

**EVALUATING CORPORATE SOCIAL RESPONSIBILITY OF MINING
COMPANIES IN GHANA FOR SUSTAINABLE DEVELOPMENT OF
STAKEHOLDER COMMUNITIES: A CASE STUDY OF ASANKO GOLD GHANA
LIMITED**

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the requirements for the degree of

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DECLARATION

I hereby declare that this submission is my own work and that to the best of my knowledge and beliefs, it contains no materials previously published or written by another person nor materials which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement is made in the thesis.

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ABSTRACT

One of the important targets of most Corporate Social Responsibility (CSR) efforts or programmes of mining companies are the local communities, which are known to be often negatively affected by mining operations. CSR programmes, among other things, are expected to contribute significantly to sustainable development of these communities. Unfortunately, the actual impact of CSR projects and programmes of mining firms on social, economic and environmental development of local communities is a subject of a long-standing debate over the years. This study was carried out with the general aim of assessing the corporate social responsibility (CSR) contribution towards sustainable development in the stakeholder communities by the mining company, Asanko Gold Ghana Limited (AGGL). The first research objective was to identify the CSR programmes provided by the AGGL for developing the stakeholder communities. The second research objective was to evaluate the extent of involvement of the community in CSR programmes of AGGL. The third research objective was to determine the challenges AGGL faces in discharging its CSR to the stakeholder communities. The population for the study was made up of all the twenty-three (AGGL, 2016) communities identified by AGGL as its stakeholder communities and the mining company, AGGL. The target population was made up of 2,537 units which consisted of all the representatives of the communities in the local government assembly unit committee members, traditional chiefs and elders, personnel of community department unit of AGGL, and the community residents who had been compensated by the company. A sample of 348 respondents were used in the analysis, this had been selected from the population through stratified and simple random sampling techniques. The first findings of the research was that vocational and technical skill training programmes for the youth of the stakeholder communities was reported as a key CSR programme of the mining company. However, there were other essential areas for sustainable development of the stakeholder communities, but were not adequately addressed by the CSR programmes. The second research finding was that in spite of the number of engagements the company had had with various stakeholders at higher levels, it seemed that the local and ordinary members of the communities felt they are not adequately engaged by AGGL on CSR programmes. Thirdly, the study found that most respondents perceived the impact of divergent views of community members on the type of CSR as a challenge affecting CSR performance of the company. The ad hoc and reactive approach which largely seems to characterize the CSR efforts of the company, may also be attributed to the lack of a clear framework put together by both the central government and local governments as a road map of real transformation of communities affected by mining. One of the recommendations was that the scope of AGGL's CSR programmes need to be broadened to address other essential developmental needs of the communities. Another recommendation made was that AGGL should step up its efforts in broadly consulting, engaging and involving the stakeholder communities in its CSR programmes. It was also recommended that AGGL should take advantage of these diverse views, into account when determining the various CSR programmes that could be implemented to address the needs of the communities for sustainable development.

Key Words: Corporate social responsibility programmes, stakeholder communities, sustainable development, mining company

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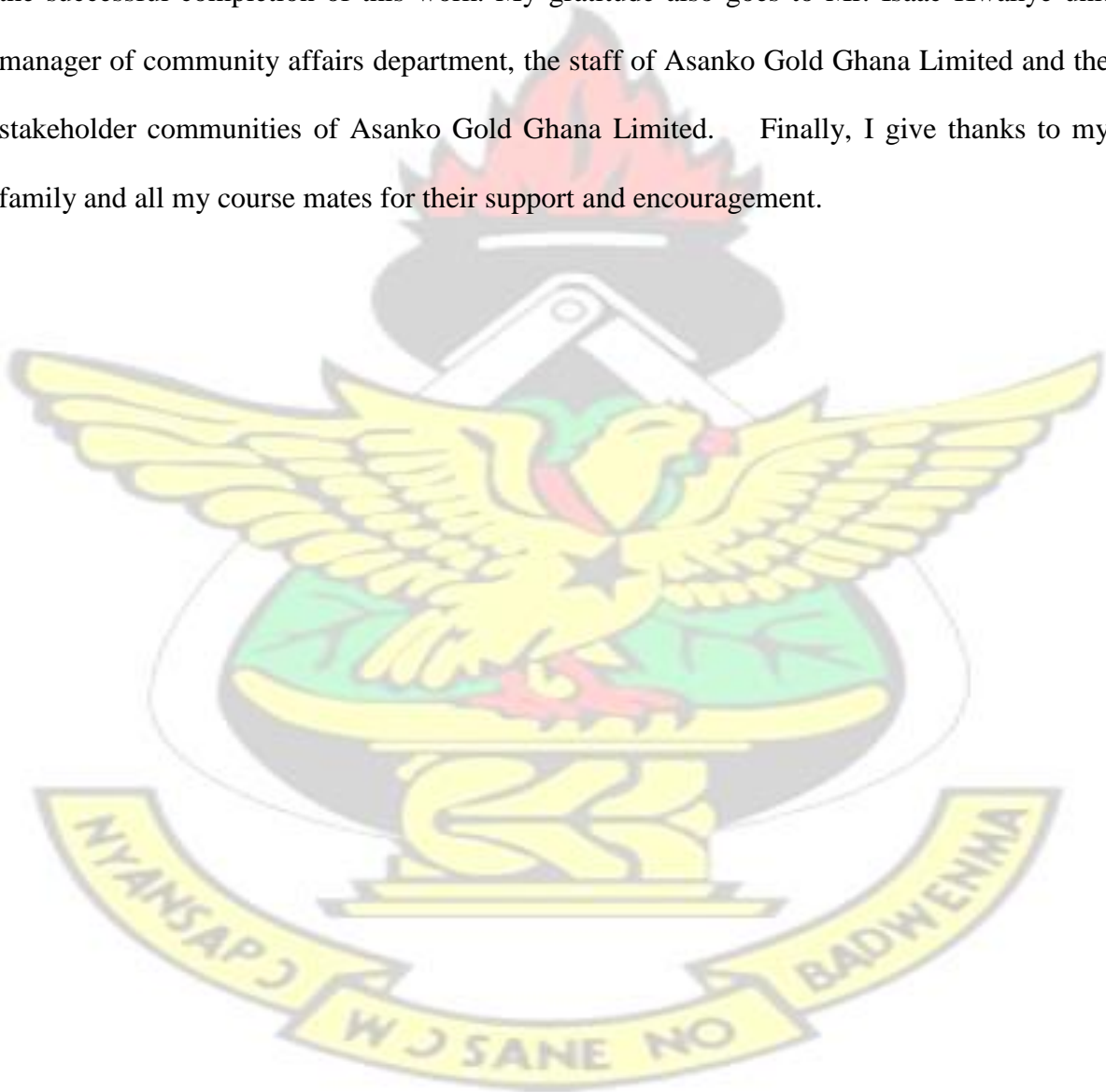
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DEDICATION

I dedicate this work to Asanko Gold Ghana Limited

KNUST



CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The extraction of natural resources has been part and parcel of human activities on the surface of the planet Earth. One form of activity of natural resource extraction is mining. Indeed, mining is regarded as an ancient occupation in the history of mankind; people who lived thousands of years ago also engaged in one form of mining activity or the other (Doneghue, 2008). With reference to the West African Region, Quarshie et al. (2009) claims that 'Gold mining had been carried out by the natives (ancient people of West Africa) for thousands of years long before the Phoenicians landed on the Guinea Coast of West Africa.' As an expanding industry, mining is perceived to offer greater opportunities for economic and social development. Ranked currently as the fifth largest industry in the world (Wood, 2016), mining plays a significant role in world economic development, and constitutes a substantial part of trade. Thus, many countries have turned their attention to exploiting their mineral wealth to support their economic development. Doneghue (2008) states that mining is an important economic activity which has the potential of contributing to the development of areas endowed with mineral resources. While this assertion has not been disputed, there are many concerns about the actual contribution of mining to the development of the areas which are endowed with mineral wealth.

As far as Ghana is concerned, mining is a major economic activity in the country. Ghana produces minerals such gold, diamond, manganese, and bauxite. Among all the major countries producing gold in the world, Ghana, since 2001, has always been ranked among the top 15 countries with the largest production of gold (Ghana Chamber of Mines, 2011). In

view of the numerous benefits derived from mining, Government of Ghana, since 1981, has made conscious effort to attract more direct foreign investment to the mining sector in the country. The Government of Ghana implemented the Structural Adjustment Programme in early 1980s and some of the resultant effects of this programme included the liberalization of the mining sector, as the Government sold out its majority shares of the state owned mining companies to private firms most of which were foreign companies (Addo, 2012). Since then the number of large-scale mining companies investing in mining projects in Ghana continues to rise by the day. Some of the benefits associated with mining include job creation, development of private business ventures and increase in local revenue to both the central and local government (Amponsah-Tawiah and Dartey-Baah, 2011).

Though mining is considered as an important economic activity, there are concerns about the destructive nature of this industry. There is plethora of cases as evidence to support the position that mining in general has a lot of negative impact, particularly on the natural environment (Wood, 2016). While mining firms operating in developing economies have made significant contribution towards improving social development by creation of jobs, payment of taxes, creating industrial bases, improving efficiency, earning of foreign exchange and technology transfer, they have also been associated with widening the gap between the rich and the poor; creating disparities in conditions of employment, and polluting the environment. Furthermore, mining firms have been accused of contributing to increasing deforestation, forcibly displacing local communities from their lands, failing in health and safety control, unleashing civil and human rights abuses, and contributing to spread of diseases, particularly HIV/AIDS. (Thomson and Joyce 1997). In response to the criticisms that mining operations are very destructive and disruptive, mining firms have

recent years shown some level of concern toward engaging in activities and projects aimed at mitigating the negative effect of their operations as well as enhancing their corporate image. (Twerefuo, 2014) indicates that most of these efforts come under what is popularly referred to as ‘corporate social responsibility’ (CSR). There are several stakeholders of mining project, and a particular group of stakeholders who are often known to be negatively affected by mining operations, especially large scale mining, are the communities where the mineral deposits are found. Thus, one of the important targets of most CSR efforts are the local communities Twerefuo, (2014). However, in Ghana, it is uncommon to see that not much is done by the mining companies by way of executing various developmental projects to enhance the living conditions of local communities in a sustainable way. This situation witnessed in Ghana is a common phenomenon in many countries that the regions which are rich in minerals are losing out economically to those that are not. It was reported in the People’s Daily Graphic edition of May 23, 2019, that the Board Chairman of the Minerals Commission of Ghana, Mr. S.K. Bofo, had lamented the poor infrastructure, poor physical development and poverty in most mining communities in Ghana.

The CSR contribution of mining companies to the development of their stakeholder communities is now viewed from a perspective of sustainable development (Goedkngt, 2012). Goedkngt posits that an important aspect of sustainable development is concerned with ensuring balance or harmony in environmental, social, and economic interests both in the short and long term. Change towards sustainability, therefore necessitates change in all the three pillars of the triple bottom line: social, economic and environmental improvement. CSR programmes need to consider the various dimensions of sustainable development such that the exploitation of mineral resources would enable the present generation to meet their

own needs without compromising the ability of future generations to also meet their needs (Brundtland Commission, 1987).

