GHANA

Ghana has a long history of mining, which is why the country was known as the Gold Coast during colonial times (Amponsah-Tawiah and Dartey-Baah, 2011). The majority of Ghana's mining production was held by the government, but since the PNDC administration implemented the Economic Recovery Program in 1983, Ghana has welcomed foreign investment and pushed for privatization and state divestiture. Private parties are granted mineral rights, which allow them to mine the minerals in the ground (Akabzaa and Darimani, 2001). The Ghanaian government, on the other hand, has a 10% free carrying interest in the mineral enterprises' rights and duties but makes no financial contribution. The government can, however, gain further participation in mining operations if the holder agrees.

It is crucial to note that, under Ghanaian mining rules, a foreign investor is not required to have a partner in order to participate in the mining industry. This also applies to oil and gas, gaming, and other areas of the economy. The International Trade Administration (2021) note that joint ventures or operating as a completely American corporation are both options for American enterprises. The small-scale mining business, on the other hand, is only open to Ghanaians. Newmont Mining Corporation (American), Canadian, and Australian mining firms are among the largest in Ghana with other South African firms such as Goldfields and AngloGold Ashanti are also present (Amankwah and Anim-Sackey, 2003).

While Ghana's rules allow for 100% foreign ownership, there is a growing push for local participation, particularly in the supply of mine services. Kansake et al. (2019) indicate that companies interested in investing must be prepared to implement significant corporate social responsibility programs. Some civil society organizations and mining communities have accused mining communities of benefiting from their communities while neglecting infrastructural development. In 2018, Ghana discovered commercial quantities of lithium and wants to entice investors to mine and establish a value chain in the Volta Region (International Trade Administration, 2021).

The Minerals Commission was established in 1984, the Minerals and Mining Code was promulgated in 1986, the Small Scale Mining Law was promulgated in 1989, and the Environmental Protection Agency was established in 1994, all with the goal of boosting the mining industry in Ghana (Amponsah-Tawiah and Dartey-Baah, 2011). To encourage foreign direct investment in mining, considerable incentives were granted to international investors in addition to the regulatory structure built through laws and organizations. For instance, in Ghana, corporate income tax on private enterprises' mineral production fell from 50-55 percent in 1975 to 45 percent in 1986 and 35 percent in 1994. Bloch and Owusu (2012) adds that import duties on equipment and accessories required for mining production were waived for companies. Furthermore, mining companies were allowed to hold a minimum of 25% of their foreign cash in an external account for a variety of reasons, including acquiring physical capital for production, dividend payments, and expatriate lab expenses.

Although the mining sector generates a tiny percentage of total employment in Ghana, it is a significant source of both direct and secondary employment in the regional areas of the key mining regions of Western, Ashanti, Eastern, and Brong-Ahafo. Security services, transportation firms,

explosive makers, and mineral assay laboratories, among others, have drawn a substantial number of sector support companies to these locations (Kusi-Sarpong, Sarkis and Wang, 2016). Following the changes, the country's mineral production has increased, which is reflected in the state's export revenues.

According to the Ghana Chamber of Mines (2005) Ghana recorded a significant increase in all mineral productions in 2005 with gold taking over from cocoa as the leading foreign exchange earner for the country. Mineral revenue went up from 798 million dollars in 2004 to 995.2 million dollars in 2005 contributing about 13% of the total collection of the Internal Revenue Service. Gold production recorded an increase of 63% with its export revenue increasing from 731.2 million dollars to 903.9 million dollars. Bauxite revenue increased from 11.9 million dollars in 2004 to 18.1 million dollars in 2005, while that of diamond rose from 26 million dollars to 34.7 million dollars. Manganese exports realized 39.1 million dollars in 2005, up from 30.2 million dollars in the previous year (Ghana Chamber of Mines, 2005). Though the Ghanaian economy is not by the United Nations definition, a mining economy, the minerals sector has made noteworthy contributions to foreign exchange earnings and Gross Domestic Product (GDP).

Currently, Ghana's mining sector contributes approximately 40% of Gross Foreign Exchange (GFE) earnings and accounts for approximately 5.2% of GDP (Ghana Minerals Commission, 2016). In 2000, minerals accounted for 38.96% of total export earnings, followed by cocoa (22.51%) and timber (9.03%) (ISSER, 2001). Indeed, mining remains a key industry for the growth and development of the Ghanaian economy. Ghana has become the preferred destination for most mining investors in recent times. This is evidenced by the merger of Ashanti Goldfields and Anglo Gold and the emergence of the giant USA mining company Newmont in the field of gold mining in Ghana (Amponsah-Tawiah et al., 2014). The mining industry of Ghana therefore offers a bright

opportunity to unravel the mystery surrounding the insinuated sense of helplessness, fatalism and other causal attributions for accident occurrences in the mines and help in the promotion of health and safety in the industry.

Ghana has signed up to the Extractive Industries Transparency Initiative (EITI), an initiative of a global standard for improving transparency and accountability in the management of oil, gas and minerals in resource-rich countries (Amponsah-Tawiah and Dartey-Baah, 2011). The underlying principle for the concept is the belief that the prudent use of natural resource wealth is an important engine for sustainable economic growth that contributes to sustainable development and poverty reduction, but if not managed properly, can create negative economic and social impacts with untold hardships on the citizens who rather should have benefited from the natural resource.

1.2 CSR IN THE MINING INDUSTRY

Mineral resource exploration, extraction, and processing are widely seen as environmentally and socially damaging operations (Peck and Sinding, 2003). Ghana's mining industry has had some good effects on the economy, assisting in the preservation of the country's cultural heritage and promoting community development through education, employment, and other livelihood programs. However, mining has resulted in the deterioration of culture and cultural values in some regions. Others have lost their traditional livelihoods as a result of contamination of river bodies and the environment, as well as the purchase of their farmland (Owusu-Koranteng, 2004).

As a result, Community Based Organizations (CBOs), Civil Society Organizations (CSOs), and other environmental Non-Governmental Organizations (NGOs) have turned their attention to the mining industry (Amponsah-Tawiah and Dartey-Baah, 2011). Consequently, Ghana's mining industry has begun to use CSR as a foundation for resolving the industry's social and environmental issues (Arko, 2013). The form of corporate responsibility in Ghana's mining

industry varies by firm and is influenced by the type of product mined, company size, history, and length of operation. When it comes to achieving their CSR goals, all of the organizations use the same strategy.

The community development method is the pivot around which mining firms' CSR agenda revolves. Amponsah-Tawiah and Dartey-Baah (2016) indicate that some of the businesses have well-established foundations that give a dollar per ounce of product produced and 0.5 percent of their annual profit before taxes. These funds are then utilized to fund a variety of community development activities, including social investment assistance schemes, construction, and the establishment of long-term livelihood programs (Amponsah-Tawiah and Dartey-Baah, 2011).

Hope and Kwarteng (2014) illuminates that the mining companies, in another breath, use these programs to re-skill community members in alternative and sustainable livelihoods like grass cutter farming, snail farming, and small cottage businesses like cane and basket weaving, soap and pomade making, and so on. These measures are being used in the hopes of reducing communities' reliance on the mine for economic survival and allowing them to become self-sufficient even when the mine closes (Ghana Chamber of Mines, 2020). In Ghana, mining companies not only care about the people in their immediate communities, but also support national institutions. For example, they have been assisting the personnel and students of the University of Mines and Technology in Tarkwa with practical internships as well as the provision of equipment and knowledge.

Goldfields Ghana Limited, one of Ghana's top mining firms, continues to be a major supporter of the Black Stars, Ghana's national football team. A group of mining companies in the country (Newmont Ghana Gold Limited, AngloGold Ashanti Limited, Golden Star Resources, and Goldfields Ghana) proposed building a plant in Tema for \$40 million to supply 80 MW of power

to supplement the country's energy generation efforts (Ghana Chamber of Mines, 2016). There has also been collaboration with the Western Region's regional health directorate, have been giving free HIV counseling and testing to residents of Wassa and Obuasi areas where they operate on an annual basis (Ghana Chamber of Mines, 2005).

Mining firms in Ghana are engaged in all of these initiatives as part of their CSR. In their annual reports, mining companies often detail their environmental and social performance of which some have produced monthly and quarterly newsletters in which they report on their community involvement and other business activities (Yankson, 2010). This is to demonstrate their dedication to guaranteeing transparency, honesty, and environmentally sound practices, all of which are hallmarks of good corporate citizenship.

Unfortunately, focusing the CSR agenda on community development while paying little or no attention to critical concerns such as the health and safety and quality of life of employees who work in dangerous conditions to keep the mines open does not improve the situation. Employees could refuse to offer social permission to their employers to operate in peace based on their working and residential conditions (Bosch-Badia, Montllor-Serrats and Tarrazon, 2017). The impact of work injuries on productivity extends far beyond the workplace, to encompass a worker's incapacity to contribute to his or her family and community. When concerns in the internal environment have direct influence on the exterior, one may wonder why the external environment is overemphasized to the exclusion of the internal environment.

1.3 PROBLEM STATEMENT

Literature supports the view that most of the world's active mines and exploration activities are in environmentally and socially vulnerable areas. Simpson and Aprim (2018) points out that organizations cannot afford to neglect CSR because CSR is the third most important driver of

employee engagement overall. Again, neglecting of CSR can have dire consequences for organizations because incidents like destruction of property due to agitation will present a loss to the organization as well as negative publicity. In light of this, Kamlongera (2013) affirms that the mining companies have adopted efforts to implement CSR activities in the communities in which they operate. Despite this, communities, environmental non-governmental organizations (NGOs) and other stakeholders have questioned whether mining firms' social responsibility policies have the desired impact on communities affected by their operations in recent years.

This is because CSOs, which initially focused on how multinational corporations could contribute to solving pressing social and environmental issues by working on a voluntary basis through collaborations with other stakeholders, has increasingly considered the idea of CSR in Ghana (Sarpong, 2017). Kumi, Yeboah and Kumi (2020) goes on to assert that confronted with pollution and waste, soil degradation, deforestation and devastation in mining areas, in particular, many Ghanaians began to challenge the prevailing beliefs that in the cause of industrialization and economic development, nature was to be ruthlessly manipulated and regulated. These issues contributed to tremendous public disparagement and also provided the catalyst for businesses to become aware of the rising expectations of stakeholders on how their social, environmental and economic impacts could be handled.

Since then, Sarpong (2010) asserts that civil society's considerable impact has forced companies to rethink a number of corporate concerns. Clearly, Ansah (2012) support that view that it is within this line of thought that many businesses are now increasingly incorporating social justice issues into corporate policy commitments, often increasing existing environmental policies, among other issues. This has also occurred in part because, in recent years, new instruments and models have

also been established at international level to handle the social and environmental performance of multinational corporations.

Although several studies have been conducted by some Ghanaian scholars on CSR in Africa (Dartey-Baah, Amponsah-Tawiah and Aratuo, 2012; Nyuur, Ofori and Debrah, 2016; Anlesinya et al., 2020), CSR in Ghana (Amponsah-Tawiah and Dartey-Baah, 2012; Ofori and Hinson, 2007) and CSR in the banking sector in Ghana (Ofori, S-Darko and Nyuur, 2014) none looked at how CSR can affect livelihood enhancement in the Ghanaian mining industry. The closest studies (Maconachie and Hilson, 2011; Korah et al., 2019; Dery Tuoku et al, 2020) on the connection between livelihood enhancement to the subject is almost always focused on the negative consequences of the actions of mining companies with little or linkage to CSR.

Narula, Magray and Desore (2017) highlights cases where initiatives have been implemented in various countries yet, the existing literature on livelihood enhancement in the mining sector is very limited and diverse. Emmanuel, Jerry and Dzigbodi (2018) add that the available ones are written in different contexts which makes it difficult to draw any meaningful conclusions for both academia and in practice in Ghana. To focus corporate efforts towards CSR and community development, it is pertinent that investments are made in more focused and meaningful livelihood activities.

While Narula, Magray and Desore (2017) asserts that there are almost no examples, in the literature, of a specific development framework for guiding these activities in mining areas, this study in the long run worked towards filling this lacuna. This research therefore, sought to investigate how mining companies have impacted on the development of their host communities through their CSR and how those CSR activities have improved the livelihoods of their community members by paying particular attention to the NADeF.

1.4 OBJECTIVES OF THE STUDY

While the primary objective of the study revolves around exploring CSR and how it impacts livelihoods of mining communities, the following specific objectives guided the discussion. The researcher will thus proceed;

1. To assess how CSR affects livelihood enhancement in mining communities
2. To find out if NADeF has improved the livelihood of the community members
3. To ascertain the perception of held by the community members of Newmont Ghana

1.5 RESEARCH QUESTION

In order to achieve the objectives of the study, the researcher set the following research questions to guide the process. In light of this, the study worked toward answering the following enquiries.

1. How does CSR affect livelihood enhancement in mining communities?
2. Has NADeF improved the livelihood of the community members?
3. What is the perception held by the community members of Newmont Ghana?