The question one may ask is, in what way can local communities in mining areas can benefit from sustainable development of their areas through exploitation of mineral resources in their communities by mining companies? Perhaps the best answer lies with the actions of authorities that be, that is the government, and the legal frameworks that are put in place to guarantee that the issue of sustainable community development prioritized in the CSR agenda of mining firms in the country.

1.2 Problem Statement

Profits motive or economic gains ultimately continue to drive mining projects to the neglect of communities which live on or close to the mineral resource (Madeley, 1999). The paradox of one having riches yet one is wallowing in abject poverty is lucidly illustrated by the prevailing situation in the mining sector of many countries, including Ghana. How could a country like Ghana, endowed with a lot of mineral resources, is poor? How could communities residing close to mineral wealth could be said to lead a life of impoverishment and be underdeveloped? Apart from the fact that mining communities in Ghana have not seen any significant benefits from mining operations in their localities (Appiah, 2014), it is the case that mining operations, especially those on large scale, have attracted a lot of resistance from local communities for several reasons relating to the negative impact of their operations (Yelpaala and Ali, 2005). The concerns often raised by communities include destruction of livelihood, environmental degradation, displacement for people from their original settlement, destruction of sacred places and health and safety (Badu, 2012). In spite

of these concerns by local people, at the end of the day, mining companies are given the green light to operate. This is so because of the support the central government gives to these companies by way of law (Amposah - Tawiah and Darty-Baah, 2011).

With promise of development and economic opportunities created by a mining project, local communities certainly do share some expectations of the mining operations in their locality. Through CSR projects, mining firms seek to contribute to the development of local communities by designing several developmental projects for such communities (Obara and Jenkin, 2008). In fact, CSR projects are largely means by which mining firms strive at meeting the expectations of the local communities to secure their continual support and cooperation for mining operations.

Unfortunately, CSR projects and programmes of mining firms have not been able to take the local communities out of the woods of underdevelopment, as these projects are sometimes limited in scale and the financial commitments of some of the mining companies toward such development agenda have not been sufficient or been abused (Amponsah Tawiah and Dartey Baah, 2011). A significant number of mining firms in Ghana which were at the peak of their operations a few decades ago, are perceived to have virtually neglected the communities in which their operations were located. In spite of this underdevelopment which characterized mining communities in general in Ghana, some mining companies in Ghana are, in comparative terms, performing creditably by way of CSR projects to address certain basic needs such as good healthcare and educational scholarships for local communities.

Asanko Gold Ghana Limited (AGGL) is a multi-national mining company in the Ashanti Region of Ghana. Like other mining companies in Ghana, AGGL has a responsibility to ensure that its mining activities do not only affect the local communities negatively, but also contribute to socio-economic development of the local people by implementing CSR programmes for sustainable development of the host communities.

There has been a number of studies on CSR efforts of mining companies in Ghana. For example, Afreh (2011) examined the stakeholder engagement and sustainability of CSR of Newmont Golden Ridge Limited, a gold mining company in the Birim North of the Eastern Region of Ghana. In the case of AGGL, there has not been any empirical research on the CSR contribution of AGGL in addressing the expectations and developmental needs of the local people. Hence, little is known in the literature about the performance of AGGL in CSR contribution to its host communities. This research gap is intended to be filled by this study. It is therefore against this backdrop that the research seeks to find out the extent to which AGGL has performed meeting the expectations of its stakeholder communities through CSR programmes.

1.3 Research Questions

1. What are the CSR programmes provided by the AGGL towards developing the stakeholder communities?
2. What is the extent of involvement of the community in CSR programmes of AGGL?
3. What are the challenges AGGL faces in discharging its CSR to the stakeholder communities?

1.4 Aim of Research

The aim of the research is to assess the CSR contribution towards sustainable development in the stakeholder communities by AGGL's mining operations.

1.5 Research Objectives

1. To identify the CSR programmes provided by the AGGL for developing the stakeholder communities;
2. To evaluate the extent of involvement of the community in CSR programmes of AGGL; and
3. To determine the challenges AGGL faces in discharging its CSR to the stakeholder communities.

1.6 Relevance of the Study

A study on CSR of mining companies in Ghana has a lot of relevance. Companies are increasingly becoming aware of the role they could play in 'giving back to society' in return for the various forms of support they have received from socio-economic and natural environment. Research has been one of the means by which awareness has been created about the concept of CSR. In this vein, this research will further deepen the awareness creation among mining companies about the need for them to take up CSR efforts to higher level to make more positive impact on the lives of the communities within which they operate or do business. A copy of this study's report will be made available to those in the helm of affairs at AGGL. Therefore, it will make available empirical information about the performance of AGGL in contributing sustainable development in its stakeholder

communities. With this information, Management of AGGL will be able to appraise itself performance in relation to social and economic support it has extended to the local communities and whether such support is actually in addressing the expectations of the local people regarding economic and social benefits that could come their way from the mining project.

CRS is not a new topic or concept in the world of business and academics. There have been numerous studies on this topic across the globe, there for a large body of knowledge has already been developed on CSR. Since there is no limit to the body of knowledge in a particular discipline, this research will also expand the frontiers of the body of knowledge of CSR management field, particularly, in our part of the world.

Besides, as an academic exercise, the study's suggestions for further research could guide future researchers in formulating their research topics and questions in areas CSR with particular emphasis on mining firms.

Last but not least, this study will provide relevant information to policy makers to consider in review the current mining laws in Ghana, for example to amend the present mining legal frameworks such that local communities would be positioned their rightful place in benefiting strategically and sustainably from a mineral resource exploitation in their localities.

1.7 Methodology

This study employs both the survey strategy. The survey strategy will gather the views, experiences and the knowledge of the community about the AGGL's CSR to support sustainable developmental of the local communities, and the challenges that affect CSR

efforts of the company. The population for the study comprises all the communities identified by AGGL as its stakeholder communities and the personnel of the community department of AGGL. The target population consists of the all the representatives of the communities in the local government assembly (i.e. assembly men/women), traditional chiefs, unit committee members, officials of AGGL who are in charge of CSR and the community residents who have been compensated by the company for the various properties they lost due to the mining project. Probability sampling techniques such as stratified sampling and simple random sampling will be used to select the sample for the quantitative survey. An online sample size calculator will be used to determine the sample size. The data will be analysed with the aid of Statistical Package for Social Science (SPSS), and the results will be presented in the form of frequency tables, bar charts and pie charts.

1.8 The Study's Scope

The study is limited to the communities which are directly affected by mining operations of AGGL. The study focuses on the CSR programmes that the company has been able to design and implemented as part of their contributions to sustainable development of the affected communities. The study does not cover any CSR projects the company has embarked on outside the stakeholder communities which are known to be directly affected by the mining project. Most often, research of this nature has targeted only the key persons and opinion leaders of the affected communities, excluding the actual farmers, property owners and land owner who lose their sources of livelihood due to a natural resource exploitation. This research, will thus focus on the farmers who have lost their lands and farms; land owners who have forfeited their lands, and residents who have be forced out of

their original settlement to a new location due to the mining project. The research participants of the study are limited to the community residents who have had to forfeit their lands, farms and other properties for the sake of the mining project. The workers of AGGL generally do not constitute part of the research participants, unless an employee is a community resident and is part of those who have received compensation for the loss of their farm lands or other properties. The study is focused on making an assessment of the views of the communities on the performance of the mining company in addressing the expectations of the stakeholder-communities directly affected by its mining project.

1.9 Organisation of the Study

The study is structured into five chapters. The chapter one, serving as the introduction to the study, contains the following: background to the study, problem statement, the research objectives, the research questions, significance of the study, scope, the structure of the study and the limitations. The Chapter Two would address both the theoretical and empirical review of literature on the topic, as well as the conceptual framework. The research methodology, which includes the research design; the research purpose; the research approach; and the research strategy, is presented in the third chapter. Chapter Three also discusses the population for the research, the sample and the sampling techniques employed; the instrument and procedure for collection the data; and the procedure for analyzing the data. The results analysis and discussion of findings regarding the research questions and the hypotheses will be presented in Chapter Four. Chapter Five, which is the final chapter, presents the summary of findings, the conclusions, as well as the recommendations of the research. Chapter Five further makes suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review on the research topic is presented in this chapter. Both theoretical and empirical in nature, the literature review discusses topics such as CSR, sustainable community development, stakeholder, the effect of mining operations on stakeholder communities. The review also draws examples of CSR activities of mining organisations and other business organisations from within and outside Ghana.

2.2 The Concept of CSR

Several definitions have been providing for the concept of CSR. Indemudia (2008) and Van Velsor (2009) indicates that CSR has been conceived and applied since its emergence in both the business and academic world, in different economic, political and social contexts at different times. This situation may have contributed to the lack of universally accepted definition of the concept Indemudia (2008). The Department of Trade of the United Kingdom describes CSR as how business organisations consider the economic, social and environmental impacts of its operations, maximize the benefits and minimize the downsides. In the view of Frynans (2005), the term CSR is used broadly to refer the responsibility a business has towards the environment and society. Carroll (1999) CSR is an organisation's conduct of business such that it is ethical, law-abiding, socially supportive and remaining economically profitable. Gutierrez and Jones (2005) refer to CSR as embracing all efforts of a business organisation relating to charitable contributions, social investments and direct integration of vulnerable populations into a corporate business's operations.

Frynas (2005) outline certain features which are fundamental to understanding CSR. In their view, CSR should incorporate practices which take into account the responsibility of companies to ensuring that their activities have positive effect on natural environment and society and which go beyond complying with laws. The authors further indicate that companies have the responsibility for the behaviour of members of their supply chains and for managing their relationship with the larger society for adding value to society and for commercial viability. Atuguba and Hammond (2006) state that CSR, in the general sense concerns the relationship of corporate organisation with society, and the requirement for the organisations to link their values, practices and objects with the expectations of society. The compulsory method for promoting CSR practices is based on a legal framework which determines mandatory amount of CSR spending, areas on which to spend, and nature the and size of business organisation concerned. Examples of this is found in Indonesia where companies operating in the domain of natural resources extraction pay a 2% CSR tax. What could be deduced from the various definitions is that CSR has a number dimensions or purposes: legal compliance, supporting welfare of society, enhancing the image business, protecting and preserving the natural environment, increasing the economic gains of a company, and as a moral duty. For the purposes of this research, all the dimensions outlined the preceding sentence are all relevant to understanding the concept of CSR.

2.3 The Concept of Sustainable Development

Iclei et al. (1996) cited in Roseland (2005) make an assertion that no individual completely understands the means of, and the extent to achieving sustainable development. The authors, however, think that there is a growing consensus that it needs to be achieved at the local

level if it is ever to be achieved globally. The difficulty in obtaining a specific definition for sustainable development has rather resulted in multiplicity of definitions of the term. An internationally and most widely accepted definition of sustainable development is provided by the United Nations. A United Nations (UN) Report, *Our Common Future*, defines sustainable development as meeting the needs of the present without compromising the ability of generations of the future to meet their own needs (Brundtlan, 1987). The United Nations Environmental Programme (1989) afterwards expanded this definition, the outcome of which incorporates the idea of maintenance, rational use of resources, and natural resources enhancement base. The general aim is to facilitate resilient ecology and economic growth, while offering the hope of progressing in the direction of international equity.