1.6 SIGNIFICANCE OF THE STUDY

The study would make a significant contribution to the United Nations' Principles for Responsible Management Education initiative (PRIME). The research would enlighten and equip research-based business school management about the mining sector's growth in Ghana, as well as feed school curricula on the types of business leaders to generate for industry. The study would also encourage excellent CSR practices in Ghana and Africa, as well as contribute to the activities of the United Nations Global Compact Network Ghana. In practice, the study informed corporate leaders and mining firms about the benefits and drawbacks of different strategies when it comes

to adopting CSR policies and initiatives. Furthermore, to policy makers such as the board of directors, the findings would provide significant insight for CSR policies and CSR investments.

The importance of this study can be seen in how it highlights the many opportunities, benefits, and challenges of mining corporations implementing CSR. With CSR being viewed as an issue that must be faced by every organization, especially in the mining sector where their day-to-day activities can be detrimental to the communities in which they operate, the relevance of this study can be seen in how it highlights the many opportunities, benefits, and challenges of mining corporations implementing CSR. This will inform firms in becoming more aware of social and environmental issues so that they may willingly incorporate them into their operations and interactions with stakeholders.

Again, the study throws light on measures mining firms are taking to mitigate the negative consequences of their actions so that there is room for peaceful coexistence. Another significance is seen in how although various researchers have studied various aspects of community development, there has not been much attempt to study how CSR affects livelihood enhancement in mining communities in Ghana.

The research added to the sparse literature by demonstrating how CSR may be utilized to improve livelihoods in mining communities. This will, in the long term, assist investors, the Ghana Chamber of Mines (GCM), and other stakeholders that want information for their particular objectives in making decisions. The study would contribute to the burgeoning literature on CSR in Sub-Saharan Africa, notably in Ghana, thereby improving our current understanding of how Ghana's mining industry conceptualizes CSR initiatives. In addition, the study will inform national CSR policies in Ghana and Africa, as well as improve the worldwide intellectual conversation on CSR and livelihood enhancement.

Theoretically as well, the study throws light on how effective the Legitimacy theory is to the mining space especially as it relates to CSR activities. By adopting the qualitative approach, respondents can be interviewed to so that their thought and experiences can be understood. This makes it a viable approach because it anchored the findings and gave it a degree of credibility as well as authenticity. As a result, this study presents the avenue to obtain insights that will inform the development of a specific framework for guiding CSR activities in mining areas within the Ghanaian context and even West Africa.

1.7 SCOPE OF THE STUDY

The study would take into consideration broad aspects of CSR with a focus on mining companies in Ghana using NADeF as a case. The research would analyze CSR and assess to what extent the NADeF is impacting development of its host communities with a focus on livelihood enhancement. The study would also seek to find out whether host communities think the Foundation has improved their lives in any way since its inception.

1.8 ORGANIZATION OF THE STUDY

The study is divided into five chapters. Chapter one is the introduction and discussion of the background to the study, the objectives of the study, as well as the significance and scope. Chapter Two reviews literature for the study and discusses the theoretical framework within which the study was conducted. Chapter Three discusses the research methods used in collecting data, the research design, the study area and sampling technique as well as ethical considerations. Chapter Four analyzes the data and discusses findings of results made and Chapter Five summarizes, concludes and makes recommendations on the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter reviews literature related to this study. This was done with the expectation that relevant information would be obtained to help shape and enrich the study. This chapter concepts, theories and related studies relevant to the study.

2.1 CORPORATE SOCIAL RESPONSIBILITY

Stoyanov (2017) claims that the interest in the idea of CSR is growing exponentially and that modern management is becoming more important and significant and that organizations are making serious efforts in their business operations to identify the aspects of CSR. Organizations started to publish social and environmental reports and paid consultants to provide them with advice on how to improve their environmental and social performance while finding their stakeholders to establish actual dialogues with them (Slob, 2004). Carroll (2016), also gives a broader outlook of the concept by defining it as;

“the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive.....to be socially responsible means that profitability and obedience to the law are foremost conditions when discussing the firm’s ethics and the extent to which it supports the society in which it exists with contributions of money, time and talent”

Not only does the definition of the concept differ in scope but also in terms of regions or countries as Amponsah-Tawiah and Dartey-Baah (2016) citing the WBCSD report “Making Good Business Sense”, reveals that Ghanaians see the concept of CSR as building capacity for sustainable livelihoods, respecting cultural differences and finding business opportunities in building the skills of employees, the community and government. The same report gives the Philippines definition of the concept as “giving back to society” which fits into the traditional United States definition

which sees the concept much more in terms of a philanthropic model. Across Europe the concept is focused much more on organizations operating their core business in a socially responsible way, complemented by investment in communities for purely business reasons (Amponsah-Tawiah and Dartey-Baah, 2016). Further, the interest in the idea of CSR is growing exponentially and for modern management it is becoming more important and significant as organizations are making serious efforts in their business operations to identify the aspects of CSR (Stoyanov, 2017).

Over time, Advantage (2020) observes that, in recent years, stiffer competitive conditions have compelled businesses to review their philanthropy and other social responsibility efforts (Burke and Logsdon, 1996). Because the rationales for continuing or upgrading these programs have not been properly explained, many organizations have had to make cuts. However, a core idea among business proponents and business-and-society experts is that corporate social responsibility ‘pays off’ for the corporation, its stakeholders, and society as a whole (Husted and Allen, 2007). The lack of robust empirical support for the relationship between socially responsible behavior and financial performance (Ullmann, 1985; Orlitzky et al., 2003; Freeman, 2010) has been perplexing. Some executives and students, rightly or erroneously, interpret the lack of a clear empirical relationship between social responsibility and the bottom line as evidence that it is inconsequential, if not contradictory to, effective business performance.

This is a crucial subject for managers and stakeholders since senior management is less inclined to participate in CSR activities that help to the firm’s long-term performance unless they have a clear grasp of the strategic benefits that may accrue to the business. While a few firms with a good reputation for CSR have experienced financial issues, Crowther (2008) feels that the reason for this is due to their competitive conditions and business decisions, not their CSR initiatives. The strategic reorientation of a company’s CSR mindset can benefit the company’s financial interests

as well as the interests of other stakeholders. Baxi and Ray (2012) point out that the key to inspire more CSR actions and better fulfilling stakeholder and societal interests is to realign CSR toward a more strategic perspective.

Although there is a clear distinction between CSR motivated by a desire to do “good” in the normative situation and CSR motivated by enlightened self-interest in the business case, a company’s motives for doing CSR may reflect a combination of these motivations. While there is broad agreement that CSR is concerned with a company’s societal responsibilities, there is considerably less consensus on the nature and scope of these responsibilities. As a result, the World Business Council for Sustainable Development (WBCSD), a coalition of 120 worldwide businesses, has referred to the growing requests for businesses to take on greater social obligations and says that CSR is firmly on the global policy agenda (Freeman, 2010).

The International Business Leaders Forum (IBLF), Business for Social Responsibility (BSR), and Business in the Community are among the many other organizations lobbying for more attention to CSR (BITC). While there have been instances in the past when business organizations called for firms to pay more attention to CSR, today’s calls are more extensively voiced, more explicit, and more urgent (Friedman, 2007). The urgency derives from the understanding that company criticism is more widespread than ever before (Smith, 2003). This is partly due to the fact that, as a result of globalization, business has become more prevalent and powerful.

2.2 IMPACT OF CSR ON LIVELIHOODS IN MINING COMMUNITIES

In recent years, as a way of giving back to society, the global mining industry has taken up the mantle of Corporate Social Responsibility (CSR) and this is also the case for the industry in Ghana. The mining industry in Ghana not only considers its CSR as a mechanism of giving back to society but also as an evolution growing into a long term community sustainable development plan. Thus, mining companies collaborate with communities in which they operate and even beyond, to initiate and fund projects that aim at economic and social development. Despite these efforts, pertinent concerns are raised about the feasibility and impact of these projects (Siawor-Robertson and Awaworyi Churchill, 2015).

As Vogel (2005) alludes, there are a variety of reasons why some businesses prefer to act more responsibly in the lack of legislative restrictions. Some are tactical, while others are defensive, and a few are altruistic. The core assumption that CSR can benefit businesses clearly steers corporate interest in CSR (Kotler and Lee, 2005), based on the rationale that organizations achieve a competitive edge by integrating non-economic factors (Porter, Kramer and Randall-Raconteur, 2006), which distinguishes themselves from competition, and creating consumer goodwill and positive employee attitudes and behavior (Cochran et al., 2007; Valentine and Fleischman, 2008; Bosch-Badia, Montllor-Serrats and Tarrazon, 2013). Companies recognize that developing and implementing CSR initiatives provides a ‘win-win’ scenario for both the firm and the community as a result of these considerations.

In Ghana’s mining industry, CSR is a rising, large-scale project (Sadik, 2013) with the entire amount spent on CSR in 2011 being \$24 million (Standing and Hilson, 2013). The majority of gold mining companies practice some form of CSR, according to Boateng (2017), in an effort to change Ghanaians’ negative impressions of the business. Murombo (2013) notes that some mining

companies have worked towards improving the lives of people living in mining towns covering proper and better ways to carry out their operations in a long-term manner. Hilson (2010) as well highlights that some mining organizations, for example, have addressed the practice of using child laborers who enter mining to generate money to help their families escape poverty by adopting socially responsible education procedures for workers or children engaged in the mining business. In this light, Law and Bentil (2014) suggest that CSR may assist these organizations in achieving their community improvement objectives.

Aside these strides, the Ghanaian gold mining industry lacks a regulatory baseline for CSR, which could explain the lack of uniformity in socially responsible company practices (Armah et al., 2011; Preuss et al., 2016). To bridge this gap, while Spiegel, Ribiero, Sousa, and Viega (2012) advocate that arbiters of conflicts between gold mining companies and indigenous peoples in the Amazon could use technology to map regions of interest in environmental issues, it is the view of Standing and Hilson (2013) that this strategy could be useful for Ghanaian gold mining corporations; but, the government's ability to resolve disputes is likely to be hampered by corruption. Also, organizational incentives for achieving Ghanaian regulatory requirements, such as economic benefits of similar CSR for the firm, may be more productive (Luiz and Ruplal, 2013).

Further, although the Ghanaian mining industry as a whole should benefit the community, corruption and mismanagement have reduced the effectiveness of rules requiring firms to transfer a portion of mining rents to local governments and traditional leaders (Standing and Hilson, 2013). Corruption and mismanagement, according to Lawson and Bentil (2014) and Standing and Hilson (2013), could be decreased by more openness, social accountability, and modifications to the distribution system. To enhance public perceptions of the gold mining sector, Lawson and Bentil (2014) stated that well-designed CSR that directly targeted improvements for Ghanaian individuals

was required. This lack of commitment to CSR could be due to organizational leaders' belief that increasing investment in CSR will conflict with their fiduciary duty to shareholders (Garriga and Mele, 2004; Luiz and Ruplal, 2013; Quartey and Quartey, 2015).

Despite these concerns, experts believe that Ghanaian gold mining companies are committed to contributing to the community through CSR (Sadik, 2013). Sadik (2013) found that the frequency of CSR disclosures varies substantially across corporations, using data from ten Ghanaian gold mining companies ranked by market capitalization as a proxy for global corporate gold mining firms. For example, all ten companies published data on environmental, economic, and social issues as part of their CSR efforts. Building on this, Boateng (2017) highlighted that eight corporations revealed their accountability and transparency policies, six companies stated their human rights policies, and five companies expressed their cultural sensitivity policies (Sadik, 2013). The firms' moral and ethical contributions to the development of the immediate communities in and around their mining license areas were demonstrated through these voluntary practices and charity efforts (Boateng, 2017). Ghanaian citizens' dissatisfaction with Ghanaian gold mining activities could indicate that firms are not following CSR principles or investing enough resources in these activities (Armah et al., 2011; Lawson and Bentil, 2014).

More recently, concerns have been raised about another grey area of CSR which is the sustainability of livelihoods. Although a lot of infrastructure initiatives have contributed to the growth and development of these mostly rural communities, livelihood enhancement and the sustainability of it seems to be a major challenge to CSR efforts. In the case of NADeF, where Sustainable Development Committees (SDCs) have been set up to drive the developmental agenda, the question remains whether this would transition into livelihood enhancement for the

communities. According to NADeF Annual Report (2019), a total of 625 community members spanning nine communities have benefitted from their micro-credit scheme.

This according to the report is to give the people access to business capital with the resultant effects of improving income levels and thus enhancing standards of living. This research therefore seeks to assess this sustainable development drive and how it has impacted the livelihood of the local communities. This study also seeks to explore the impact of CSR activities in mining communities within the Ahafo Region of Ghana with particular focus on livelihood enhancement.

2.3 COMMUNITY RELATIONS

Community relations has been defined by several scholars in different fields of study (Asante, 2017). The concept of community relations, narrowly understood, simply describes a company's interactions with the community in which it resides. The use of this phrase by businesses, the media, and students of business, however, almost always signifies something more than ordinary relationships and includes voluntary actions that it is done just for the good of the community.

Gestwicki (2015) is of the view that community relations may also take a very proactive form but arising as parts of defensive strategies. Thus companies sometimes engage in or even initiate program or activities, exploited to the maximum by using public relations, in order to counter a single unfavourable event or a chronic problem. Kane et al. (2009) espouse the view that community relations comprises four (4) decentralized relations, ethics and legality, grass-roots support, long term proactive problem solving and internal change.

In order to ensure the true success of a company or an organization there is the need to implement true community decentralization, thus where companies or organization extends their programs of operations to other departments and places to reap massive contribution (Essah and Andrews, 2016). Companies, communities, organizations must also create and develop a new breed of line

officers who acts as a direct link between the central parts (headquarters) and the people (beneficiaries/costumers) in the community. As the department's community outreach specialists, community relation officers work hand in hand with their partners to provide them with the needed services.

Asante (2017) is of the view that ethics and legality as a core principle of community relations implies a new contract between the service providers and the citizens they serve, one that offers hope of overcoming widespread apathy while restraining any impulse of vigilantism. This new relationship, based on mutual trust and respect, also suggests that the company heads or organization structures can serve as a catalyst, challenging people to accept their share of responsibility for the overall quality of life in the community. By this, Carroll (2011) elucidates that this means that citizens will be asked to handle more of their minor concerns themselves, but in exchange, this will free authorities to work with people on developing immediate as well as long-term solutions for community concerns in ways that encourage mutual accountability and respect.

Long term-proactive problem solving as a principle has to do with the community/organization or company officer's broad role demands continuous, sustained contact with the people in the community or organization (Mensah and Okyere, 2014). This is Kemp and Owen (2013) assert is so that together they can explore creative new solutions to local concerns, with private citizens serving as supporters and as volunteers. Heads of various communities and organizations officers respond to the needs of their people/customers or partners but they also go beyond this narrow focus to develop and monitor broad-based, long-term initiatives that can involve all elements of the community in efforts to improve the quality of life (Asante, 2017).

For every organization to co-exist peacefully with its stakeholder, Idemudia, Kwakyewah and Muthuri (2017) are of the view that there has to be positive and healthy grass-roots support. Community organizations and companies promote the judicious use of technology, but it also rests on the belief that nothing surpasses what dedicated human beings, talking and working together, can achieve.

Internal change suggests that community organizations, companies, and other services adopt a fully integrated approach that involves everyone in the department, with community various representatives and officers serving as generalists who bridge the gap between the authorities and the people they serve. The community organizations, companies, and other service providers play a crucial role internally and externally by providing information about and awareness of the community and its problems, and by enlisting broad-based community support for the department's overall objectives (Asante, 2017).

PRMR Inc. (2016) suggests that;

in today's environment of public suspicion, gaining and maintaining public consent to operate has become a major concern for most businesses. Community relations initiatives can boost a company's image in the eyes of the public (PRMR Inc. [PRMR], 2016).

This implies that companies in the mining sector for instance have to develop initiatives from their relationships with communities to help foster their good name, while the community receives support from these initiatives. A solid, comprehensive community relations programme can help any organization achieve visibility as a good community citizen.

2.3 THE LEGITIMACY THEORY

Legitimacy, according to Suchman (1995) is a widely held belief or assumption that an entity's acts are desirable, legitimate, or appropriate within some socially constructed system of norms, values, beliefs, and definitions. Legitimacy theory thus holds that a state or status 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. Zelditch Jr (2020) clarifies that this developed from the idea of organizational legitimacy. When there is an actual or possible gap between the two value systems, it is regarded a danger to the entity's legitimacy (Archel et al., 2009). The theory recognizes that an organization's resources can be put to many different uses. Gibson et al. (2005) posits that organizations are constantly trying to guarantee that they are operating within the constraints and conventions of their particular societies.

As a result, organizations strive to align the social values connected with or indicated by their operations with the social standards of acceptable behavior in the larger social system of which they are a part (Deegan, 2014). Organizational legitimacy, on the other hand, is not a constant state; it varies not only over time, but also over space and between stakeholder and cultural groups. As a result, 'legitimation' tactics may be used depending on an organization's view of its current state or level of legitimacy (Burlea and Popa, 2013). However, according to Suchman (1995), legitimacy management is heavily reliant on communication, and so every business organization interested in engaging legitimacy theory must examine various forms of corporate communication.

Mousa and Hassan (2015) also points out that financial performance was traditionally seen to be the best indication of an organization's legitimacy. However, Chelli, Durocher and Richard (2014) is of the view that the public today expects firms to set aside a portion of their revenues to spend on environmental issues, employee welfare, consumer safety, and giving back to the communities

in which they operate. Sandaruwan and Ajward (2017) further elaborate that society has a significant role in determining the usefulness and validity of a corporation's actions. This in the eyes of Lanis and Richardson (2013), is because the theory is based on the idea that business corporations or organizations operate in society via a social contract in which they agree to perform various socially desired actions in exchange for approval of their objectives, resulting in their ultimate survival. According to the theory, if a commercial company or organization does not appear to function within the bounds of public regard that society deems suitable, society may act to revoke the corporation's right to continue operating (Fernando and Lawrence, 2014).

Indeed, under the theory, Deegan (2019) illuminates that another goal of organizations engaged in CSR is to co-opt, neutralize, or win over troublesome individuals in the political environment and to retain corporate autonomy through private initiatives in order to avoid government intrusion. As a result, corporations and organizations participate in philanthropic activities in order to obtain power and legitimacy. These may include informing stakeholders about the organization's plans to enhance performance, diverting attention away from the source of concern, and managing external expectations about the organization's performance. In line with Hummel and Schlick (2016), argument the above are some of the strategies that organizations may employ when faced with a danger to their legitimacy or a perceived legitimacy gap; a gap that frequently emerges when corporate performance falls short of key stakeholders' expectations.

Another important issue is that of the reclamation of an exhausted mine site. In Ghana, mining investors in addition to Environmental Impact Systems (EIS) are required to prepare an initial reclamation plan to achieve specified minimum standards before being granted the permit to operate. Mining companies are sometimes required to provide some funds to be placed into escrow accounts, which are made available to fund restoration/reclamation expenses, when the operator

closes down. The escrow account thus acts as both a security and a tax-efficient funding device for the required reclamation work.

2.3.1 Relevance of the theory to the Study

In recent times CSR or Corporate Citizenship policies have increasingly become incorporated into the strategic planning of companies. Despite the fact that few commentators agree on the legitimate content of such policies, the implicit assumption is frequently that the spread of CSR activities is to be encouraged as an important contribution of companies to the societies they operate in. In some scenarios, finding the balance between the desire of mining companies to cut costs and the determination of workers to safeguard their jobs compounds the already existing issue of health and safety in the mines. This is because in the case of employees for instance, while mining corporations seek to drive up huge profits, the miners' life value is more likely to be trampled upon at the expense of expensive safety equipment. Desperate employees who are also very determined to safeguard their jobs will go every length to do so forgetting about energy sapping protective equipment which would not allow them achieve their production targets.

The theory implodes businesses to be responsive to society's long-run needs and wants, optimizing the positive effects and minimizing the negative effects of its actions on society. This discussion is not done in isolation but is backed by the assertion that this is the duty of the business. This argument ties into Davis's (1960: 71) assertion that social responsibilities of businessmen need to be commensurate with their social power. This implies that larger firms are expected to engage more actively in the ethical and philanthropic aspects of CSR than smaller firms (Davies 1960, Hamid, 2004).

With this premise, if NADeF for instance in its community relations function decide to focus of livelihood enhancement is justified. This is because the implications of Newmont's activities in

the mining communities earn them great earnings. Per this analogy and in line with Lanis and Richardson's (2013) assertion, NADeF's CSR has to be proportional to its gain because content and scale of CSR activities depend on the relationship between societal expectations, managers' attitude to what they think are legitimate societal expectations and business behavior.

In essence, this theory enlightens the view of stakeholders, thus NADeF and community members as to the shared responsibilities they have. This theory again highlights the need to honour the social contract between both parties so that none is shortchanges. In the case that Newmont for instance decides to neglect the mining communities because it is answerable to only its shareholders, this can lead to community agitations. In the Ghanaian setting, once a while, there comes news of this form because community members come to the realization that they are being taken for granted. This has led to the protecting and destruction of properties, injury among others. This theory engulfs the objectives of the study because it spans the net of social responsibility of business.

2.4 EMPIRICAL REVIEW

Mahmoud and Hinson (2012) conducted a study on the telecommunication sector in Ghana with an emphasis on market orientation, innovation, and CSR practices, which may appear to be a new dimension and a diverging view on CSR in Ghana. Mahmoud and Hinson (2012) emphasized the importance of creativity in CSR initiatives, a viewpoint shared by Ofori, Nyuur, and S-Darko (2014). According to Ofori, Nyuur, and S-Darko (2014), 'doing good' necessitates a feeling of creativity in order to generate any substantial financial performance for the company.

Ndzibah (2009a) further argues that organizations in Ghana do not officially assume responsibility for the impact of their operations on their stakeholders. Instead, businesses focus on sponsorship through public relations, ignoring the three pillars of CSR: social, economic, and environmental

stewardship which Ketola (2006) emphasizes creates an imbalance. While mining companies have become more aware of the need to address environmental issues and incorporate environmental management systems into their overall policy in recent years, Ndzibah (2009b) found that there are still issues to be resolved in terms of the social and health impact a mine may have on its employees and the surrounding community.

Indeed, in today's mining business, especially in the developing world, Brew, Junwu and Addae-Boateng (2015) states that issues of quality of life and health and safety of miners working in demanding and dangerous situations are not sufficiently addressed. As a result of lower productivity, radical restructuring, and privatization of the mining sector by the Ghanaian government, employment levels have declined in many mining enterprises (Puplampu and Dashwood, 2011). This shift has impacted not only mine workers who must seek alternate jobs, but also those who remain in the business and must work in new ways that require greater skills and flexibility.

This can be attributed to Lawson and Bentil (2014) assertion that in the developing world, modern agreements tend to prioritize environmental concerns over worker safety and quality of life concerns. This is because, while most rich countries have well-established environmental mining control systems, the majority of these systems are neither feasible, viable, nor desirable for implementation in developing countries (Owusu-Ansah, Brenya and Damtar, 2015). However, the majority of large-scale mining activities in developing countries are carried out by businesses with developed-world backgrounds, making environmental systems transfer problematic.

Although the presence of Multinational Corporations (MNCs) creates wealth and increases productivity in the countries where they operate, Sarpong (2017) maintains that this wealth is often isolated from the communities, resulting in a situation where the organization has "islands of

wealth” amidst “an ocean of poverty and low productivity” that the citizens or community dwellers are experiencing because they are excluded from the impact of the MNCs. This has frequently resulted in what Macellari et al. (2021) describes as a social divide between organizations and the communities in which they operate, leading to the use of ‘bluwashing’ mechanisms to present an image of being helpful to the people. In recent years, the constant complaints of unethical and immoral behavior from host communities and governments (Voegtlin and Pless, 2014) has prompted many multinational corporations to pursue a more persuasive ethical strategy (Berliner and Prakash, 2015).

Some studies (Birch, 2017; Windsor, 2017; Lin et al., 2010) have also shown that good corporate citizenship implies that MNCs have a responsibility to operate as responsible members of the society that allow them legal footing. Issifu (2016) highlights the view that MNCs have a moral responsibility or obligation to maintain the physical environment and community in which they operate, as their actions frequently have negative consequences for the communities in which they operate, particularly in the extractive industry. Rivers, lakes, seas, and forests must be protected; the ozone layer must not be depleted; natural resources must be consumed in a sustainable manner; and people and their means of livelihood, such as farmlands, must not be harmed.

2.5 CHAPTER SUMMARY

This chapter focused on reviewing the literature on how certain theories could help solidify the base of the study. Further, various concepts which needed to be understood in order to get a better understanding and perspective of the study were discussed. Also, the researcher introduced related studies to bring to light an empirical perspective. The next chapter gives a presentation of the research methodology which was employed by the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter provides a guide to the research method used by the study which begins with a profile of Newmont Ahafo Development Foundation (NADeF), research design, research population along with a few other things. With the objective of the study revolving around exploring CSR and how it impacts livelihoods of mining communities, collecting data from community members was the ideal approach to achieving this. Due to this, the qualitative research approach was employed as it presented the study the opportunity to by way of interviews, collect data which addressed the objective of the study.

3.1 RESEARCH DESIGN

The framework of research methodologies and techniques adopted by a researcher is referred to as research design (Salkind, 2010). The researchers' design allows them to use the most appropriate methodologies for the study and to set up their investigations successfully in the future as well (Marczyk, DeMatteo and Festinger, 2010). The design of a study can be qualitative, quantitative, or hybrid (Abbott, M.L. and McKinney, 2013) and that researchers can use a variety of research approaches in these studies, including experimental studies, surveys, correlational studies, and quasi-experimental review studies (Groenewald, 2004).

Durrheim (2006) explains that experimental design, establishing research problems, and descriptive studies are examples of sub-types of research methodology. Data collection, data measurement with the appropriate tools, and data analysis are all components of research designs. As a general rule, the research problem that a researcher chooses to work on, rather than the other

way around, determines the most appropriate research design suitable for the study (Yin, 2009). This means that the study's design phase is when the researcher decides on the tools that will be used in the research and how they will be used.

Creswell and Creswell (2017) goes on to say that quality research usually assures low levels of bias in the data gathering process to increase the research's internal and external validity. The goal of an experimental study is to come up with a design that produces the least amount of mistake possible. Building on this insight, the descriptive approach was used to explore the research problem of how CSR affects livelihood enhancement in mining communities. This is because Bell, Bryman and Harley (2018) clarify that descriptive research design is a data collection method to address questions about the current status of subjects in the sample in which Yeomans (2017) states that social science researchers are often favored and have often been used.