Nadal (2011) indicates that the Brundtland definition of sustainable development has to do with 'inter-generational fairness'. In addition, a measure to ensure 'intra-generational fairness,' was also needed. Thus, the Rio Declaration at the UN Conference on Environment and Development (1992) added three main objectives to the earlier aims of sustainable development of the Brundtland Report, which are conserving the basic needs of life; enabling all people to achieve economic prosperity; and striving towards social justice. Goedknigt (2012) posits that an important aspect of sustainable development is concern with ensuring balance or harmony in environmental, social, and economic interests both in the short and long term. The economic, social and environmental dimensions of sustainability is termed by Elkington (1999) as the 'triple bottom line'. Change towards sustainability, therefore necessitates change in all the three pillars of the triple bottom line.

In the view of Nadal (2011), the basic issue of fairness in access to opportunities, livelihood preservation, and equitable distribution of income are the central elements of sustainable

development. The author points out that failure of governments and international economic organisations to bring macroeconomics to the discussion of sustainability will result in our inability to make this world a better place. The author asserts that the time has come for the priorities of macroeconomic policies to be redefined, since in his view, there can never be sustainable development in a world where half of the total population lives in poverty and where economic crises send millions into destitution.

Nadal's conception of sustainable development suggests that until macroeconomic policies being implemented globally take into account creating opportunities for reducing poverty through equitable distribution of income, not much could be achieved in ensuring sustainable development. A healthy environment will not be realized under a system that centralizes decision-making on economic strategies without considering the impacts these decisions have on the livelihoods of billions of people (Nadal, 2011).

Roseland (2005) argues that sustainable development should be participatory development. Newman and Kenworthy (1999) are of the view that real visions for change hardly emanate from government or from market place, but from civil society. They further indicate that ensuring prosperity for people anywhere, there is need for the people to take part as competent citizens in the processes and decisions that impact on their lives. Gran (1987) states that sustainable development is, therefore, about the quality and extent of people's empowerment and involvement.

2.4 The concepts of Stakeholder and Stakeholder Community

Project Management Institute (2012) cited in Bourne 2015, defines a stakeholder as an individual, organisation, a group, who may be affected by, or perceived themselves to be affected by a decision, activity, or outcome of a project, programme or portfolio. Bourne (2015) points out that the strength of a definition of stakeholders provided by the Project Management Institute is that it highlights the diversity in the functions of stakeholders, both internal and external to the project, thus making it practically difficult to legitimately ignore any stakeholders. The definition also focuses on perceptions as a stakeholder characteristic, which are relevant issues in successful stakeholder engagement and project outcomes. Bourne (2015) indicates that the stake a stakeholder has in a project, an activity, or a programme may be an interest, legal or moral rights, ownership, contribution or support in the form of knowledge. Freeman (1984), who also defines stakeholders as groups or individuals who are able to affect or are affected by the operations or activities of an organisation towards attaining its objectives.

Stakeholder community, as used in different contexts, has more than one meaning. Bourne (2015) uses the term stakeholder community to refer widely to the system of stakeholders of an organisation — groups or individuals who have a stake in a business organisation. In this context, stakeholder community includes employees, shareholder, investors, government, suppliers, customers, natural environment, local residents, media and others. On the other hand, stakeholder community is used narrowly to refer to the local settlements which affect or are affected by the operations of an entity. Mining, Minerals and Sustainable Development (2001) puts stakeholder community of mining into three groups: occupational communities, residential communities and indigenous communities. Mining, Mineral and

Sustainable Development-MMSD (2001) further explained that residential communities could be grouped into those that have developed as a result of operation of a mine and those that in existence prior to the establishment of the mine. MMSD (2001) pointed out that these community categorizations are not mutually exclusive but rather overlap.

MMSD (2001) emphatically states that indigenous people are a special case of community. In addition to having specific social needs, in many countries they are the poorest and most marginalized in society (Inter Press Service, 1994). As a result of development and involving mineral and other natural resources, in many case across the globe, indigenous people have suffered displacement and victimization, made easier by poor protection of their rights to their land due to development involving minerals and other natural resources. The injustices of the past and present have created a deep sense of mistrust of outsiders in indigenous people against intruders, in this case mining companies (Osman, 1988).

Despite the different ways in which stakeholder community has been defined, in practical terms, mining companies, together with local authority, such as chiefs, delineate the boundaries of community based on the jurisdictions of the chiefs (Ofori, 2010).

2.5 The Community Capital Concept: A Way to Understanding Sustainable Community Development through CSR

In the view of Roseland (2005) community as a concept can be understood in myriad ways. However, as far as sustainable development is concerned, community can be thought of in terms of assets or capital. Ostrom (1993) stated that the various forms of capital are created by spending time and effort in transforming and transacting activities. Thus sustainable development of a community has been described in terms of types of capital, namely

natural, physical, economic, human, social, and cultural. These types of capital, used as means of conceptualising community, point to the complex nature of sustainable development. Thus, a sustainable community development, must encompass all these components of the concept of community.

The natural capital, also referred to as environmental capital, is any stock of natural assets that bring about flow of valuable goods and services into the future. (Roseland, 2005). Examples include forest, and fish stock. The natural capital can be divided into non-renewable resources, for instance, minerals fossil fuels; the finite capacity of natural systems to produce resources which are renewable-food crops, forestry products, and water supplies; and the capacity of natural systems to absorb our emission and pollutants, without any side effects.

Physical capital refers to the stock of material resources such as equipment, buildings, machinery and other infrastructure that are possible to be used to produce a flow of future income. Goodland (2002) explains that focusing on community assets such as public facilities such as schools and hospitals; water and sanitation; efficient transportations, quality housing, adequate infrastructure and telecommunications, are part of improving physical capital.

Economic capital, as a component of the concept of community can be defined as the way resources are allocated and decisions made about material aspect of our lives. Economic capital, in the view of Roseland (2005) can be substituted, and further asserted that there is much capitalization of economic capital, such is worrying trend, as there are for example, many fishing boat chasing declining fish stocks. In this sense, strengthening economic

capital involves what he terms as ‘making more with less’, in other words, maximizing use of existing resources.

Another community capital is human capital. The knowledge, skills, competences and other attributes individuals are made up of are necessary for enhancing the creation of personal, social and economic well-being (OECD, 2001). In the view of Goodland (2002) improving human capital has health, literacy, education, nutrition and family cohesion. Peace and safety, food, education, income and employment are prerequisites. Social and cultural capital is concerned about the relationships, norms, and networks that support collective action. Social and cultural capital include community cohesion, experience, reciprocity, connectedness, tolerance, compassion, love, discipline, law, information and other factors.

Roseland (2002) emphasizes the point that the foundation for sustainable community development is strengthening the various forms of community capital. The concept of community capital, is useful in understanding the extent or coverage and dimensions of sustainable community development. In relation to mining, Hilson and Murck (2000) made a point that sustainable development is viewed as combining enhanced socio-economic growth and development, and improvement in environmental protection. The authors conclude that in realistic terms, sustainable development in mining firms is to reduce poverty and contribute to economic development at local level, as well as preventing and reducing environmental pollution. The explanations of sustainable development, which have been discussed so far converge at the point that sustainable development seeks to improve upon human socio-economic well-being without compromising the quality of the environment. Thus, while mining activities mainly affect the natural capital, they invariably

affect all the other types of community capital. Hence, sustainable development projects in a mining community need to take into improving all the types of community capital.

Roseland's conception of community in relation to sustainable development is also echoed by Mireku-Gyimah (2009) who proposed a model for resolving the issue of mining and social responsibility with a view to ensuring that a Newmont Gold Ghana Limited Ahafo Mine and its local communities could enjoy quality life. Areas the model captured to be targets of, or should guide sustainable development efforts in the local communities are presented here in descending order of priority to the communities: development of human resources, infrastructural development, development of social amenities, creating economic empowerment, natural resources protection and Supporting culture heritage and sports.

In the development mining community, particularly in our parts of the world, these areas should not be glossed over, because directing sustainable development projects for mining affected communities to these areas at least addresses some of the fundamental needs of these communities.

2.6 Mining and Development Local Communities through CSR

Richards (2009) argues that local communities may welcome the employment opportunities and increase in wealth presented by mineral development, despite various negative effects such decrease in the quality of environment. Also, Owusu-Tawiah (2010) shares the view that mineral development can result in the creation of new communities and bring wealth to those already in existence. New mining projects can create new jobs; make business activities or economic ventures spring up; provide infrastructure such as schools, roads and health facilities for impoverished and remote areas.

Nyame (2002) conducted a case study on large-scale mining operations in Ghana. Seven large-scale mines were sampled for the study: Golden Star (Wassa), Gold Fields (Damang), Gold Fields (Tarkwa), Adamus Resources, Chirano Gold Mines, Newmont (Ahafo) and Newmont Akyem. The study found that an average of about 7000 people are directly employed annually by mining companies, and a total of about 111,000 indirect jobs are provided by mining companies. This implies that for every person directly employed at the mines, fifteen additional jobs are created in the broader economy (Nyame, 2002).

Nyame (2002) also surveyed the views of stakeholders who comprised of traditional councils, local government institutions, civil society organisations, the mining related companies and security services. One of the findings of the survey was that most of the stakeholders in the communities were of the opinion that the large-scale mining companies had made positive contribution in the communities, especially economic benefits. Eighty-six percent of the respondents indicated that mining companies had positive effect on employment. The respondents acknowledged that mining employment tend to receive higher pay than employment in other sectors of the economy. Most of the respondents who resided in the communities studied were of the belief that mining firms create direct and indirect business avenues, which included catering services, transport and security services, contract for supply of works and goods, and hospitality services. Key investments made by most of the mining companies for the communities were in health education and, which formed critical basic infrastructure in the communities. Provision of boreholes, basic and junior secondary schools, clinics, and recreation centres were the high-value interventions provide for the communities. Ofori and Ofori (2014) indicated that financial accountability,

community development, giving of charity, protecting and promoting worker rights and environmental management are but a few areas which CSR of mining firms touch on.