3.2 QUALITATIVE RESEARCH

Philosophically, rather than empirical observation of the phenomenon, Hennink, Hutter and Bailey (2020) add that the research methodology is motivated by the desire to interpret the phenomenon from the subjective perspective of stakeholders, as well as the need for understanding from the participant. Qualitative research focuses on the diverse, holistic, and individual facets of the human experience, attempting to capture those experiences in their entirety, within the context of those who are experiencing them (Myers, Well and Lorch Jr, 2013).

The qualitative research process, which Denzin and Lincoln (2011) describe as having to do with the interpretive approach to research that may be in the form of case studies, interviews, personal experience and observations for which reason it was adopted in this study. Researchers using qualitative approaches aim to explain the phenomena under study in terms of the meanings that individuals bring to them which according to Mason (2017), proves the fundamental assumptions

of positivism by demonstrating that empirical information that is independent of interpretation can be obtained.

Because qualitative research is related with social science disciplines such as psychology, sociology, and anthropology, the research methodologies allow for more in-depth and probing of respondents based on their responses (Silverman, 2020). In a circumstance when the interviewer/researcher also seeks to understand their motive and sentiments, this can be evident. Understanding how research participants make decisions might aid in drawing research conclusions. This is why qualitative research methods are created in such a way that they can disclose the sample's behavior and perceptions in relation to a specific topic. Pathak, Jena and Kalra (2013) elucidates that in-depth interviews, focus groups, ethnographic research, content analysis, and case study research are examples of qualitative research methodologies that are commonly utilized.

3.3 PROFILE OF NEWMONT AHAFO DEVELOPMENT FOUNDATION

The Newmont Ahafo Development Foundation was established in 2008 by Newmont Ghana Gold Limited to serve as the main driver of CSR in its ten host communities (Newmont Ahafo Development Foundation [NADeF], 2021). The communities that the Foundation covers include, Kenyasi No.1, Kenyasi No.2, Ntotroso, Gyedu and Wamahinso in the Asutifi North District and Yamfo, Susuanso, Afrisipakrom, Techire and Adrobaa in the Tano North Municipality of the Ahafo Region.

The Foundation is funded through an annual contribution from Newmont Ghana comprising US1 dollar per ounce of gold produced and 1% of annual net pre-tax profit from the Ahafo Mine (NADeF Annual Report, 2019). Over time, NADeF has been flagged as a flagship CSR initiative

that has brought immense benefit to the communities surrounding the mine. In 2014 for instance, NADeF was adjudged the best Social Impact investment vehicle by the European Union.

The President and Executive Manager of the EU-Africa Chamber of Commerce, Serguei Ouattara stated at the awards ceremony that “...it is not just the volume of economic activities that determines development, but also how business is carried out which impacts people, the economy and the environment” (NADeF , 2021). This study therefore seeks to find out the reality on the ground by assessing whether NADeF is really impacting the lives of the Ahafo communities as being touted and whether people’s livelihoods have improved as a result of the Foundation.

3.4 IN-DEPTH INTERVIEWS

In-depth interviews are a type of qualitative data collecting that involves one-on-one interaction with participants. Because no qualitative research interview is without structure, the majority of qualitative research interviews are semi-structured, lightly structured, or in-depth (Brannen, 2017). Unstructured interviews are commonly recommended when conducting long-term field research because they allow respondents to express themselves in their own way and at their own pace, with little restrictions on their responses (Elmir et al., 2011).

This is an appropriate data collection tool since it builds rapport with participants, making them feel more at ease, which can lead to more insightful responses, particularly when dealing with sensitive themes (Elo and Kyngäs, 2008). Because, as Bazeley (2013) points out, there is a higher quality of sampling with this strategy than with certain other data gathering methods, it has the potential to be extremely insightful because highly valued findings can be identified rapidly.

In-depth interviews are the primary or single source of data for many projects and researchers, and they are used by almost all qualitative researchers to some extent (Guest, Namey and Mitchell,

2013). And there's a reason for this method's popularity: it is flexible to difficult field settings, versatile across a wide range of research topics, and effective for not only supplying information but also producing knowledge.

Because research methods reflect the approach to tackling the research problem, which is largely dependent on the need, a prospective researcher will fine-tune preconceived notions as well as extrapolate the thought process, analyzing and estimating the issues from an in-depth perspective by using qualitative methodology (Jamshed, 2014). This could be done through one-on-one interviews or issue-directed discussions, as long as they are relevant to the study's purpose.

3.5 POPULATION OF THE STUDY

One goal of scientific research according to Wimmer and Dominick (2009) is to describe the nature of a population. That is, a group or class of subjects, variables, concepts or phenomena. The population for this study was drawn from the mine host communities who are benefiting from the activities of the Foundation. The importance of selecting participants from the impacted communities is that they are the direct beneficiaries of the company's social responsibility activities. Also these beneficiary communities are better placed to ascertain the benefits they derived from such social responsibility activities.

3.5 SAMPLING TECHNIQUE

Sampling is the selection of a subset of the population of interest in a research study (Turner, 2020). This process leads to the election of a sample for a study. A sample, in research terms, is a group of individuals, things, or products selected for assessment from a wider population (Suri, 2011). To arrive at a sample for a study, Tongco (2007) espouses the view that the researcher has the option to adopt the probability sampling or the non-probability sampling approach. It is important to note that the adoption of either of the sampling methods is largely anchored on the

research methodology adopted. In the case of this study, because of its qualitative nature, the non-probability sampling was most appropriate to employ.

Opping (2013) describes non-probability sampling as an approach in which samples are chosen based on the researcher's subjective judgment rather than random selection. Because it relies primarily on the experience of the researchers, Noy (2008) adds that it is a less strict procedure. It is carried out by observation, and it is commonly used in qualitative research. In contrast to probability sampling, non-probability sampling is a sampling approach in which not all individuals of the population have an equal chance of participating in a study (Shaheen and Pradhan, 2019). While non-probability sampling is qualitative in nature, there are various types of this approach.

While non-probability sampling is used in qualitative studies, there are a variety of techniques under this method. However, due to the scope and nature of the objective this study intended to address, the purposive sampling technique was used. Purposive sampling is a non-probability sampling method in which the variables of the sample are selected based on the researcher's judgment. Purposive sampling has a long history, and there are as many perspectives on how simple and basic it is as there are on how complex it is (Campbell et al., 2020). Essentially, purposive sampling improves the rigour of the study and the reliability of the data and outcomes by better matching the sample to the research's goals and objectives (Etikan, Musa and Alkassim, 2016). This is because, in a qualitative study, a very small and purposefully selected sample may be used to increase the depth of understanding (Palinkas et al., 2015). It is for this reason that for the purpose of this study, the researcher dwelt more on the purposive sampling technique.

3.6 SAMPLE SIZE

The next step used of the purposive sampling technique to select a sample for the study. Purposive sampling as alluded to is a non-random sampling technique in which the researcher sets a criterion for selecting the sample that is not based on chance (Palinkas et al, 2015). This implies that purposeful sampling is commonly used in for qualitative studies in order to recognize and select information-rich cases relevant to the phenomenon of interest (Hesse-Biber and Leavy, 2010). Although the sample used in the studies is usually not reflective of the entire population, this is not considered a flaw by qualitative researchers (Fusch and Ness (2015). In light of this and dwelling on Holloway's (1997) assertion that qualitative research requires a limited number of participants to assess the sample size for this analysis, the researcher's decision was justified. Again, with Yin (2009) indicating that between four and thirty respondents for a qualitative study also works well, this then informed the selection of a sample size of ten (10) individuals is for the study.

3.7 INSTRUMENTS FOR DATA COLLECTION

The data collection tool for the study was through in-depth interviews. This is because data can be collected using a number of techniques, one of which is interviewing main informants (Palinkas et al., 2015). However, Creswell (2015) emphasizes that the development of an interview guide is an important part of the qualitative analysis process. In-depth interviews are often known as the most effective method for researching and collecting experiential narrative content that can be used to create a richer and more comprehensive understanding of a human phenomenon (Schwartz-Shea and Yanow, 2013). Furthermore, interviewing is recognized as a reliable tool for examining experiences and beliefs (Lukka and Modell, 2017). This formed the bases for adopting in-depth

interview as the data collection tool for this study because the participants were able to express their opinions without being influenced by the researcher.

It is also said that the researcher is the research instrument in qualitative research since qualitative data is produced, collected, analyzed, and interpreted through the researcher. The interview guide was useful because it outlined the interviewing process and steered the discussion toward the subject and issues to be explored. This was because the researcher had to be sure what to inquire about, in what order to inquire about it, how to ask questions, and how to ask follow-up questions. The researcher however used a structured interview as the data collection method since it allowed participants to completely express their opinions without veering off the topic. This method of data collection is favoured because it allows participants to express their own individual views in their own terms rather than being compelled to follow the researcher's pre-determined lines of thinking, as is the case in quantitative studies.

In light of the study objectives, the in-depth interview approach presented a more viable approach to probing how CSR affects livelihood enhancement in mining communities, stressing the unique case of NADeF. The analysis was bolstered by the fact that this is a subjective study, and that Hesse-Biber and Leavy (2010) notes that reality can be derived from the views of a diverse group of subjects in a study involving contact and interaction between the researcher and the subjects. This is because as alluded to earlier, qualitative approach offers a unique understanding of the truth of the interactions due to the richness and depth of the explanation (Salkind, 2010). Through descriptive qualitative approach as well, the researcher can interact and deeply engage the study participants through interviews where rich data is generated on the experiences of the respondents.

3.8 DATA COLLECTION PROCEDURE

Interviews with key informants would provide primary data. Qualitative data may be obtained from a variety of sources, including interviews or conversations, documentation (broachers, manuals, pamphlets, fliers), semi structured face-to-face interviews, and observations (Wright-St Clair, 2014). By probing and prompting questions, key informants serve as a source of in-depth and rich knowledge (Denscombe, 2014). Aside from verbal conversations, the technique would document better data and capture respondents' emotions and body movements (Shepherd, 2016). The interview was used primarily to provide a context in which respondents might articulate their own thoughts in their own words in the form of a two-person conversation. The interview also generated contextualized understandings based on particular interactional sessions. All targeted participants received letters requesting participation in the study, which was used to recruit them. The letters also assured the participants of confidentiality, as the information gathered was to be used for academic purposes and to request permission to perform the interviews if appropriate.

The researcher met at a pre-arranged location the participants where the aim of this communication session was to introduce the research subject to the participants, build rapport, answer any questions, obtain consent to participate, and obtain permission to tape record the interviews. The researcher was then able to deeply engage and communicate with participants through phenomenological interviews, and rich data on the participants' perspectives was produced as a result of this approach. While the interviewer also took take field notes based on the findings during the interviews, it continued until data saturation was reached.

3.9 DATA ANALYSIS

The data collected was edited to ensure that responses are suitable. Data analysis process in this study is based on the inductive content analysis according to Elo and Kyngäs (2008) involving (1)

familiarization with the data; (2) open coding (3) organizing the data; and (4) Abstraction. Grandy et al. (2010) indicate that open coding is the process through which “grounded” researchers initially begin the process of questioning, reflecting upon, and categorizing the actions, perspectives, and words of the actors in their study through their raw research data. This led to the breaking down of the data into discrete parts and create codes and label them.

After this process, axial coding was then made use of to create categories based on the existing codes created. This is because axial coding is a qualitative research technique that entails connecting data in order to disclose codes, categories, and subcategories rooted in the voices of participants in the data. In other terms, axial coding is a method of creating data links (Williams and Moser, 2019) which entails comparing emergent themes in a data collection in order to establish theoretical statements about one’s communication behavior (Scott and Medaugh, 2017).

This action is justified by Sutton and Austin’s (2015) assertion that the researcher’s attempts to hear participants’ voices, in order to make sense of the results, will direct data interpretation in such a qualitative study. For the actual analysis carried out for the study, it was done using the thematic analysis approach because Starks and Trinidad (2007) assert that when conducting data analysis, the researcher becomes the instrument for analysis, making judgments about coding, theming, decontextualizing, and recontextualizing the data.

Clarke and Braun (2014) points out that thematic analysis is a method for systematically identifying, organizing, and offering insight into, patterns of meaning (themes) across a dataset by focusing on meaning across a dataset. Joffe (2012) further notes that this method of analyzing qualitative data is usually applied to sets of text, such as interview transcripts. Again, thematic analysis is a very adaptable method that can be tailored to the needs of a variety of research, resulting in a rich, detailed, yet complex account of data (Alhojailan, 2012). Furthermore, because

theme analysis does not necessitate the same level of theoretical and technological expertise as other qualitative approaches, it is a more accessible method of analysis, especially for those just starting out in their research careers (Guest, MacQueen and Namey, 2012). This makes this method suitable and widely utilized for recognizing, analyzing, and documenting trends or themes from data or to make sense of the data, is one of the most frequently used qualitative data analysis techniques. In this case, data analysis entailed breaking down textual data, coding each into patterns, and identifying rich sources of themes that can be used as a foundation for interpretation.

According to Speziale, Streubert and Carpenter (2011), qualitative data analysis begins with listening to participants' verbal descriptions, and is followed by reading and re-reading the verbatim transcriptions or written responses. Data analysis will also follow Tesch's (2013) method of analyzing qualitative data, and the steps are as detailed below: (a) researcher listens to audiotapes and also read and re-read all the transcriptions. This will be done to get a sense of the whole data, and some ideas jotted down as they emerged; (b) each transcript of the interview will be picked at a time and re-read. The underlying meaning of the data will be sought, and written in the margin.

Topics which represent positive experiences will be highlighted differently, and those that represented negative experiences. This will be done with all transcripts. (c) A list of topics will be made, and then similar topics will be clustered together. Thereafter, columns will be drawn to form major topics, unique topics and leftovers (i.e. those that fitted into major topics/categories and those that did not fit into either of the categories). (d) The compiled list will be used to compare the data, and topics coded. The codes will then be written next to the segments of the text, while checking if new categories and codes will emerge. (e) The most descriptive words for the topics will be assigned and turned into categories. Topics that are related to each other will be grouped

together, in order to reduce the list of categories. (f) Each category will be checked and alphabetized. (g) Data will be analyzed and systematically explored to generate meanings, and existing data recorded, participants will be asked to validate analyzed data, and recoding where necessary.

3.10 ETHICAL CONSIDERATION

As Oliver (2010) points out, researchers should ensure that participants are shielded from any physical or psychological damage caused by research procedures. It is in line with this that the researcher will keenly take ethical considerations concerning academic research into account. The respondents will be assured of confidentiality of the information gathered. The study will make sure that the respondents understand that the research is for academic purpose. The researcher will give the respondents the opportunity to opt out the study if they want to at any point. Again, in terms of analysis, the identity of the respondents will be withheld and replaced with pseudonyms. The study will also consciously ensure that all inputs taken from other sources are duly cited and acknowledged.

3.11 CHAPTER SUMMARY

This chapter provided a guide to the research method used by the study. There however was a profile of Newmont Ahafo Development Foundation (NADeF) to begin with before the research design, research population along the discussion of other topics.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION

This chapter presents the findings of the study with an accompanying discussion. The primary purpose of the study sought to probe how CSR affects livelihood enhancement in mining communities, stressing the unique case of Newmont Ahafo Development Foundation (NADeF). In light of this, the researcher collected data from communities within which Newmont Ghana Gold Limited (Newmont) operates. This is because the sample arrived at was considered the most suitable to help address the study's objective.

4.1 THEMES

This section discusses the themes developed out of responses gathered from the research participants. The themes were then extended codes which guided the line of questioning. These fall in line with the objectives of the study which includes assessing how CSR influences livelihood enhancement in mining communities, finding out if NADeF has improved the livelihood of the community members and ascertaining the perception of held by the community members of Newmont Ghana. A breakdown of the themes developed together with accompanying codes can be seen in the table below:

Table 1. Themes developed from interviews

THEMES	CODES/DIMENSIONS
Familiarization	<ul style="list-style-type: none">• Knowledge of NADeF• What NADeF does• Challenges of mining communities

Livelihood impact	<ul style="list-style-type: none"> • How NADeF’s work affects communities • NADeF’s activities for communities
CSR and Perception	<ul style="list-style-type: none"> • Overall impact of Newmont’s presence in the communities • How NADeF’s efforts affects perception • Community members’ perception of Newmont

Source: Researcher’s field data 2021

4.2 ANALYSIS OF DATA

Due to the researcher’s keen interest to enforce respondents anonymity, for the purpose of the analysis, the respondents are represented by pseudonyms; *Respondent 1, Respondent 2, Respondent 3, Respondent 5, Respondent 6, Respondent 7, Respondent 8, Respondent 9* and *Respondent 10*.

4.3 KNOWLEDGE OF NADEF

With the focus of the study centered on ascertaining how CSR affects livelihood enhancement in mining communities from the point of view of NADeF, it was essential to enquire from the respondents their knowledge of the entity. In this regard, the findings revealed that all respondent knew about NADeF. However, while all other respondents were succinct, *Respondent 1* went further to elaborate that NADeF “...is a foundation set with the core aim of mobilizing and deploying resources”. *Respondent 3* as well elaborated that “NADeF undertakes activities which helps their overall livelihood”. *Respondent 3* also indicated that the entity “is a development partner for communities in the area”. While these findings gave credence to the claim held by the NADeF Annual Report (2019) that over time, NADeF has been flagged as a flagship CSR initiative

that has brought immense benefit to the communities surrounding the mine. This therefore affirms the researcher's view that the respondents were in the right position to provide data for the study. It is interesting to note however that at this point, no respondents had mentioned that Newmont was associated with NADeF. From subsequent encounter however, it was realized both entities had become synonymous with the respondents. This is because in some cases, NADeF and Newmont were used interchangeably.

4.7 CHALLENGES FACED BY COMMUNITIES

Having an overview of the depth of the challenges faced by the mining communities was salient to understanding the role NADeF had to play. This is because once the challenges have been laid out, the input of NADeF could then be juxtaposed with the challenges to draw independent conclusions by the researcher and readers as well.

In light of this, it was interesting to note that chief of all the challenges was unemployment. *Respondent 5* for instance espoused the view that “...we still have challenges with employment even though Newmont has created jobs” with *Respondent 2* also noting that “lack of jobs for the trained youth”. This view was also proffered by *Respondent 1* who indicated that the challenges centered on “...unemployment, lack of basic skills, lack of continuous education”. Another view was propagated by *Respondent 6* who suggested that the challenges included “...financial challenges as well as youth engaging in galamsey activities”.

Although the responses varied in delivery, it could be realized that unemployment was a significant challenge for the mining communities. Even though there is evidence that Newmont had contributed to the unemployment lapse, the responses suggests that if NADeF is focused on impacting the livelihood of the mining communities, the best way to go is creating an environment

which would facilitate the creation or gaining of employment. This may stem from the fact that Owusu-Koranteng (2004) emphasizes echoing that even though Ghana's mining industry has had some good effects on the economy, others have lost their traditional livelihoods as a result of contamination of river bodies and the environment, as well as the purchase of their farmland. The implication of this may be the reason why some players in the industry have resorted to assisting in the preservation of the country's cultural heritage and promoting community development through education, employment, and other livelihood programmes.

4.8 HOW NADEF CAN HELP ADDRESS THE CHALLENGES

While challenges facing the mining communities had been pointed out, this query pivoted on the input the community members envisage could help mitigate these challenges. On the issue of unemployment which was said to be a key challenge, *Respondent 1* noted that NADeF could help address the challenges by “...by widening up their educational support, equip the less privileged to acquire soft skills” which was also affirmed by *Respondent 2* who held the notion that “...creating alternative employment avenues other than working in the mines” and *Respondent 4's* view that “...by creating economic opportunity programmes that can create jobs for the youth”, could help curtail the challenges identified.

From the data, the responses largely bothered on facilitating or provision of avenues to enhance personal development as well as capacity building. This was also buttressed by suggestions to equip education in the space. A sum of these points were concisely represented by *Respondent 6* who indicated that the way to go was through;

“...creation of more alternative jobs, more health and educational facilities, trainings and workshops on health and educational issues, continuation of the scholarship programme.”

This means that respondents have a good idea of their needs and wants which makes it easier to bring it up to organizations working within their communities. This ties in to Hope and Kwarteng's (2014) observations that the mining companies, invest in initiatives which re-skill community members in alternative and sustainable livelihoods like grass cutter farming, snail farming, and small cottage businesses like cane and basket weaving, soap and pomade making, and so on. As a corporate citizen, NADeF as well through its stakeholder engagements can come to bear with these requests.

4.4 ACTIVITIES OF NADEF

To further appreciate the mandate of NADeF, the enquiry focused on the respondents' view on what the activities of NADeF entailed. The findings generally suggested NADeF acted more as a corporate citizen. This is elucidated by how *Respondent 1* for instance explained that NADeF's activities included "*providing scholarships, building infrastructure, competency building*" while *Respondent 2* as well suggest that "*they built schools, clinics, social centres and scholarships*". Another view proffered by *Respondent 4* suggested NADeF's activities went further to involve "*provision of scholarships, infrastructure development, school feeding programme, health, agriculture, safety and security, water and sanitation*". Overwhelmingly however, key activities which kept coming up with regard to this enquiry were centered on provision of scholarships, building infrastructure and human resource development. The realization from this probe indicated that NADeF was essentially viewed as a social support provider. This is because most of the activities ascribed by respondents were largely geared towards enhancing the livelihood of the communities. This may as well be attributed to Gestwicki's (2015) position that community relations may also take a very proactive form but arising as parts of defensive strategies. Thus organizations sometimes engage in or even initiate program or activities, exploited to the

maximum by using public relations, in order to counter a single unfavourable event or a chronic problem. This seem to have been the path NADeF employed.

4.5 HOW NADEF'S ACTIVITIES AFFECTS COMMUNITY MEMBERS

While it had been established the NADeF undertook several activities in the mining communities, it was essential to gauge the impact of these activities. The data gathered showed that the impact cut across various aspects of the lives of the respondents. *Respondent 1* indicated that there was

“...positively, the foundation has impacted massively on the welfare of the people and the community at large. That is, easing the financial burden on the aspect of education from the families and the community as a whole. Furthermore, job acquisition by some members of the community has been easy due to the introduction of the master craft persons’ programme where they enhance the skills of the owners of artisanal shops”

However, *Respondent 6* as well was interesting of the view that the impact was

“...mixed impact – positive impact is that there is jobs, improved quality of living, higher levels of education, provision of health and educational facilities. On negative impact – there is increased cost of living and a high dependence on Newmont jobs with very few alternative jobs”

That notwithstanding, *Respondent 1* noted that the activities “...led to reduction in child mortality due to the building of health centres. Reduction in crime due to the presence of the police in the community” in the same light as *Respondent 3* indicated the impact was “...positive, as there has been economic transformation of the communities especially in the areas of education and skills development”. *Respondent 10* goes on as well to note that the activities “...have impacted the community by developing the human resource capital” and “...the lives of the community have improved through the provision of projects and other development programmes” as alluded to *Respondent 10*.

In general, the overriding sentiment gathered suggested that the impact from the activities NADeF undertook in the mining communities were significantly positive. The passion, body language and

posturing respondents showed in commenting on the impact depicted a high level of affirmation and goodwill for NADeF's activities and Newmont as a whole. It can therefore be asserted that in the view of the community members, NADeF's activities came with a positive impact on their livelihoods.

Due to the proactive approach NADeF invests in by putting premium on community relations as indicated earlier, the mining industry in Ghana not only considers its CSR as a mechanism of giving back to society but also as an evolution growing into a long term community sustainable development plan. This is because in light of Siawor-Robertson and Awaworyi Churchill's (2015) observation, mining companies collaborate with communities in which they operate and even beyond, to initiate and fund projects that aim at economic and social development.

4.6 NADEF'S IMPACT ON LIVELIHOOD ENHANCEMENT OF COMMUNITY MEMBERS

While the focus of the study was to ascertain how CSR affects livelihood enhancement in mining communities, this enquiry specifically touched on this subject. Even though there is evidence from the respondents that the activities of NADeF had been impactful, there was the need to establish the kind of impact the community members had received.

Asked whether the NADeF had impacted the livelihoods of the various communities, *Respondent 2* noted that "...yes, all their projects and programmes has been beneficial" which was supported by *Respondent 3* "...yes it has, people have access to capital to support their business with the help of Pempamsie cooperative credit union" and *Respondent 4* as well who indicated "...yes, it has created jobs for some people in the community and improved school attendance".

Respondent 9 as well subscribed to the view of the other community member noting that “...yes, through the education and economic empowerment programmes” as well as *Respondent 10* who also indicated that “...their scholarship programmes have improved the knowledge base of the youth”.

Overall, the dilemma was allayed by views of the respondents as it was practically affirmed that NADeF’s impact in the communities had been positive and geared towards enhancing livelihoods of the community members. This is to say that, for the responses, it can be observed that the general view suggests that NADeF’s activities are viewed more in a positive light. This may as well be hinged on the back of Sadik’s (2014) argument that experts believe that Ghanaian gold mining companies are committed to contributing to the community through CSR (Sadik, 2013). This is because the organization’s moral and ethical contributions to the development of the immediate communities in and around their mining license areas were demonstrated through these voluntary practices and charity efforts (Boateng, 2017).

4.10 COMMUNITY MEMBERS’ PERCEPTION OF NEWMONT

Salient to the objectives of the study was ascertaining the perception held about Newmont based on the activities of NADeF by mining communities. On this exploration as well, it turned out the positive impact of NADeF’s activities had translated to a positive perception for Newmont.

Overall, the perception of Newmont could be said to be good and in a positive light because all respondents affirmed this position. *Respondent 7* for instance stated that “...Newmont is a mining company that has CSR at heart”. This position was as well agreed to by *Respondent 4* by noting that “...it is a mining company that supports community development projects”. *Respondent 1* on the other hand noted that they had a good perception of Newmont because “...it has provided employment, helped in the socio-economic activities”.