According to Obara and Jerkins (2008), in addition to bringing mining revenues to a locality and paying financial compensation for the loss of land, livelihoods, and housing, community involvement initiatives that are employed through CSR by mining companies include:

- Improvements in community infrastructure such as, building access roads, schools and community centres.
- Community foundations – a fund generated by the company that is used for social investment purposes
- Sustainable livelihood projects—whose objectives are to reduce the economic dependence of the communities on the mine, while developing alternative and sustainable employment prospects for stakeholder communities.
- Community Health Initiatives - providing health services to employees and their families; building and retooling hospitals, clinics and other health centres for communities.
- Providing support for small local businesses – providing preferential considerations for local suppliers in procurement of goods and services.
- Micro-credit finance schemes – these loans are used to, create jobs, launch new enterprises, and help economies to flourish.
- Provision of Educational Scholarships

A mining company operating in Peru, which is jointly owned by Compania de Mina Buenaventura, a mining company in Peru, and Newmont Mining, based in the United States of America, has established Social Responsibility and Community Relations Foundation to

be responsible for providing sustainable development projects for the various communities affected by the operations of the mining firm (Whellams, 2007). The Foundation set up the company was applauded for making significant contribution to both human and economic development in the towns within and surrounding the zones the company was operating. Whellams reported that community development projects undertaken by the Social Responsibility and Community Relations Foundation of the mining firm were essentially in the areas of health, education, infrastructural and rural development. The infrastructural development carried out by the company included school buildings, sewer systems, potable water, and electricity. The company also undertook construction of key access roads, sports fields, church buildings and sanitary latrines. Under its rural development programme, the company provided training for local farmers on modern methods of farming to increase yield, supplied farming inputs and irrigation systems. One notable effort of the company under the rural development was the cultivation of 200 hectares of pine wood for timber and firewood. This woodlot was to also contribute to preserving the natural environment.

Whellams (2007) also reveal that in addition, sustainable alternative livelihood was also provided for the original owners of land, however, the beneficiaries later found out that they had been cheated by the mining company over compensation, and subsequently returned to the company demanding more compensation.

In response to these demands, Whellams (2007) reports that mining company instituted a programme for improving the quality of life of the people who originally owned the land and their families by employing them temporarily at the mine, improving their work-related skills, providing support for their further education, improving their conditions of housing,

providing basic sanitary and health services, and providing financial to their families in an emergency, such natural disaster or death.

The issue of equitable distribution benefits of mineral development has long been recognised. Hope and Kwarteng (2014) find that the benefits of mining may be unfairly shared, and for some affected communities, they may be given scanty compensation for losing existing sources of income and the damage to their culture and more importantly, their environment. The author however points out that mineral development can also be considerably disruptive, or create social, economic and environmental problems. World Bank (2003) reported that local communities which are affected by or host large-scale mining have seen little benefit to date in the form of improved and infrastructure or provision of services. The reason is that much of the revenue from mining end up financing recurrent expenditure instead of capital expenditure (World Bank, 2003). Richards (2009) thinks that a wider cost-benefit analysis of large-scale mining that entails environmental and social costs and includes consultations with the affected communities, needs to be carried out prior to granting production license in the future.

One effect of mining operations on some local communities is the issue of resettlement. There are several cases of local communities having been resettled in view of mining operations. Badu-Nyarko (2013) reports that resettlement communities in mining communities in Ghana often have houses which are better than in terms of material than the one they were occupying in their former settlement. Badu indicates that most often, these resettlement communities are provided with basic utilities and such as water and electricity. However, Badu-Nyarko (2013) observes that most often, the houses in the resettlements are not spacious enough. Agyei (2013) indicates that mining in Ghana has failed to provide

adequately development of infrastructure for stakeholder communities. Agyei indicates that most mining communities in the Western Region which is the home of most of the minerals produced in Ghana, have poor roads infrastructure.

Humphreys Einstein (2007) emphasize the point that Ghana provides with a classic natural resource paradox because over the years' wealth from the minerals in the land has failed to improve the livelihoods of the citizenry in a substantial way. The promise of mining investment making a significant contribution to socio-economic growth is not one that really takes into account the welfare of the average citizen who may be residing some meters away from a large-scale mining operation (Humphreys and Einstein, 2007). Ross (2001) thinks, the benefit of mining to the poverty reduction strategy of Government of Ghana and sustainable economic development has been questionable issue.

2.7 Stakeholder Community Involvement in CSR Programmes

Bourne (2015) defines stakeholder involvement as the practices which an organisation embarks on to secure positive involvement of stakeholders in organisational activities. In other words, stakeholder involvement is a process that establishes, develops and maintains stakeholder relations. This can include stakeholder identification, consultation, communication, dialogue and exchange (Carroll 2008). Company's continuous interaction with its stakeholders is necessary and logical business process (Bourne). Involvement of stakeholders may be viewed as a mechanism by which a number of aims could be achieved by an organisation in its interaction and relationship with its external environment: unity of purpose, consent, co-operation, control, participation and accountability. Thus involvement of an organisation's stakeholders is a way for increasing trust in the discourse of achieving

fairness in the corporate governance process (Bourne, 2015). In field of project management, involvement of various stakeholders the process of planning implementing a programme is a critical factor for achieving successful project outcomes. Therefore, project managers have a responsibility of considering the ‘people’ issues encompassing projects and recognize that the proper involvement of stakeholders can be a critical success factor.

One group of stakeholders which are integral part of the stakeholder system for mining companies in Ghana are the local communities on whose land mining operations actually take place (Twerefuo et al., 2014). Twerefuo et al. indicate that CSR of mining companies are largely directed to the local communities. Any form of community development programme that is implemented by mining companies in Ghana through CSR could have the expected impact if the local communities are involved at every stage: from planning implementation and monitoring. Roseland (2005) states that community involvement may be defined as the active process by which project client group(s) or beneficiary have influence on directing and executing a project rather than just being consulted thereof or receive a share of the benefits. There are some essential implications of this definition for the project management cycle, and particularly project conception. Community involvement results in collective action by the community as a group or a number of groups and it is a key task for the project manager to ensure that the community is organised such that it can act in concert to proffer advice on issues which relate to the project.

Effective community involvement in CSR elicits participation and support from beneficiary communities, and it helps in project conception stage to determine their needs and expectations; while making the project to be responsive to identified community needs, and informing the community of the progress being made in projects undertaken to meet these

needs. Similarly, Bullard (1994) is of the view that many development projects which could be described as 'people-oriented' are unable to achieve their potential, or to sustain the gains made because of lack of knowledge or appreciation of the concerns and beliefs of beneficiaries. Project managers therefore are required take cognizance of the socio-cultural context of projects, the history of a place and its people, their traditional systems, and seek to enlist the cooperation of the beneficiaries. In this respect, it is argued that a project is more likely to be effectively implemented and to engender sustained development if it is conceived and planned in a way which recognizes not only community values and needs which could properly have ascertained through involvement of the community.

Minerals, Mining and Sustainable Development (2010) recommends that diverse forms of involvement and participation should be recognized and valued. Concerns such as availability of child care, transport, and the timing and location of meetings are also critically important to enable a cross-section of the community to participate. Ofori and Ofori (2014) found that continuous involvement of local communities by mining companies goes a long way to have positive impact on the community development projects embarked upon by the companies. The author found out that lack of proper consultation and involvement, a number of CSR projects undertaken by Golden Star Resources Limited were not seen as beneficial to the communities. The communities needed infrastructure, particularly good roads to transport their farm produce to the town and cities to sell them. However, the mining company rather focused on distributing wellington boots and cutlasses to the farmers. The communities indicated that proper consultation had not taken place on that particular project (Ofori and Ofori, 2014).

Mwanza (2013) conducted a study in Muasanga, a mining community in Mozambique. One of the findings of the study was that the residents of Muasanga community had abandoned a toilet facility that had been put by the mining company Gorrah Mines Limited for the community. The study found out that the toilet facility was sited too far from the community. It was reported by the respondents of the study that only a few people in the community decided on the location of the facility without any broader involvement of the community carried out prior to the project.

Damanka (2016) provided detailed report about the nature of engagement five large-scale mining companies had established with their local communities, particular in relation to CSR programmes for the communities. Each mining company had a least one community development committee that the companies engaged on all matters relating to community development projects under CSR. A gold mining company, for example, AngloGold Ashanti, the local communities' subgroups at different levels: Community Leaders Committee, Community Consultative Committee and Community Forum (Damanka, 2016). The Community Forum presented largest forum for all members of the community to part of deliberations on CSR projects for the local communities. Damanka found that most of the projects carried out by the mining companies in conjunction with the various community engagement committees were in the area infrastructural development: school blocks, roads, Information and Communication Technology laboratories, community, health facilities, scholarships of students, water and sanitation. In the view of the broader communities, they felt that they had been consulted adequately by the mining companies and their community representative committees on most of the community development projects embarked upon by the mining companies.

Mining companies have most of the time established foundations to address issues of governance, mostly as regards corporate social investments (Whellams, 2007). Some foundations depend completely on remittances from companies while more successful ones have been able to attract external donor support, and this is essential for ensuring independence and for the sustainability of foundations after the mines close. Similarly, Badu-Nyarko (2013) observes that the approached that is followed by most of the large-scale mining community is the agency system. Bady-Nyarko indicates that instead of the companies having internal department in fully charge of all planning and implementation of various corporate responsibility projects, as may be the practice in organisations outside the mining industry, the mining corporations have established separate agencies with the communities. These agencies are directly responsibility for the planning and implementing various projects in the form of CSR by the mining companies. For example, Newmont Gold Corp (formerly Newmont Golden Ridge Limited) – Akyem Mine— has established the Newmont Akyem Development Foundation (NAKDEF) which undertakes planning and implementation of most of the social corporate responsibility projects for the eight stakeholder communities of the company (Appiah, 2014). Appiah (2014) reports that NAKDEF is funded by Newmont Gold Corp through the company's contribution of 'one dollar per an ounce of gold produced'. The communities and the company are all fully represented on the board of the agency. In spite of the agency put in place by the company and the community, the mining company continues to support development projects in the various communities without channeling them through NAKDEF. In spite of a number of projects that have been provided by the mining company, most community members feel that they are not adequately consulted prior to a number development project undertaken by

NAKDEF (Appiah, 2014). Some communities praised the mining company for providing a lot of infrastructural support for the New Abirem Government Hospital, the only major health facility in the District. However most of the communities are in dire need of good roads. The communities complained about the bad nature of the roads in their communities, which appeared to have escaped the attention of CSR efforts of the company. Twerefuo et al. (2014) indicate that most mining companies are unwilling to direct their CSR initiatives to road construction, which is not only expensive but commonly viewed as fallen under the responsibility of the central government. They explained the 'road problem' because aggravated during the dry season when a lot of dust is created by moving cars, situation has increased the incidence of respiratory diseases in the community.

2.8 Challenges Affecting Effective CSR by Mining Companies

Twerefuo (2014) is of the view that CSR initiatives are often beset with a number of challenges, though these vary from one context to the other. In the case of mining companies in developing countries, Indemudia (2008) indicates that CSR programmes have not been a success in many local communities due to a number of challenges. Brown indicates that one biggest challenge facing CSR efforts of mining companies in most developing countries has to do with funding. Brown argues that there is often inadequate funding for addressing various social, economic and environmental needs of local communities are most of the time neglected or underdeveloped by their central governments. Indemudia (2008) point out that most foundations established by mining companies in local communities in Ghana soon collapses due to lack of sustainable sources of income, particularly when the mine closes.