The views did not subside but continued to augment the perception of Newmont to be positive. This is because responses such as that of *Respondent 7* justifies this feat in that “...*there have been a number of youths who have been employed and are supporting their families*”. Then again, *Respondent 4* also shared the same sentiment “...*Newmont has brought a lot of development to the mine area communities*” with *Respondent 3* as well professing that the perception was positive because “...*there has been a surge in employment status of people in the communities*”.

With the trajectory the findings took, Stoyanov (2017) assessment can be seen here. This is because there is the argument that while CSR is alleviating for its recipients, it could have repelling effects on the organizations as well. This may as well be reason enough for organizations started to publish social and environmental reports and paid consultants to provide them with advice on how to improve their environmental and social performance while finding their stakeholders to establish actual dialogues with them as Slob (2004) points out.

4.9 COMMUNITY MEMBERS’ EXPECTATION OF NADEF

While the immediate challenges of the mining communities were minute, in the long-term, the community members had other reservations for NADeF. Among these expectations was that of *Respondent 7*’s suggestion that “...*Newmont must increase its contribution to the foundation to alleviate the poor status of the community members*” while *Respondent 7* added that “...*by introducing programmes and workshops to equip the youth with employable skills, improving the roads in the communities*”.

Respondent 1 was of the indication that NADeF should focus on forecasting that;

“...the community in the near future should be able to boast of; an educated youth by 80%, improved social amenities, skills development level up to 85% and advance educational infrastructure”

The expectations of other respondents such as *Respondent 2* “...access to portable water, improve security, health and education” and *Respondent 9* “...economic activities, improved infrastructure for education and health” were subtle and direct on their expectation of NADeF. In all, it could be concluded that the respondents were well vested in their expectations of NADeF as they did not fumble with their responses. The seriousness associated with the responses suggested that while NADeF was continuously undertaking impactful activities, they were optimistic NADeF would be with them for a longer period and had therefore informed their setting of long-term goals.

With CSR policies haven increasingly become incorporated into the strategic planning of companies, because it has become prudent for businesses to be responsive to society’s long-run needs and wants, optimizing the positive effects and minimizing the negative effects of its actions on society. Issifu (2016) for instance highlights that MNCs have a moral responsibility or obligation to maintain the physical environment and community in which they operate, as their actions frequently have negative consequences for the communities in which they operate, particularly in the extractive industry. In NADeF’s case, its CSR has to be proportional to its gain because content and scale of CSR activities depend on the relationship between societal expectations, managers’ attitude to what they think are legitimate societal expectations and business behavior in line with Lanis and Richardson’s (2013) assertion as alluded to earlier.

4.12 DISCUSSION OF FINDINGS

This discussion was anchored on a query put in place by the researcher with the focus of addressing the objective of the study which is to explore CSR and how it impacts livelihoods of mining communities with insight from NADeF. This therefore implies that the discussion as well touches on the sub-objectives developed by the researcher to guide the discourse. These sub-objectives

sought to assess how CSR affects livelihood enhancement in mining communities, find out if NADeF has improved the livelihood of the community members and ascertain the perception of held by the community members of Newmont Ghana.

On how CSR affects livelihood enhancement in mining communities, it was observed that overall, the effect was positive in the case of this study. Newmont's CSR operations, including as providing scholarships, building infrastructure, and developing human resources, are vital activities that help to improve the livelihood of the surrounding mining communities. This ties in to the view held by Lanis and Richardson (2013) which suggests that NADeF CSR has to be proportional to its gain because content and scale of CSR activities depend on the relationship between societal expectations, managers' attitude to what they think are legitimate societal expectations and business behavior.

That notwithstanding, as previously mentioned, the findings revealed that NADeF was primarily seen as a social support organization. Even though subtle, this goodwill emanating from the CSR activities in the long term validates Ofori, Nyuur, and S-Darko's (2014) view that 'doing good' necessitates a feeling of creativity in order to generate any substantial financial performance for the company which can be said to be a motivating factor for Newmont to continue embarking of these activities. This is because the majority of the activities attributed by respondents were primarily oriented toward improving the communities' livelihoods.

With regards to ascertaining if NADeF has improved the livelihood of the community members, the data sided with the assertion. The overwhelming opinion gathered revealed that the CSR activities NADeF carries out in the mining communities had a substantial beneficial influence to the indigenes. The findings from this enquiry thus debunks Sarpong's (2017) claim

that the wealth amassed by multinational corporations is often isolated from the communities they operate.

While Voegtlin and Pless (2014) notes that in recent years, the constant complaints of unethical and immoral behavior from host communities and governments has prompted many multinational corporations to pursue a more persuasive ethical strategy (Berliner and Prakash, 2015), this is not the case with Newmont and its surrounding community stakeholders. This could be seen in the respondents' enthusiasm, body language, and posture when discussing the impact of NADeF's activities within their communities. It was further revealed that this led to a high degree of approval and goodwill for NADeF's efforts and Newmont as a whole. As a result, it is reasonable to conclude that NADeF's activities had a good impact on community members' livelihoods.

In relation to the perception held by the community members of Newmont, it was established that the perception was viewed in the positive light. The findings gave credence to Baxi and Ray's (2012) notion that CSR has become one of the most significant components in developing a company's public image and reputation. This is because overall, it could be asserted that the perception of Newmont could be said to be good and in a positive light because all respondents affirmed this position. This is seen how some respondents indicated that "*...Newmont is a mining company that has CSR at heart*". It was realized that this was a widely held belief, based on the fact that the responses confirming these perspectives did not diminish, but instead continued to cement the good perception held by Newmont.

This is because responses such as that of Respondent 7's justification of the feat by suggesting that a lot of youths were employed and were able to support their family. Also, with regard to other expectations respondents had of NADeF, it was noticed that while NADeF was always engaging

in significant activities, they were optimistic that NADeF will remain with them for a longer period of time, which had influenced their long-term objectives setting. This could be attributed to the positive perception of NADeF and Newmont which is why more could be expected of the entities.

The implication of this assertion then is that for Newmont to continuously maintain the goodwill and positive perception held by the community members, NADeF has to put in place a sustainable plan. This because it ties into Mensah and Okyere's (2014) position that long term-proactive problem solving has to do with the organization's broad role which demands continuous, sustained contact with the people in the community.

4.13 CHAPTER SUMMARY

This chapter presented the findings of the study with an accompanying discussion. With the primary purpose of the study to probe how CSR affects livelihood enhancement in mining communities, the unique case of NADeF was the focus. In light of this, the researcher collected data from communities within which Newmont operates to help address the study's objective.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This chapter presents a summary of the findings of this study. This is then followed by an overview of the originality of the study as a concluding section and recommendations as well.

5.1 SUMMARY OF FINDINGS

With input from NADeF, the study's main goal was to investigate CSR and how it affects mining communities' livelihoods. In order to reach this aim, the researcher separated the objectives into sub-objectives to help with the process of accomplishing the overarching goal. These sub-objectives were to assess how CSR influences livelihood enhancement in mining communities, find out if NADeF has improved the livelihood of the community members and ascertain the perception of held by the community members of Newmont Ghana.

In attaining this end objective, the study employed the qualitative in-depth interview approach through which data was collected from one (1) community member each sourced from each of the ten (10) mining communities within which Newmont operates. In light of the research objectives, the study found that CSR influences livelihoods through the provision of jobs, educational support as well as infrastructure provision. Also, it was found that NADeF's CSR initiative have indeed helped improve the livelihood of the community members and that these activities have further affected their perception of Newmont Ghana which is in a positive light.

5.2 ORIGINALITY OF THE STUDY

While the study contributed to the limited literature on how CSR acts as a livelihood enhancement tool in mining space by demonstrating how CSR can be used to improve livelihoods in mining communities, the study also serves as a guide for investors, the Ghana Chamber of Mines (GCM),

and other mining stakeholders by providing information on how CSR can improve livelihoods. Again, because of Newmont's importance in the mining industry, the study also contributes to the growing literature on CSR in Sub-Saharan Africa, particularly in Ghana, strengthening the present understanding of how Ghana's mining industry views CSR initiatives. Further, due to the novelty in significance of the study, the findings is prime to informing national CSR policies in Ghana and Africa, as well as improve the worldwide intellectual conversation on CSR and livelihood enhancement.

5.3 CONCLUSION

The global mining sector has taken up the banner of CSR in recent years as a way of giving back to society, and this is also true in Ghana. Ghana's mining industry views CSR not only as a way of giving back to society, but also as a long-term community development strategy. As a result, mining firms work with communities in which they operate, as well as those outside of them, to create and fund programmes that promote economic and social development. Despite these efforts, valid questions regarding the projects' practicality and impact have been raised.

Concerns have now been raised regarding another grey area of CSR, namely the long-term viability of livelihoods. Although many infrastructural investments have helped these primarily rural communities expand and flourish, livelihood enhancement and sustainability appear to be a major barrier for CSR activities. In the example of NADeF, where Sustainable Development Committees (SDCs) have been established to drive the development agenda, it is yet to be seen whether this will translate into improved livelihoods for the communities over the longer term.

At the end of this study as well, it can be alluded to that, Newmont's CSR operations in the catchment region have been boosted by NADeF. Also, it was also discovered that NADeF's CSR initiatives improved the mining communities' livelihoods and that its efforts improved the

livelihoods of community members. The implication of this is what has led to the understanding that, as a result of the influence of NADeF's actions, the mining communities' view of Newmont is favorable. This therefore reaffirms the need to invest in CSR by organizations so that there can be a peaceful coexistence between organizations and their stakeholders from community in which they operate in.

5.4 RECOMMENDATION

The study recommends that businesses recognize and fulfill their social obligations. Even though it is not required, studies suggests that organizations who engage in CSR initiatives gain public support, which helps to improve their corporate image. In the long run, however, it is critical for organizations to consider including CSR components of their operations from the onset, as this will aid in their integration with the organization's long-term goals and objectives. This could be accomplished by enacting policies that incorporate CSR into annual forecasting and budgeting. In the long run, this will become the standard in the corporate world. In order to maintain the long-term viability of CSR activities as well, there must be participation in the strategic use of social investment budgets as well as the implementation of an effective audit/review mechanism to improve CSR quality. Furthermore, future research could be undertaken by replicating the study along the lines of adopting different methodologies to juxtapose the findings as it will help develop the discourse on livelihood enhancement in mining communities. Also, other variables such as company reputation and customer loyalty, to name a few can be focused on to present other valuable findings.

REFERENCES

- Ababio, F. and Boon, E.K., 2009. Corporate Social Responsibility in Ghana: Lessons from the Mining Sector. In *AIA09 Conference Proceedings, 29th Annual Conference of the International Association for Impact Assessment. Accra, Ghana, 23p. Available online at www.iaia.org.*
- Abbott, M.L. and McKinney, J., 2013. *Understanding and applying research design.* John Wiley and Sons.
- Advantage, C., 2020. Corporate Social Responsibility. *CSR and Socially Responsible Investing Strategies in Transitioning and Emerging Economies, 65.*
- Alhojailan, M.I., 2012. Thematic analysis: A critical review of its process and evaluation. *West East Journal of Social Sciences, 1(1), pp.39-47.*
- Akabzaa, T. and Darimani, A., 2001. Impact of mining sector investment in Ghana: A study of the Tarkwa mining region. *Third World Network, 11(2), pp.47-61.*
- Amankwah, R.K. and Anim-Sackey, C., 2003. Strategies for sustainable development of the small-scale gold and diamond mining industry of Ghana. *Resources Policy, 29(3-4), pp.131-138.*
- Amponsah-Tawiah, K. and Dartey-Baah, K., 2016. Corporate social responsibility in Ghana: A sectoral analysis. In *Corporate social responsibility in sub-Saharan Africa* (pp. 189-216). Springer, Cham.
- Amponsah-Tawiah, K. and Dartey-Baah, K., 2011. The mining industry in Ghana: a blessing or a curse. *International Journal of Business and Social Science, 2(12).*

Amponsah-Tawiah, K., Leka, S., Jain, A., Hollis, D. and Cox, T., 2014. The impact of physical and psychosocial risks on employee well-being and quality of life: The case of the mining industry in Ghana. *Safety Science*, 65, pp.28-35.

Andrews, N., Andrews, N. and Yurova, 2019. *Gold mining and the discourses of corporate social responsibility in Ghana*. Cham, Switzerland: Palgrave Macmillan.

Anlesinya, A., Amponsah-Tawiah, K., Adom, P.K., Damoah, O.B.O. and Dartey-Baah, K., 2020. The macro talent management, decent work and national well-being nexus: a cross-country and panel data analysis. *International Journal of Manpower*.

Ansah, J.W., 2012. Giving Back to Society: Reflections on the Politico-economic Dynamics of Corporate Social Responsibility in Ghana. *Journal of Arts and Social Sciences*, 1(1).

Archel, P., Husillos, J., Larrinaga, C. and Spence, C., 2009. Social disclosure, legitimacy theory and the role of the state. *Accounting, auditing and accountability journal*.

Arevalo, J.A. and Aravind, D., 2010. The impact of the crisis on corporate responsibility: the case of UN global compact participants in the USA. *Corporate Governance: The international journal of business in society*.

Arko, B., 2013. Corporate social responsibility in the large scale gold mining industry in Ghana. *Journal of Business and Retail Management Research*, 8(1), pp.81-90.