Besides, mining companies have the challenge of divergent views of local communities to deal with when implementing CSR. In a study by Mienza (2014), it was revealed that while the foundation established by a mining firm had planned to embark of granting educational scholarships to students the community, the traditional chiefs wanted a community centre to be constructed so that they would serve as contractors in projects, which in the short term, would earn them some money. The chiefs, according Mienza, indicated that there was no need for the educational scholarship since they were not going to benefit from that in their lifetime.

One type of stakeholders identified by Mitchell et al. (1997) are demanding stakeholders. Such stakeholders become reliant on the mining firm by constantly making demands on the mining company. Such demanding stakeholder communities put undue pressure on mining companies to meet their community needs. With limited funds, a company may be perceived in the negative light if it fails to meet increasing demands from local communities.

Frynas (2005) indicates that mining companies also face the challenge of ‘dependency mentality’. Frynas explains that communities look to a mining firm to provide them with resources as reparation for environmental, economic and social damage. This results in the attitude on the part of the local community that as the company initially provided the project or resource they are ultimately responsible should anything goes wrong. In other words, communities have a perception that they are not ‘owners’ the community project.

Jerkins and Obara (2004) indicate that often communities lack the requisite skills to maintain a project especially when local resources were not utilised in its implementation. CSR initiatives which are introduced in this manner are unable to remain functional and

beneficial to the community without the continued support of outsiders. Jerkins and Obara suggest that a number of mining firms fail to build local social capital and are therefore unlikely to contribute to the sustainable development of communities with their CSR projects. Jerkins and Obara report that it is unfortunate, many community involvement initiatives introduced by mining companies go by this ‘paternalistic’ approach.

Obara and Jerkins (2004) also point out that existence of poor community-company relationship due to unresolved grievances could also present a challenge for a mining company to discharge its corporate responsibility with the support of the local community. The authors explain that where there is widespread belief on the part of the community that a mining company has failed to address certain genuine concerns they have, it becomes virtually impossible for a mining firm to secure the cooperation of the majority of the community towards effective implementation of CSR projects. Mining companies need to be transparent, sensitive, open and candid in their engagement with stakeholder communities in order to be able to maintain peaceful and mutual relationship with their stakeholder communities to avoid unnecessary confrontation which not only negatively affect their operations but the community development through collaborative implementation of CSR.

Tsuma (2012) argues that in the developed world, there are clearly defined corporate responsibility frameworks for companies to adhere to. This according to the author enables companies to plan effectively for which CSR programme they are to implement. In view of this, mining companies are also burdened with any form of community problem that needs funding, regardless of whether it is within its ambit or has financial muscle to undertake such a project. Mining, Minerals and Sustainable Development (2002) argues that no one company can singularly address all the developmental needs of local communities, which

are often remote and underdeveloped. Mining, Minerals and Sustainable Development (2002) points out that a lack of government presence, political instability, poor regulations, and low levels of monitoring have often put the burden of responsibility on mining corporations to ensure that good relations with communities are established and preserved for any effective CSR programmes for local communities.

2.9 CSR Reports of Asanko Gold Ghana Limited

Asanko Gold Ghana Limited has published a number reports on its CSR to its various stakeholders such as local communities, employees, suppliers, regulatory bodies, investors and partners. Some of these reports are published on the company's website: <https://www.asanko.com>. However, with local communities as the main focus of this study in relation to the CSR programmes AGGL, the researcher presents those components of AGGL's CSR projects and programmes which are aimed at developing the local communities and improving the quality of life in such area.

According to the CSR Report of AGGL in 2018, which is the latest of such reports, the CSR investments by the company were in the area of healthcare, education, agriculture, water, sanitation, cultural heritage and support for community-initiated infrastructural development. In that year, the AGGL spent 711,665.00 US dollars on various CSR projects it supported.

AGGL (2017) set the criteria to ensure that their CSR projects deliver long-lasting tangible benefits for the community and increase prosperity in their local communities. According to the company, all projects it embarks upon for the communities must meet at least one of the following criteria:

- Projects must be designed in such a way that they maximize community participation
- Projects must be aligned with the District Development Plans and not be duplicated
- Initiatives must be owned by the community and sustainable after the life of the mine
- Projects outcomes must make a material difference to members of the local communities

AGGL's 2107 CSR report also present the framework that embodies the core aim of the CSR programme of AGGL, which according to the company, seeks to create positive, self-sustaining legacies in the local communities, beyond the life of the mine, and which empowers current and future generations. Known as the Asanko Opportunity Cycle, this framework has five goals and their respective programmes towards attaining them:

- Access to Education – through Reading Ghana Programme
- Improving Living Standards- through health facilities support programme
- Vocational Training-through skill development centres
- Growing businesses- through procurement of local goods and services and
- Access to Finance- through 'Obotan' Cooperative Credit Union

In the area of engaging the community, the company held 225 meetings in 2017 and 240 meeting in 2018 with various community interest groups such consultative committees (ccc), traditional authorities, assembly and unit committee members, resettlement and negotiation committee's members, community development committees, entire communities, the district assemblies and religious leaders. According to AGGL, such meeting was held to address several issues resulting from the operations of the company, and they mainly centred on community complaints and grievances about dust, noise and

blast impacts, waste water overflows, illegal mining, employment, and company staff behaviour.

In terms of establishing a foundation to be mainly responsible for the purposes of overseeing the development of the communities under CSR, the launching of Asanko Development Foundation, scheduled for in 2018, was put on hold to be re-launched in 2019 to ensure that stakeholder communities' feedback was fully aligned with the objectives of the Foundation. AGGL further reported that about 1.2 million dollars had been accrued at the end of 2018 to fund the projects of the foundation yet to be established.

2.10 Conclusion

From the literature review, it is revealed that while many authors and researchers concur that mining activities have a lot of implications for the natural environment and the socio-economic life of the people, the benefits of mining that could help drive some level of sustainable development of affected communities, are not readily assured. However, mining companies, after being granted legal license to operate are also required, among other things, to acquire social license to operate. The literature also highlights the point that mining CSR emanates from the need to mitigate or support social, environmental, and natural capital development of their stakeholder communities. The theme that runs through the various works considered suggests that CSR programmes by mining firms should contribute to sustainable development of stakeholder communities by enhancing the all community capital: economic, social, and environmental capital. However, there is always a gap between stated intentions of mining companies to sustainable development of local

communities and actual development taking place in such communities due to a number challenges from various players in the mining sector.

KNUST



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discusses the methodology and it considers research strategy, the research purpose, the population studied, the sampling techniques, and the procedure for determining the sample size. The instruments for data collection, the procedure for data collection, as well as the data analysis procedure and techniques are also described in the chapter. The study area and the mining company are also described in this chapter.

3.2 Research Design

Singh (2006) explains that research design is viewed as mapping strategy which is developed based on research objectives, hypothesis, and sampling technique, and is essentially, research method. Techniques and tools for data collection and analysis and how the final report is presented also determine how a study is designed. In the view of Saunders et al. (2009) a research design is the general plan a researcher employs to enable him answer the research questions and achieve the objectives of the research. Singh (200) state that a research designs components may include the following:

- (a) Research method or research strategy; (b) Sampling design; (c) Choice of research tools, and
- (d) Choice of statistical techniques.

3.3 Research Purpose

Purposes of research, according to Neuman (2007) could be organized into three groups: describing a social phenomenon; exploring a new topic; or explaining why a phenomenon exists. Thus, research purpose could be descriptive, exploratory or explanatory. The author further indicates that a study may have multiple purposes, for example, both to explore and to describe.

The purpose of this research was mainly descriptive. Descriptive approach is useful in describing the nature of CSR programmes, such as infrastructural development and challenges AGGL may be facing in its CSR efforts. Ruan (2005) and Saunders et al. (2009) explain that descriptive research could also incorporate explanatory approach to gain understanding of ‘the *why* or *how*’ of a social phenomenon.

3.4 Research Approach

Bhattacharjee (2012) explains that depending on the training a researcher has received or his interest, scientific research or inquiry may be in one of these two one possible forms: deductive or inductive. In the inductive research, the goal of a researcher is to infer theoretical concepts and patterns from observed data (Babbie, 2010). However, the goal of deductive research, is to test concepts and patterns known from theory using new empirical data. Based on personal experience, existing theory and review of literature, a researcher formulates hypotheses or questions and collect empirical data in an objective way to validate the hypotheses or answer the research questions in deductive inquiry.

This research employed the deductive approach; research questions were formulated based on theoretical review of literature, and after which the researcher collected and analysed empirical data from a sample to answer the research questions and to make generalizations about the population of the study.

3.5 Research Method

Creswell (2009), a research method provides specific direction for procedures within a research design. Creswell states that other researchers have termed the research methods as research methodologies or approaches to inquiry. These research methods include experimental designs, survey, case study, grounded theory, action research, ethnography, feminist research and archival research (Saunders, 2009; Dawson, 2002). Neuman (2007) emphasizes the point that each research method can be used for descriptive, exploratory and explanatory research. Research methods should not be regarded as being mutually exclusive, and further points out that it is quite possible for the survey method to be used as part of a case study (De Vaus, 2005). Creswell (2009) also points out that a survey is *not* just a particular technique of collecting information: questionnaires are widely used but other techniques, such as structured and in-depth interviews, observation, content analysis and so forth, can also be used in survey research. The distinguishing features of surveys are quantitative data and the analysis, which are mainly quantitative.

Another aspect of research method used by a researcher relates to the type of data generated or used to address the research questions (Saunders, 2009; Babbie, 2010). Quantitative research employs mainly quantitative data and is chiefly used synonymously for any data collection technique, for example, a questionnaire, or data analysis procedure, for instance

graphs or statistics, which creates or uses numerical data. On the other hand, qualitative research generates qualitative data, and is used mostly as a synonym for any data collection technique, for instance, focused group discussion, or data analysis procedure that generates or uses non-numerical data such as video clips and pictures. Mixed methods study combines both qualitative data and quantitative data to address mixed methods research questions (Creswell, 2009; Saunders et al., 2009). Mixed methods approach is the general term for when both quantitative and qualitative data collection techniques and analysis procedures are used in a research design. Survey method and experimental studies or research are often associated with the quantitative methods while grounded theory, ethnography and action research, for example, are methods often aligned with the qualitative research method (Creswell, 2009).

This study employed the survey method. The basis for choosing this strategy was to enable the researcher to gather data from a large number of people in a cost effective way. Surveys are excellent vehicles of measuring attitudes and orientation in a large population (Babbie, 2010). By the survey method, the views, experiences and the knowledge of the stakeholder communities, and AGGL's community department personnel about the AGGL's CSR programmes for sustainable development of the local communities were obtained. In view of the survey method that was used, the data that was collected for the study was mainly be quantitative

3.6 Time Dimension

Ruane (2005) indicates that a research design could be cross-sectional or longitudinal. Ruane explains that with a cross-sectional study, the researcher obtains all relevant data or

information from respondents at a single point in time, and no future follow-up contacts are made.

Longitudinal research obtains data at two or more points in time. Consequently, longitudinal research is used to address the question of change in a population over a period of time (Babbie, 2010). For the purposes of this research, the cross-sectional design was employed, as the data for the study was collected at one single point in time without any follow-up contacts with the respondents to collect another set of data for any trend analysis.

3.7 Population

The full set of cases from which a sample is taken is called the population (Saunders et al., 2009). The population for the study comprised all the twenty-three (AGGL, 2016) communities identified by AGGL as its stakeholder communities and the mining company, AGGL. The target population consisted of the all the representatives of the communities in the local government assembly (i.e. assembly men/women), unit committee members, traditional chiefs and elders, personnel of community department unit of AGGL, and the community residents who had been compensated by the company for the various properties they lost due to the mining project, and who were still residing in the communities. The target population could be described as finite since all the units were known and could be enumerated in a sampling frame. The largest sub-group within the population were the persons who were paid compensation from 2017 to 2019, who numbered 2,275, according to AGGL (2019).

Table 3. 1: Distribution of the Study Population

Sub-units in the Population	Number	Percent
Persons paid compensation	2275	89.63%
Unit Committee Members and Local Government Representatives	181	7.3%
Traditional Chiefs and Elders	31	1.22%
Community Department Personnel of AGGL	50	1.97%
Total	2537	100%

3.8 Sample and Sample Size

This research design used a sample selected from the population that was studied. The sample survey was used instead of census survey because the researcher believed that it would be very difficult or impracticable to study the entire population of 2,537 units using census survey in view of the limited time frame within which the research was to be completed.

In calculating the sample size for the study, two different forms of software for calculating sample sizes were employed for reliability. These are *Power Sample Size Calculator* which is available at <https://calculatior.net/sample-size-calculator.html> and *Raosoft® Sample Size Calculator* which also available at <https://www.raosoft.com/samplesize.html>. Both sample size calculators were accessed on July 23, 2019. These two online sample size calculators provide the same minimum sample size using the same parameters such as margin of error, confidence level and population size. Other researchers had used the same sample size calculators and found that these forms of software estimate sample sizes with a high level of accuracy and reliability (Neuman, 2007; Babbie, 2010).

For a population figure of 2,537, margin of error of 5% and confidence level of 95%, the minimum sample size returned by the *Power Sample Size Calculator* and *Raosoft Sample Size Calculator* was 334. Since this was the minimum sample size, the researcher decided to increase it to 350. The justification for the increase in the sample size is based on the common assumption that larger sample sizes are more likely to be representative of the populations from which they are drawn than smaller samples (Idea Works, 2008, cited in Saunders, 2009). The actual sample size used for the study was made up of 350 units. The sample ratio, which is the sample size to the size of the population (Neuman, 2007), is 13.8%.

3.9 Sampling Techniques

The researcher used probabilistic sample techniques to select the sample for the study. Specifically, the probabilistic techniques used were stratified sampling and simple random sampling. First, the researcher stratified the population into four strata as shown in Table 3.1. The purpose of the stratification was meant to ensure that a cross section of farmers, opinion leaders of the eleven stakeholder communities randomly selected and company personnel directly involved in CSR of the company were not left out in the sample. In terms of the population at hand, it was possible to have a person falling into one or more of the sub-groups. For example, an assembly member may as well be among the compensation group. In the event that an individual person belonged to more than one group, the researcher counted such a person only once among the smaller of the groups he belonged. With the aid of Microsoft Excel 2013 Spreadsheet, a random sample from each category produced from the four strata based on the proportional representation of each stratum in the

population. The list of persons who had been paid compensation, together with their telephone numbers and addresses was obtained from the AGGL. The list of personnel of the community department unit of AGGL was also obtained from the company. The list of traditional chief, assembly members and unit committee members were obtained from traditional councils and the district assembly office.

3.10 Sources of Data

Both primary and secondary sources of data were used in the study. Primary data was collected through the use of questionnaires. Primary source of data was collected from the sample of 350 respondents. Secondary data was obtained from AGGL's CSR reports published on its website.

3.11 Data Collection Tool

The data collection instrument used by the researcher was questionnaire. Only one set of questionnaire was used for collecting the research data from the respondents about the CSR programmes of AGGL. The questionnaire had two sections: 'A' and 'B'. Section 'A' focused on collecting basic data about the respondents, for example, *length of stay in the community*, and *level of education*. The Section B, which contained only close-ended items, was meant to obtain standardized information to answer the research questions. Some of the items in the questionnaire required respondents to rate their responses on a modified Likert scale of 1 to 5, from 'Strongly Disagree' to 'Strongly Agree'; and 1 to 4 from 'Very Low' to 'Very High'.

3.12 Data Collection Procedure

The researcher visited the communities where the respondents were staying. The researcher personally made contact with the respondents via the addresses and telephone numbers provided with their lists. In addition, the researcher sought assistance from community residents who were ready and willing to assist the researcher to identify the houses where some of the respondents lived. Since most of the communities were very small settlements, there was little difficulty identifying the residence of the respondents, though it was a bit time-consuming. The researcher briefed each respondent contacted on the purpose of the research for their consent to be part of the study. Once their consent had been secured the researcher administered the questionnaires to them and collected them back. Because the limited time involved and the sample size of 350 units, the researcher engaged five research assistants to facilitate the data collection process.

3.13 Analysis and Presentation of Data

According to Babbie (2010), data analysis is a process which involves reducing data that has been collected to a more meaningful and convenient form, developing summaries, looking for patterns and applying statistical techniques. The researcher subjected all the questionnaire to editing to ensure all the data collected were accurate, complete and without significant or fundamental errors on them, which could affect the results. Neuman (2004) indicates that data editing process involves examining the raw data collected to identifying errors and omissions in order to correct these when possible. The data analysis in this research was mainly quantitative.

3.14 Data Analysis Tools

Babbie (2010) indicates that there are several tools for analyzing data in social research, and these include Statistical Package for Social Science (SPSS), Microsoft Excel, MATLAB, Minitab, and 'R' (R Foundation for Statistical Computing). SPSS and Microsoft Excel were the Data analysis tool employed in this research.

After all the completed questionnaires had been examined, the researcher assigned serial numbers to them for the purpose of identification, in order to ensure that the information on each completed questionnaire was not entered more than once or not skipped. The variables were coded with the aid of Variable Editor in the Statistical Package for Social Science (SPSS version 16.0). The data was entered into the SPSS Data Editor, and upon successful completion of the data entry, data analysis was run in the SPSS, to create frequency tables, and to calculate percentages. Some of the data were transferred to Microsoft Excel (2013) which was used to calculate the Relative Importance Indexes (RII) for displaying descriptive summaries. The researcher chose to use SPSS and Excel as the tools for analyzing the data because he is much familiar with the use of these quantitative data analysis tools, which according to Babbie (2010) are among the common tools used by many social science researchers. Relative Importance Index (RII) was the statistical technique employed weighting the responses to items which were on modified Likert scale: strongly disagree to strongly agree and very low to very high.

Johnson and LeBreton (2004), indicates that RII aids in determining the contribution a particular indicator makes for predicting a criterion variable both by itself and in combination with other predictor variables. In the calculation of the Relative Importance

Index (RII), the formula is used in calculating the Relative Importance Index (Johnson and LeBreton, 2004) is presented as follows:

$$RII = \frac{\sum W}{A * N}$$

where:

W is the weighting assigned to each statement by the respondents and may range from 1 to 5;

A is the highest response weighting; *N* is the total number of respondents.

3.15 Validity and Reliability

In order to ensure that the data collection instrument was valid and reliable, the researcher pre-tested the data collection instrument on a group of thirty-five residents and employees of Community Relations Department of AGGL, who had been informed about the pilot nature of the study in which they were respondents. The researcher asks the participants to give their comments about the test instrument in terms of clarity, appropriateness, and errors that might be present. Personnel of the Community Relations Department made very useful suggestions which led to modification in certain wording in the questionnaire for clarity purposes. The researcher, after the pretesting of the questionnaire, also carefully examined data collection instrument to correct any errors that were detected in the instrument.

3.16 Reliability Analysis

Cronbach's alpha was calculated using the data gathered from the pretesting to determine the internal consistency of the data collection instrument. Cronbach's Alpha ranges from 0 to 1 to provide the overall assessment of reliability of a measure. The higher the value of

Cronbach's alpha, the greater the items have common covariance and most likely measure the same underlying concept (Goforth, 2015).

Cronbach's Alpha obtained for the pre-test data using SPSS, was 0.907, as shown in Table 3.2. This reliability coefficient suggests that the items in the questionnaire had comparatively high internal consistency.

Table 3 2: Reliability Statistics

Cronbach's Alpha	N of Items
0.907	35

Source: Author's Field Survey, 2019

3.17 Ethical Considerations

The general ethical issue is that a research design should not subject the research respondents to harm, embarrassment, or any treatment that would be materially disadvantageous to them (Babbie, 2010). In this study, the researcher took a number of ethical issues into consideration. First, the informed consent of the respondents was obtained before they took part in the study. Thus, the researcher did not offer any form of inducement to any respondent in order to secure their participation in the study. Secondly, the anonymity, privacy and dignity of the research participants was protected. Besides, the researcher took the necessary steps to remain objective in the analyses and discussion of the findings of the study. The works of authors and researchers which are cited in the study were acknowledged.

3.18 Study Area

The study area covered twenty-three communities which are under the administration of Amansie West District and Amansie South District Assemblies in the Ashanti Region of Ghana. The list of these communities are presented in Table 3.3

Table 3 3: Stakeholder Communities of AGGL

No.	Name of Community	No.	Name of Community		Name of Community
1	Kwankyeabo	9	Fahiakobo	17	Dome Beposo
2	Kwabenaso	10	Manso Nkran	18	Nkaasu
3	Akwasiso	11	Adubiaso	19	Kyenkyenase
4	Manso Adubia	12	Asuadai	20	Suntreso
5	Domi Kaniago	13	Krofofrom	21	Subin-Besease
6	Manso Abores	14	Afedie	22	Abiram
7	Koninase	15	NyankomasE	23	Agyagyekrom
8	Dadiase	16	Kumpese		

Source: AGGL (2017)

3.19 The Mining Company

As a gold producer, Asanko Gold Ghana Limited (AGGL) is a firm that operates a mine at Manso Nkran, a town located in the Amansie West District of the Ashanti Region, Ghana. Asanko Gold Mine is a joint venture with another mining company, Gold Fields Ltd at Tarkwa in the Western Region. Gold Fields and Asanko each holds a 45% share in the mine, with the Government of Ghana holds the remaining 10%. Asanko is the company that is in charge of the management and operation of the mine (Asanko Gold Inc., 2018). The company started producing gold in January, 2016, with its debut commercial production recorded on 1st April, 2016. With a recorded gold output of 223,152 ounces in 2018, the

company set a target of 225,000 to 245,000 ounces of gold for the year 2019. About 2,400 employees constitute the company's workforce, and out of this number, 99% are Ghanaians. Employees who hail from the stakeholder communities are about 41% of the total of number of local employees of the company.



CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents analysis of the data gathered for the research. The primary data was gathered from a three hundred and forty-eight (348) respondents who were sampled from a population of 2,537 units, Secondary data was obtained from the records of AGGL. In addition, discussion of the research findings based on the research questions and the research objectives is presented in the chapter.