Armah, F.A., Obiri, S., Yawson, D.O., Afrifa, E.K., Yengoh, G.T., Olsson, J.A. and Odoi, J.O., 2011. Assessment of legal framework for corporate environmental behaviour and perceptions of residents in mining communities in Ghana. *Journal of Environmental Planning and Management*, 54(2), pp.193-209.

- Asante, G., 2017. Principles of Community Relations. Retrieved on 07/09/2021 from: http://www.academia.edu/29347804/MATHEWS_HISTORY_ASSIGNMENT
- Atuguba, R. and Dowuona-Hammond, C., 2006. Corporate social responsibility in Ghana. *A report to (FES-foundation), Ghana.*
- Baxi, C.V. and Ray, R.S., 2012. *Corporate social responsibility*. Vikas Publishing House.
- Bazeley, P., 2013. *Qualitative data analysis: Practical strategies*. sage.
- Brannen, J., 2017. Combining qualitative and quantitative approaches: an overview. *Mixing methods: Qualitative and quantitative research*, pp.3-37.
- Bell, E., Bryman, A. and Harley, B., 2018. *Business research methods*. Oxford university press.
- Berliner, D. and Prakash, A., 2015. “Bluewashing” the Firm? Voluntary Regulations, Program Design, and Member Compliance with the United Nations Global Compact. *Policy Studies Journal*, 43(1), pp.115-138.
- Birch, D., 2017. Corporate citizenship: Rethinking business beyond corporate social responsibility. In *Perspectives on corporate citizenship* (pp. 53-65). Routledge.
- Bloch, R. and Owusu, G., 2012. Linkages in Ghana’s gold mining industry: Challenging the enclave thesis. *Resources Policy*, 37(4), pp.434-442.
- Boateng, F., 2017. *Corporate social responsibility in the Ghanaian mining industry* (Doctoral dissertation, Walden University).
- Bosch-Badia, M.T., Montllor-Serrats, J. and Tarrazon, M.A., 2013. Corporate social responsibility from Friedman to Porter and Kramer.

- Boso, R.K., Afrane, S.K. and Inkoom, D.K., 2017. Motivations for providing CSR-mediated initiatives in mining communities of Ghana: a multiple-case study. *International Journal of Corporate Social Responsibility*, 2(1), pp.1-15.
- Brew, Y., Junwu, C. and Addae-Boateng, S., 2015. Corporate social responsibility activities of mining companies: The views of the local communities in Ghana. *American Journal of Industrial and Business Management*, 5(06), p.457.
- Burke, L. and Logsdon, J.M., 1996. How corporate social responsibility pays off. *Long range planning*, 29(4), pp.495-502.
- Burlea, A.S. and Popa, I., 2013. Legitimacy theory. *Encyclopedia of corporate social responsibility*, 21, pp.1579-1584.
- Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D. and Walker, K., 2020. Purposive sampling: complex or simple? Research case examples. *Journal of Research in Nursing*, 25(8), pp.652-661.
- Carroll, A.B., 2016. Carroll's pyramid of CSR: taking another look. *International journal of corporate social responsibility*, 1(1), pp.1-8.
- Carroll, A.B., 2015. Corporate social responsibility. *Organizational dynamics*, 44(2), pp.87-96.
- Carroll, A.B. and Buchholtz, A.K., 2015. Corporate citizenship: social responsibility, responsiveness, and performance. *Classics of organization theory*, 439.
- Cetindamar, D., 2007. Corporate social responsibility practices and environmentally responsible behavior: The case of the United Nations Global Compact. *Journal of business Ethics*, 76(2), pp.163-176.

- Chelli, M., Durocher, S. and Richard, J., 2014. France's new economic regulations: insights from institutional legitimacy theory. *Accounting, Auditing and Accountability Journal*.
- Clarke, V. and Braun, V., 2014. Thematic analysis. In *Encyclopedia of critical psychology* (pp. 1947-1952). Springer, New York, NY.
- Cochran, P.L., 2007. The evolution of corporate social responsibility. *Business horizons*, 50(6), pp.449-454.
- Crane, A. and Matten, D., 2020. COVID-19 and the future of CSR research. *Journal of Management Studies*.
- Creswell, J.W., 2015. Revisiting mixed methods and advancing scientific practices. In the Oxford handbook of multimethod and mixed methods research inquiry.
- Creswell, J.W. and Creswell, J.D., 2017. *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Crowther, D., 2008. *Corporate social responsibility*. Bookboon.
- CSR Weltweit, 2012. Ghana - The role of CSR. Retrieved on 08/09/2021 from: <http://www.csrweltweit.de/en/laenderprofile/profil/ghana/index.html>
- Damanka, E.E., 2016. *Corporate Social Responsibility (CSR) in the Ghanaian Gold Mining Industry: Does Leadership Matter?* (Doctoral dissertation, University Of Ghana).
- Dartey-Baah, K., Amponsah-Tawiah, K. and Aratuo, D., 2012. Emerging "Dutch disease" in emerging oil economy: Ghana's perspective. *Society and business review*.
- Deegan, C., 2014. An overview of legitimacy theory as applied within the social and environmental accounting literature. *Sustainability accounting and accountability*, pp.266-290.

- Deegan, C.M., 2019. Legitimacy theory: Despite its enduring popularity and contribution, time is right for a necessary makeover. *Accounting, Auditing and Accountability Journal*.
- Denscombe, M., 2014. *The good research guide: for small-scale social research projects*. McGraw-Hill Education (UK).
- Denzin, N.K. and Lincoln, Y.S. eds., 2011. *The Sage handbook of qualitative research*. sage.
- Dery Tuokuu, F.X., Idemudia, U., Bawelle, E.B.G. and Baguri Sumani, J.B., 2020, February. Criminalization of “galamsey” and livelihoods in Ghana: Limits and consequences. In *Natural Resources Forum* (Vol. 44, No. 1, pp. 52-65). Oxford, UK: Blackwell Publishing Ltd.
- Durrheim, K., 2006. Research design. *Research in practice: Applied methods for the social sciences*, 2, pp.33-59.
- Elmir, R., Schmied, V., Jackson, D. and Wilkes, L., 2011. Interviewing people about potentially sensitive topics. *Nurse researcher*, 19(1).
- Elo, S. and Kyngäs, H., 2008. The qualitative content analysis process. *Journal of advanced nursing*, 62(1), pp.107-115.
- Emmanuel, A.Y., Jerry, C.S. and Dzigbodi, D.A., 2018. Review of environmental and health impacts of mining in Ghana. *Journal of Health and Pollution*, 8(17), pp.43-52.
- Essah, M. and Andrews, N., 2016. Linking or de-linking sustainable mining practices and corporate social responsibility? Insights from Ghana. *Resources Policy*, 50, pp.75-85.
- Etikan, I., Musa, S.A. and Alkassim, R.S., 2016. Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics*, 5(1), pp.1-4.

Fernando, S. and Lawrence, S., 2014. A theoretical framework for CSR practices: Integrating legitimacy theory, stakeholder theory and institutional theory. *Journal of Theoretical Accounting Research*, 10(1), pp.149-178.

Franco, S., Caroli, M.G., Cappa, F. and Del Chiappa, G., 2020. Are you good enough? CSR, quality management and corporate financial performance in the hospitality industry. *International Journal of Hospitality Management*, 88, p.102395.

Freeman, R.E., 2010. *Strategic management: A stakeholder approach*. Cambridge university press.

Friedman, M., 2007. The social responsibility of business is to increase its profits. In *Corporate ethics and corporate governance* (pp. 173-178). Springer, Berlin, Heidelberg.

Garriga, E. and Melé, D., 2004. Corporate social responsibility theories: Mapping the territory. *Journal of business ethics*, 53(1), pp.51-71.

Gestwicki, C., 2015. *Home, school, and community relations*. Cengage Learning.

Ghana Chamber of Mines, 2005. *The impact of mining on local economy*. Annual report of the Chamber of Mines, Accra, Ghana.

Ghana Chamber of Mines, 2020. *The impact of mining on local economy*. Annual report of the Chamber of Mines, Accra, Ghana.

Ghana Chamber of Mines, 2016. *Ghana Chamber of Mines Factoid*. Accra, Ghana.

Gibson, J.L., Caldeira, G.A. and Spence, L.K., 2005. Why do people accept public policies they oppose? Testing legitimacy theory with a survey-based experiment. *Political Research Quarterly*, 58(2), pp.187-201.

Grandy, G., Mills, A.J., Durepos, G. and Wiebe, E., 2010. *Encyclopedia of case study research* (No. 175). Thousand Oaks, CA: Sage. Retrieved from <http://methods.sagepub.com/reference/encyc-of-case-study-research>.

Groenewald, T., 2004. A phenomenological research design illustrated. *International journal of qualitative methods*, 3(1), pp.42-55.

Guest, G., MacQueen, K.M. and Namey, E.E., 2012. Introduction to applied thematic analysis. *Applied thematic analysis*, 3(20), pp.1-21.

Guest, G., Namey, E. and Mitchell, M., 2013. In-depth interviews. *Collecting Qualitative Data: A Field Manual for Applied Research [online]*, pp.113-171.

Hesse-Biber, S.N. and Leavy, P., 2010. *The practice of qualitative research*. Sage.

Hilson, G., 2010. Child labour in African artisanal mining communities: Experiences from Northern Ghana. *Development and Change*, 41(3), pp.445-473.

Hinson, R., Boateng, R. and Madichie, N., 2010. Corporate social responsibility activity reportage on bank websites in Ghana. *International Journal of Bank Marketing*.

Hope, A. and Kwarteng, A., 2014. CSR and Sustainable Development in the Mining Industry: The case of Newmont Ghana Gold.

Hummel, K. and Schlick, C., 2016. The relationship between sustainability performance and sustainability disclosure—Reconciling voluntary disclosure theory and legitimacy theory. *Journal of accounting and public policy*, 35(5), pp.455-476.

Husted, B.W. and Allen, D.B., 2007. Strategic corporate social responsibility and value creation among large firms: lessons from the Spanish experience. *Long range planning*, 40(6), pp.594-610.

Idemudia, U., Kwakyewah, C. and Muthuri, J., 2020. Mining, the environment, and human rights in Ghana: An area of limited statehood perspective. *Business Strategy and the Environment*, 29(7), pp.2919-2926.

International Trade Administration, 2021. Mining Industry Equipment. Retrieved on 08/09/2021 from: <https://www.trade.gov/knowledge-product/ghana-mining-industry-equipment>

Issifu, A.K., 2016. Corporate responsibility in peace building, conflict prevention and development: The role of the mining sector in Ghana. *Journal of Interdisciplinary Conflict Science*, 2(2), p.2.

Jamshed, S., 2014. Qualitative research method-interviewing and observation. *Journal of basic and clinical pharmacy*, 5(4), p.87.

Joffe, H., 2012. Thematic analysis. *Qualitative research methods in mental health and psychotherapy: A guide for students and practitioners*, 1, pp.210-223.

Kamlongera, P.J., 2013. The mining boom in Malawi: implications for community development. *Community Development Journal*, 48(3), pp.377-390.

Kane, G.C., Fichman, R.G., Gallagher, J. and Glaser, J., 2009. Community relations 2.0. *Harvard business review*, 87(11), pp.45-50.

Kansake, B.A., Kaba, F.A., Dumakor-Dupey, N.K. and Arthur, C.K., 2019. The future of mining in Ghana: Are stakeholders prepared for the adoption of autonomous mining systems?. *Resources Policy*, 63, p.101411.

Kemp, D. and Owen, J.R., 2013. Community relations and mining: Core to business but not “core business”. *Resources Policy*, 38(4), pp.523-531.

Ketola, T., 2006. From CR-psychopaths to responsible corporations: waking up the inner Sleeping Beauty of companies. *Corporate Social Responsibility and Environmental Management*, 13(2), pp.98-107.

Korah, P.I., Nunbogu, A.M., Cobbinah, P.B. and Akanbang, B.A.A., 2019. Analysis of livelihood issues in resettlement mining communities in Ghana. *Resources Policy*, 63, p.101431.

Kotler, P. and Lee, N., 2005. Best of breed: When it comes to gaining a market edge while supporting a social cause, “corporate social marketing” leads the pack. *Social marketing quarterly*, 11(3-4), pp.91-103.

Kumi, E., Yeboah, T. and Kumi, Y.A., 2020. Private sector participation in advancing the sustainable development goals (SDGs) in Ghana: Experiences from the mining and telecommunications sectors. *The Extractive Industries and Society*, 7(1), pp.181-190.

Kusi-Sarpong, S., Sarkis, J. and Wang, X., 2016. Assessing green supply chain practices in the Ghanaian mining industry: A framework and evaluation. *International Journal of Production Economics*, 181, pp.325-341.

Lanis, R. and Richardson, G., 2013. Corporate social responsibility and tax aggressiveness: a test of legitimacy theory. *Accounting, Auditing and Accountability Journal*.

Lawson, E.T. and Bentil, G., 2014. Shifting sands: changes in community perceptions of mining in Ghana. *Environment, development and sustainability*, 16(1), pp.217-238.

Lin, C.P., Lyau, N.M., Tsai, Y.H., Chen, W.Y. and Chiu, C.K., 2010. Modeling corporate citizenship and its relationship with organizational citizenship behaviors. *Journal of Business Ethics*, 95(3), pp.357-372.