4.2 Background Information of Respondents

This section presents the background information of respondents of the study. The information of the respondents includes their level of education, community of resident and number of years they have stayed in the community.

Table 4.1: Level of Education and Employment Status with AGGL

	Frequency	Percent	Cumulative Percent
Level Education			
No Formal Education	28	8.0	8.0
Primary/Elementary Education	40	11.5	19.5
J.H.S/Middle School	49	14.1	33.6
Secondary	71	20.4	54.0
Tertiary	160	46.0	100.0
Total	348	100.0	
Employment Status with AGGL			
Employee of AGGL	130	37.4	37.4
Non-Employee of AGGL	218	62.6	100.0
Total	348	100.0	

Author's Field Survey, 2019

Table 4.1 indicates that 66.4% of the respondents had at least completed secondary and tertiary education. Also 40 respondents, representing 11.5% of the total number of respondents had only primary/elementary form of education as their high level of formal education. The number of respondents who had no formal education accounted for 8% of the total number of respondents.

Table 4.1 also presents information on the employment status of the respondents with the mining company, AGGL. Out of a total number of 348 respondents, 130 representing 37.4% were employees of AGGL while 218 representing 62.6% were not employees of the mining company.

Table 4.2: Community of Resident and Length of Stay in Community

	Frequency	Percent	Cumulative Percent
Community of Resident			
Dome Beposo	7	2.0	2.0
Koninase	12	3.4	5.5
Dadiase	6	1.7	7.2
Manso Adubia	21	6.0	13.2
Akwasiso	21	6.0	19.3
Domi-Keniago	70	20.1	39.4
Abore	70	20.1	59.5
Kwabenaso	7	2.0	61.5
Suntreso	7	2.0	63.5
Kwankyeabo	77	22.1	85.6
Manso Nkran	50	14.4	100.0
Total	348	100.0	
Length of Stay in Community			
5 Years or less	35	10.1	10.1
6-10 years	34	9.8	19.8
11-15 years	47	13.5	33.3
16-20 years	68	19.5	52.9
More than 20 years	164	47.1	100.0
Total	348	100.0	

Source: Author's Field Survey, 2019

Table 4.2 shows the stakeholder communities where the respondents resided and the number of years they had spent staying in their respective communities. As shown in Table 4.2, most of the respondents resided in four communities: Kwankyeabo 22.1%, Domi Keniango 20.1%, Abore 20.1% and Manso Nkran 14.4%. The number of respondents who resided in the four communities accounts for 76.7% of the total number of respondents. The number of the respondents who resided at Manso Adubia and Akwasiso was 6% for each of the two communities. Koninase community had 3.4% of respondents staying there while 2% each stayed at Dome Beposo, Kwabenaso and Suntreso. Dadieso community had the least number of respondents staying there that is 1.7% of the total respondents.

Respondents were also required to indicate the number of years they had spent staying in the community. Table 4.2 further indicates that 47.1% of the respondents had stayed in the community for twenty years or more. Also, 19.5% had stayed their community for 16 to 20 years while 13.5% indicated that they had stayed in their community for 11 to 15 years. In addition, 10.1% of the respondents had stayed in their community for 6 to 10 years, while 9.8% had stayed in their community for five years or less. The information on the number of years the respondents had stayed in the community suggests that most of the respondents have stayed in the communities long enough and thus may have adequate knowledge about presence of AGGL and its accompanying CSR activities or initiatives.

4.3 Research Questions

In this section, the analysis of the results which relate to the questions and the objectives formulated for the study are presented. These research questions are presented and addressed with the results as follows:

4.3.1 Research Question 1: What are the CSR programmes provided by the AGGL towards developing the stakeholder communities?

In answering this question, respondents were required to indicate the extent of their agreement or otherwise to a number of commonly identified areas or focal points of CSR programmes implemented by companies in the mining industry for the development of stakeholder communities. The responses were on a modified Likert scale of 1 to 5, from 'Strongly Disagree' to 'Strongly Agree', where 'Strongly Disagree' (SD) =1, 'Disagree' (D) =2, 'Not Sure' (NS) =3, 'Agree' (A) =4 and 'Strongly Agree' (SA) =5.

Relative Importance Index (RII) was the statistical tool employed to rank the responses in relation to CSR programmes. The RII ranges from zero (0) to one (1), and based on the nature of the scale, the closer a score is to 1, the higher the probability that more respondents agreed or strongly agreed to a statement. On the other hand, further, a score is from 1, the higher the probability that more respondents disagreed or strongly disagreed to a statement or an item (Creswell, 2007).

Table 4.3 shows that 'vocational and technical skills training programmes for community youth' is a key CSR programmes undertaken by AGGL. Ranked first, the RII for this CSR programmes is 0.688. This implies that on the average, most of the respondents 63.8% at least agreed that vocational and technical skill training is provided as part of the CSR

programmes of AGGL for its stakeholder communities as against 26.4% who either disagreed or strongly disagreed to the statement. 'Health educational and training campaign' and 'Infrastructural support for school' were ranked 2nd and 3rd out of the nineteen items for CSR programmes of AGGL. The RII for these items are 0.535 and 0.534 respectively. The indexes may imply that most of the respondents did not agree or were not be sure that AGGL CSR programmes adequately encompass providing support for health education and training programme. The number of respondents who strongly disagreed or disagreed that AGGL provided health education and training campaign accounted for



Table 4.3: CSR Programmes of AGGL

CSR Programme	SD %	D %	NS %	A %	S %	RII	Rank
Vocational and technical skill training programmes for community youth	13.5	12.9	9.8	43.7	20.1	0.688	1 st
Health educational and training campaign	29.9	15.5	17.5	31.3	5.7	0.535	2 nd
Infrastructural support for schools	17.5	31.3	21.6	25.9	3.7	0.534	3 rd
Provision of infrastructural support for health service delivery	43.1	23.0	8.0	22.1	3.7	0.482	4 th
Alternative livelihood support	45.1	21.3	8.0	21.6	4.0	0.478	5 th
Toilet and waste management facilities for sanitation improvement	39.7	17.2	9.8	31.3	2.0	0.474	6 th
Financial support for development of local businesses	42.8	15.5	11.8	21.8	8.0	0.459	7 th
Supply of water to community	37.6	24.7	9.8	25.9	2.0	0.450	8 th
Quality Housing for resettlement communities	50.9	13.5	8.0	21.0	6.0	0.441	9 th
Support for cultural heritage	43.4	17.5	13.8	21.3	4.0	0.437	10 th
Sports facilities	35.5	20.7	17.8	22.1	4.0	0.436	11 th
Road infrastructure	35.3	20.7	17.8	22.1	4.0	0.436	11 th
Environmental preservation and improvement programme	31.0	27.0	15.8	22.1	4.0	0.432	13 th
Environmental program with community to reclaim degraded land	36.5	31.3	20.1	12.1	0	0.416	14 th
Community libraries and ICT centres and facilities	50.3	25.9	8.0	11.8	4.0	0.387	15 th
Educational scholarships for students	50.9	31.0	4.0	14.1	0	0.363	16 th
Recreational Facilities	58.6	21.6	15.8	2.0	2.0	0.334	17 th
Electrification Projects	68.4	11.8	9.8	10.1	0	0.323	18 th
Decent Market Structures	68.4	17.8	7.8	6.0	0	0.303	19 th
Average RII						0.442	

Source: Author's Field Survey, 2019

45.54% of the total number of respondents, while 37% of the respondents agreed or strongly agreed to the statement. For infrastructural support for schools, 48.8% account for the

number of respondents who strongly disagreed or disagreed while 29.6% at least agreed that CSR programmes included provision of school infrastructure. Similarly, 'Provision of infrastructural support for health service delivery' has RII of 0.482 and 'alternative livelihood support' has RII of 0.478. RII of 0.482 suggests that most of the people did not agree (Strongly disagreed/disagreed represents 66.3% of the respondents) that CSR programmes have adequately been extended to provision of infrastructural support for schools in the stakeholder communities. For alternative livelihood support for the communities, 66.4% of the respondents strongly disagreed or disagreed to the statement. While some form alternative livelihood programmes may have been instituted by AGGL, the responses given by the respondents may suggest that many community members think that AGGL has not provided adequate and sustainable alternative programmes for the benefit of the communities. The results could also imply that the communities may not have much interest in the form alternative livelihood support provided by the company. CSR in the area of provision of toilet and waste management facilities for sanitation improvement in the communities has RII of 0.474 and is ranked 6th out of 19 programmes areas assessed. Though CSR in the area of provision of toilet and waste management facilities for the stakeholder communities is ranked high, the RII of 0.474 suggests that most of the respondents at least disagreed that CSR programmes sufficiently provides toilet and waste management facilities for the stakeholder communities. The records from AGGL's sustainability reports indicate that in 2017 and 2018, an amount of 158,674 dollars was spent by the company on providing toilet facilities for the communities. On the average, an amount of 3449 dollars was spent in 2017 and 2018 by AGGL on providing toilet facilities for each of the 23 stakeholder communities this amount was evenly expended across the board. Provision of

water by AGGL as part of its CSR programmes received RII of 0.450, which suggests that most of the respondents at least disagreed that adequate supply of is provided by AGGL through CSR. It is expected that communities which have been resettled communities would be provided with decent housing. The results of the study indicate that most of the respondents disagreed or strongly disagreed that quality housing was provided for communities which had been resettled. RII of 0.441 was recorded for the statement that 'Quality housing is provide for resettlement communities'. Another important area that is has been identified a common feature of CSR programmes of companies in the extractive industry is provision of educational scholarships for community members, especially, the youth to acquire higher levels formal education and equipping the mostly rural youth with knowledge and skills in Information and Communication Technology which are essential part of skill set for a person in this modern world of work and entrepreneurship. In the case of AGGL, it appears most members of the communities did not view the company as having done enough on this account, based on the RII of 0.363 and 0.387 recorded for 'CSR programmes provides educational scholarships for students' and 'Provision of Community libraries and ICT centres and facilities'. The RII for other CSR programmes are presented in Table 4.3.

The average RII of 0.442 may suggest that there are several areas of community needs which most of the respondents thought had not been adequately considered as part of the CSR programmes of AGGL.

4.4: CSR Reports of Asanko Gold Ghana Limited AGGL)

Table 4.4 presents the investments of AGGL in 2018 in its corporate social responsibility support to the local communities.