Lindgreen, A. and Swaen, V., 2010. Corporate social responsibility.

Luiz, J.M. and Ruplal, M., 2013. Foreign direct investment, institutional voids, and the internationalization of mining companies into Africa. *Emerging Markets Finance and Trade*, 49(4), pp.113-129.

Macellari, M., Yuriev, A., Testa, F. and Boiral, O., 2021. Exploring bluewashing practices of alleged sustainability leaders through a counter-accounting analysis. *Environmental Impact Assessment Review*, 86, p.106489.

Maconachie, R. and Hilson, G., 2011, November. Safeguarding livelihoods or exacerbating poverty? Artisanal mining and formalization in West Africa. In *Natural Resources Forum* (Vol. 35, No. 4, pp. 293-303). Oxford, UK: Blackwell Publishing Ltd.

Mahmoud, M.A. and Hinson, R.E., 2012. Market orientation in a developing economy public institution: Revisiting the Kohli and Jaworski's framework. *International Journal of Public Sector Management*.

Marczyk, G.R., DeMatteo, D. and Festinger, D., 2010. *Essentials of research design and methodology* (Vol. 2). John Wiley and Sons.

Mason, J., 2017. *Qualitative researching*. sage.

Mensah, S.O. and Okyere, S.A., 2014. Mining, environment and community conflicts: A study of company-community conflicts over gold mining in the Obuasi Municipality of Ghana. *Journal of Sustainable Development Studies*, 5(1).

Mustafa, S.A., Othman, A.R. and Perumal, S., 2012. Corporate social responsibility and company performance in the Malaysian context. *Procedia-Social and Behavioral Sciences*, 65, pp.897-905.

- Mousa, G. and Hassan, N.T., 2015. Legitimacy theory and environmental practices: Short notes. *International Journal of Business and Statistical Analysis*, 2(01).
- Murombo, T., 2013. Regulating mining in South Africa and Zimbabwe: Communities, the environment and perpetual exploitation. *Law Env't and Dev. J.*, 9, p.31.
- Myers, J.L., Well, A.D. and Lorch Jr, R.F., 2013. *Research design and statistical analysis*. Routledge.
- Narula, S.A., Magray, M.A. and Desore, A., 2017. A sustainable livelihood framework to implement CSR project in coal mining sector. *Journal of Sustainable Mining*, 16(3), pp.83-93.
- Ndzibah, E., 2009. CSR in Ghana? Diversity should not mean dumping. *Management of Environmental Quality: An International Journal*.
- Ndzibah, E., 2009. Diffusion of solar solution in developing countries—focus group study in Ghana. In *Conference Proceedings of the Greening of Industry—JAOCC, Aalborg*.
- Noy, C., 2008. Sampling knowledge: The hermeneutics of snowball sampling in qualitative research. *International Journal of social research methodology*, 11(4), pp.327-344.
- Nyuur, R.B., Ofori, D.F. and Debrah, Y.A., 2016. The impact of FDI inflow on domestic firms' uptake of CSR activities: The moderating effects of host institutions. *Thunderbird International Business Review*, 58(2), pp.147-159.
- Ofori, D.F. and Hinson, R.E., 2007. Corporate social responsibility (CSR) perspectives of leading firms in Ghana. *Corporate Governance: The international journal of business in society*.
- Ofori, D.F., S-Darko, M.D. and Nyuur, R.B., 2014. Corporate social responsibility and financial performance: Fact or fiction? A look at Ghanaian banks. *Acta Commercii*, 14(1), pp.1-11.

Oppong, S.H., 2013. The problem of sampling in qualitative research. *Asian journal of management sciences and education*, 2(2), pp.202-210.

Orlitzky, M., Schmidt, F.L. and Rynes, S.L., 2003. Corporate social and financial performance: A meta-analysis. *Organization studies*, 24(3), pp.403-441.

Owusu-Ansah, D., Brenya, E. and Damtar, D., 2015. Corporate social responsibility of mining companies in Ghana: The case of Newmont Ghana Gold Limited at Ahafo. *Journal of Social and Development Sciences*, 6(4), pp.52-70.

Owusu-Koranteng, H., 2004, October. Environment, water and health impacts on women due to mining: The case of Wassa West and Adansi West districts of Ghana. In *Third International Women and Mining Conference, Visakhapatnam, India* (pp. 1-9).

Palinkas, L.A., Horwitz, S.M., Green, C.A., Wisdom, J.P., Duan, N. and Hoagwood, K., 2015. Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and policy in mental health and mental health services research*, 42(5), pp.533-544.

Pathak, V., Jena, B. and Kalra, S., 2013. Qualitative research. *Perspectives in clinical research*, 4(3).

Porter, M., Kramer, M. and Randall-Raconteur, J., 2006. 9. So what now?. *Harvard Business Review*.

Preuss, L., Barkemeyer, R. and Glavas, A., 2016. Corporate social responsibility in developing country multinationals: identifying company and country-level influences. *Business Ethics Quarterly*, 26(3), pp.347-378.

PRMR Inc., 2016. How important is Community Relations to a company [Blog, 3 May]. Retrieved on 08/09/2021 from: <http://www.prmrinc.net/blog/how-important-is-community-relations-to-a-company>

Peck, P. and Sinding, K., 2003. Environmental and social disclosure and data richness in the mining industry. *Business Strategy and the Environment*, 12(3), pp.131-146.

Puplampu, B.B. and Dashwood, H.S., 2011. Organizational antecedents of a mining firm's efforts to reinvent its CSR: The case of Golden Star Resources in Ghana 1. *Business and Society Review*, 116(4), pp.467-507.

Quartey, S.H. and Quartey, E.H., 2015. Institutional Stakeholder-Driven Corporate Social Responsibility Understanding and Practices among Managers: The Case of Ghana's High-Risk Industries. *International Journal of Business and Management*, 10(7), p.145.

Rashid, Y., Rashid, A., Warraich, M.A., Sabir, S.S. and Waseem, A., 2019. Case study method: A step-by-step guide for business researchers. *International Journal of Qualitative Methods*, 18, p.1609406919862424.

Sadik, A., 2013. *Corporate social responsibility and the gold mining industry: The Ghana experience*. Montclair State University.

Salkind, N.J. ed., 2010. *Encyclopedia of research design* (Vol. 1). sage.

Sandaruwan, H.M.T.G.C. and Ajward, R., 2017. The relationship between corporate social responsibility and financial performance: The effect of easy access to capital and managerial ownership. *Sri Lankan Journal of Management*, 22(2), pp.73-105.

- Sarpong, S., 2017. Corporate social responsibility in Ghana: issues and concerns. In *Corporate Social Responsibility in Times of Crisis* (pp. 191-205). Springer, Cham.
- Sarpong, S.A., 2010. *Multinationals and the social perspectives: an assessment of the mining communities in Western Ghana* (Doctoral dissertation, Cardiff University).
- Schwartz-Shea, P. and Yanow, D., 2013. *Interpretive research design: Concepts and processes*. Routledge.
- Scott, C. and Medaugh, M., 2017. Axial coding. *The international encyclopedia of communication research methods*, 10, p.9781118901731.
- Shabana, K.M., Buchholtz, A.K. and Carroll, A.B., 2017. The institutionalization of corporate social responsibility reporting. *Business and Society*, 56(8), pp.1107-1135.
- Shaheen, M. and Pradhan, S., 2019. Sampling in qualitative research. In *Qualitative techniques for workplace data analysis* (pp. 25-51). IGI Global.
- Shepherd, M., 2016. Interview methods for project management research. In *Designs, methods and practices for research of project management* (pp. 215-232). Routledge.
- Siawor-Robertson, D. and Awaworyi Churchill, S., 2015. The mining industry and corporate social responsibility: Evidence from two mining communities in Ghana.
- Silverman, D. ed., 2020. *Qualitative research*. Sage.
- Simpson, S.N.Y. and Aprim, E.K., 2018. Do corporate social responsibility practices of firms attract prospective employees? Perception of university students from a developing country. *International Journal of Corporate Social Responsibility*, 3(1), pp.1-11.

- Slob, B., 2004. Civil society organizations and CSR: joining hands in Europe and Latin America. *Centre for Research on Multinational Corporations–SOMO*. Disponible en: http://somo.nl/publicationsen/Publication_363/at_download/fullfile (consultado el 23 Junio 2009).
- Smith, N.C., 2003. Corporate social responsibility: whether or how?. *California management review*, 45(4), pp.52-76.
- Speziale, H.S., Streubert, H.J. and Carpenter, D.R., 2011. *Qualitative research in nursing: Advancing the humanistic imperative*. Lippincott Williams and Wilkins.
- Spiegel, S.J., Ribeiro, C.A., Sousa, R. and Veiga, M.M., 2012. Mapping spaces of environmental dispute: GIS, mining, and surveillance in the Amazon. *Annals of the Association of American Geographers*, 102(2), pp.320-349.
- Standing, A. and Hilson, G., 2013. Distributing mining wealth to communities in Ghana: Addressing problems of elite capture and political corruption. *U4 Issue*.
- Stiglitz, J.E., 2017. The overselling of globalization. *Business Economics*, 52(3), pp.129-137.
- Stoyanov, P., 2017. Corporate social responsibility and corporate image building. *Economics and Finance N*, 8, pp.4-11.
- Suchman, M.C., 1995. Managing legitimacy: Strategic and institutional approaches. *Academy of management review*, 20(3), pp.571-610.
- Suri, H., 2011. Purposeful sampling in qualitative research synthesis. *Qualitative research journal*.
- Sutton, J. and Austin, Z., 2015. Qualitative research: Data collection, analysis, and management. *The Canadian journal of hospital pharmacy*, 68(3), p.226.
- Tesch, R., 2013. *Qualitative research: Analysis types and software*. Routledge.

- Tongco, M.D.C., 2007. Purposive sampling as a tool for informant selection. *Ethnobotany Research and applications*, 5, pp.147-158.
- Turner, D.P., 2020. Sampling methods in research design.
- Ullmann, A.A., 1985. Data in search of a theory: A critical examination of the relationships among social performance, social disclosure, and economic performance of US firms. *Academy of management review*, 10(3), pp.540-557.
- Valentine, S. and Fleischman, G., 2008. Professional ethical standards, corporate social responsibility, and the perceived role of ethics and social responsibility. *Journal of Business Ethics*, 82(3), pp.657-666.
- Vishwanathan, P., van Oosterhout, H., Heugens, P.P., Duran, P. and Van Essen, M., 2020. Strategic CSR: A concept building meta-analysis. *Journal of Management studies*, 57(2), pp.314-350.
- Voegtlin, C. and Pless, N.M., 2014. Global governance: CSR and the role of the UN Global Compact. *Journal of Business Ethics*, 122(2), pp.179-191.
- Vogel, D.J., 2005. Is there a market for virtue?: The business case for corporate social responsibility. *California management review*, 47(4), pp.19-45.
- Williams, M. and Moser, T., 2019. The art of coding and thematic exploration in qualitative research. *International Management Review*, 15(1), pp.45-55.
- Wimmer, R.D. and Dominick, J.R., 2009. Research in media effects. *Mass Media Research: An introduction*. 9th ed. Boston: MA: Cenag

Windsor, D., 2017. Corporate citizenship: Evolution and interpretation. In *Perspectives on corporate citizenship* (pp. 39-52). Routledge.

Wright-St Clair, V., 2014. Doing (interpretive) phenomenology. In *Qualitative research methodologies for occupational science and therapy* (pp. 69-85). Routledge.

Yankson, P.W., 2010. Gold mining and corporate social responsibility in the Wassa West district, Ghana. *Development in Practice*, 20(3), pp.354-366.

Yeomans, L., 2017. *Qualitative methods in business research*.

Zelditch Jr, M., 2020. *Legitimacy theory* (pp. 340-371). Stanford University Press.

Zhongming, Z., Linong, L., Wangqiang, Z. and Wei, L., 2019. Government continues deregulation agenda for business.

APPENDIX
INTERVIEW GUIDE FOR RESPONDENTS

Dear Respondent,

I am a graduate student of the Ghana Institute of Journalism and undertaking a study title “AN ASSESSMENT OF CSR ON LIVELIHOOD ENHANCEMENT IN MINING COMMUNITIES: A CASE STUDY OF NEWMONT AHAFO DEVELOPMENT FOUNDATION”. The research is being carried out as part of the requirements for receiving a Master’s degree in Public Relations. The purpose of this questionnaire is to elicit information in order to achieve the study goals.

Please give your honest view on the problems mentioned, as the information gathered will be kept in strict confidence. Also, if you feel uncomfortable with the line of questioning at any point, you can stop with the procedure. Thank you for your co-operation.

INTERVIEW GUIDE FOR COMMUNITY MEMBERS

1. Do you know what NAPPDeF is?
2. What can you tell me about their activities?
3. How does the work of Newmont do affect you?
4. Does Newmont undertake any activities which improves your livelihood?
5. Generally, are you of the view that the Foundation have had a positive impact on the community?
6. What are some of the challenges you face as a community?
7. In what ways do you think the Foundation can help resolve these challenges?
8. Does Newmont's action affect your perception of it?
9. What is your perception of Newmont?
10. Generally, do you think the presence of Newmont has made any positive impact on the livelihoods of the communities?