Table 4. 4: AGGL 2018 CSR Investments in Stakeholder Communities

Area of Support	Projects	Amount Invested(\$)	
		2017	2018
Skills Development	Refurbishment of Training Centre	70,942	-
Water	Construction of 2 community boreholes	24,965	36,055
Health	Community Malaria Day Asanko's Contribution to 'Obaatanpa Project in partnership with HPIC	200,000	313,046
Cultural Heritage	Support for local festivals and rituals	30,450	30,984
Education	Asanko's contribution to CODE's 'Reading Ghana' project	82,298	75,000
	Renovation of schools, support for B.E.C.E. and inter-school competition		19,538
	5 scientific microscopes donated to George Grant University of Mines and Technology, Tarkwa	-	19,247
Sanitation	Construction of Toilet facilities	122,891	35,783
Other Donations	Support for community –initiated infrastructure projects	7,267	178,990
Agriculture	Support for Farmers' Day Celebration	1,309	3,022
Total		540,122	711,665

Source: AGGL's Corporate Responsibility Report, 2017 and 2018

Table 4.4 shows that greatest portions of AGGL's investment in CSR to the communities were in the areas of health and support for infrastructural projects initiated by the communities. Out of a total investment of 711,665 dollars in 2018, 492,036, representing 69% went into health improvement projects and infrastructural projects initiatives of the communities. Health was also the area that received the highest investment by the company

in 2017. The table further indicate that there was increase in each of the areas the company investing in 2018.

Respondents were asked to determine whether CSR programmes are equitably distributed to benefit community residents. Table 4.5 indicates that about 68% of the respondents did not believe that CSR programmes equitably and fairly benefit the community residents, while 12% indicated that they though CSR programmes equitably and fairly benefited the community members.

Table 4.5: CSR Programmes equitably and fairly benefit the community residents

Response	Frequency	Percent	Cumulative Percent
Yes	42	12.1	12.1
No	237	68.1	80.2
Not Sure	69	19.8	100.0
Total	348	100.0	

Source: Author's Field Survey, 2019

The results suggest most of the people did not view CSR programmes providing equitable and fair benefits to the community members.

4.3.2 Research Question 2: What is the extent of involvement of the community in CSR programmes of AGGL?

In answering this question, respondents were required to indicate the extent of their agreement or otherwise to a number of indicators of community involvement in CSR programmes implemented by AGGL for the development of stakeholder communities. The responses were on a modified Likert scale of 1 to 5, from 'Strongly Disagree' to 'Strongly

Agree’, where ‘Strongly Disagree’ (SD) =1, ‘Disagree’ (D) =2, ‘Not Sure’ (NS) =3, ‘Agree’ (A) =4 and ‘Strongly Agree’ (SA) =5.

In Table 4.6, it is shown that an RII of 0.575 was recorded for the statement: ‘There is stakeholder engagement between the community and the mining company, AGGL’. The RII score suggests the respondents who either strongly disagreed or disagreed to the statement were more than those who agreed or strongly agreed. About 38% of the respondents agreed or strongly agreed to the statement, while 42.5% also disagreed or strongly agreed to the statement.

RII of 0.605 was recorded for the statement that ‘Community is actively involved in the implementation of CSR projects’. The majority of the respondents 52.7% at least were not in agreement to the statement or were not sure about the response to give. The RII of 0.636 recorded for the statement that decisions on CSR jointly taken by the company and the broader community. It may be stated that majority of the respondents indicated they agreed to the statement. Cumulatively, 42% of the respondents agreed or strongly agreed to the statement while 35.9% indicated they strongly disagreed or disagreed to the statement.

Table 4.6: Involvement of the community in CSR programmes of AGGL

Statement about community involvement	SD %	D %	NS %	A %	SA %	RII
Stakeholder engagement with communities	17.8	24.7	19.5	27.9	10.1	0.575
Community is actively involved in implementation of CSR projects	11.8	19.3	21.6	33.9	13.5	0.605
Decisions on CSR jointly taken by the company and the broader community	13.5	22.4	22.1	31.9	10.1	0.636
Decision taken by Opinion leaders and traditional authority of the community do not suppress the larger community decisions on CSR	21.3	16.1	17.2	31.9	13.5	0.538
The community is always mobilized to supply a form of communal labour for most of the infrastructural development	17.8	13.8	23.6	35.3	9.5	0.610
I feel that CSR projects are not forced on community by AGGL	15.2	15.8	14.1	39.4	15.5	0.648
The Community has power to demand accountability from the various committees representing the community in CSR	14.9	13.8	16.1	29.9	25.3	0.677
AVERAGE RII						0.619

Source: Author's Field Survey, 2019

RII of 0.538 suggests that the respondents who strongly agreed or agreed to the statement were more than the number of respondent who strongly disagreed or disagreed to the statement. Cumulatively, 45.4% of the respondents were in agreement to the statement that decisions taken by opinion leaders and traditional authorities of the community about CSR projects do not suppress the decisions taken by the majority of the community, while 37.4% of the respondents disagreed.

In the area of community mobilization for providing communal labour for most of the infrastructural development of the community under CSR, RII of 0.610 was obtained, which suggests that a greater number of the respondents 44.8% agreed or strongly agreed in comparison with the number of respondents who either disagreed or strongly disagreed.

Similarly, RII of 0.648 implies that most respondents were of the view that CSR projects of AGGL are not forced on the communities, suggesting that communities are mostly consulted during the planning phases of CSR projects for developing the communities. As shown in Table 4.6, most of the respondents, representing 54.9% also at least agreed they felt CSR projects are not forced on the community by the mining company, AGGL.

Respondents were asked to determine whether they were satisfied with the extent to which their community was involved in the corporates social responsibility programmes of AGGL. The results presented in Table 4.7 show that 139 out of 348 respondents, representing 39.9% indicated that they were satisfied with the extent to which your community is involved in; the design and implementation of CSR programmes of AGGL.

Table 4 7: Are you satisfied with the extent to which your community is involved in the design and implementation of CSR programmes of AGGL

Response	Frequency	Percent	Cumulative Percent
Yes	139	39.9	39.9
No	209	60.1	100.0
Total	348	100.0	

Source: Author's Field Survey, 2019

Most of the respondents, representing 60.1% of the total number of respondents, however indicated that they were not satisfied with the extent to which their community members are involved in CSR programmes of the company.

4.3.3 Research Question 3: What are the challenges AGGL faces in discharging its CSR to the stakeholder communities?

For answering this question, respondents were required to indicate the extent of their agreement or otherwise to a number of indicators of challenges AGGL might be facing in discharging its CSR for the development of stakeholder communities. The responses were on a modified Likert scale of 1 to 4, from ‘Very Low’ to ‘Very High’, where ‘Very Low’ (VL) =1, ‘Low (L) =2, ‘High’ (H) =3, and ‘Very High (VH) =4.

Table 4.8 presents the results on the rating of number of challenges which may have effect on the AGGL’s ability in discharging its CSR.

Table 4.8: Challenges AGGL faces in discharging its CSR to stakeholder communities

Challenge	VL %	L %	H %	VH %	RII
Inadequate Funding for CSR projects	32.8	29.6	25.6	12.1	0.54
Divergent views on the type CSR programme to undertake	33.3	54.9	11.8	0	0.44
Demands and over-reliance of the community on the company for assistance	36.8	21.8	23.6	17.8	0.556
Community perceiving the company as being responsible and owning all CSR projects	43.1	21.3	15.8	19.8	0.531
AVERAGE RII					0.517

Source: Author’s Field Survey, 2019

The RII recorded for the statement that there is inadequate funding for CSR projects by AGGL was 0.54, which suggests that the impact of inadequate funding was not perceived by most of the respondents 62.4% as a challenge to the CSR of AGGL. RII of 0.44 also indicates that most of the respondents 88.2% perceived the impact of divergent of views on the type of CSR as a challenge. Also, the statement that ‘there was excessive demand and

over reliance of the community on the company for developmental assistance' had RII of 0.56, indicating that majority of the respondents saw the existence and the impact of this challenge on CSR performance as 'low'. Furthermore, RII of 0.531 shows that majority of the respondents 64.4% rated the impact of the statement that 'the community perceives the company as being responsible for and owning all CSR projects' as 'low'.

Respondents were also asked to provide 'Yes' or 'No' as answers to some other statements about challenges that have been found in the literature to be affecting CSR projects for stakeholder communities in the mining industry in general. The results are presented in Table 4.9

From Table 4.9, it is shown that a greater number of the respondents, representing 62.4%, indicated that community lacked the requisite skills and knowledge in maintaining projects implemented for CSR of AGGL.

Lack of clear framework to guide CSR is also considered by 50.9% of the respondents as a challenge to AGGL in effectively meeting its CSR objectives. However, 49.1% did not see absence of clearly defined frameworks to guide CSR efforts as a challenge to effectively achievement of CSR objectives and goals.

Respondents were also required to determine whether CSR efforts of AGGL faced challenge in the form of resistance form the community and civil society organisations for any unaddressed grievances various stakeholders held against the mining company.

Table 4.9: Other Challenges Associated CSR of AGGL

Challenges	Frequency	Percent
Community lacking the requisite skills and knowledge in maintaining some of CSR projects		
Yes	217	62.4
No	183	37.6
Total	348	100
Lack of clear frameworks to guide CSR		
Yes	177	50.9
No	171	49.1
Total	348	100
Resistance from community and civil society organisations for unaddressed grievances they hold against the company		
Yes	180	51.7
No	168	48.3
Total	348	100

Source: Author's Field Survey, 2019

Out of 348 respondents, 180, representing 51.7% indicated that resistance from the community and civil society organisations, however, 48.3% indicated that there was not any resistance from the community or civil society organisations which presented a challenge to the delivery of AGGL's CSR objectives.

4.4 Discussion of Results

This section presents the discussion of the results of the study based on the research questions. The first research question was to determine the various forms of CSR programmes by AGGL towards developing its stakeholder communities. Vocational and technical skills training was identified by the respondents as a major CSR programme of AGGL. Provision of vocational and technical skill training had RII of 0.688 and was ranked

first among other CSR programmes presented to the respondents to evaluate. Majority of the respondents, representing 63.8% agreed that AGGL's CSR programmes included provision of vocational and technical skills training programmes for the youth in the community. AGGL's corporate responsibility report captures skill development as one of its CSR programmes. AGGL spent 70,942 dollars in 2017 to refurbish a training centre for skill development. Damanka (2016) found that most of the projects carried out by the mining companies in conjunction with the various community engagement committees were in the area infrastructural development: construction of school blocks, roads, Information and Communication Technology laboratories, community recreational facilities, health facilities, scholarships for students, water and sanitation. Whellams (2007) reported that community development projects undertaken by the Social Responsibility and Community Relations Foundation of a mining company he studied in Peru were essentially in the area of health, education, infrastructural and rural development. The infrastructural development carried out by, the company included school buildings, sewer systems, potable water, and electricity. In this study, vocational and technical skill training is found to be a key CSR programme of AGGL.

Based on the RII for the other statements about CSR programmes of AGGL such as alternative livelihood support programme, toilet and waste management facilities, educational scholarships for students, it could be said that a larger number of the respondents at least disagreed or were not sure than agreed that AGGL's CSR included such programmes. What could be inferred from the results is that most members of the community perceive AGGL' CSR to be limited to addressing only few community needs. Areas such as provision of educational scholarships for students in the communities (RII:

0.363), provision of potable water (RII: 0.450) , provision of alternative livelihood programmes for community members (RII:0.478), provision of road infrastructure (RII: 0.436), provision of school infrastructure (RII: 0.534) and provision of infrastructure for health delivery (RII: 482), and provision of Information and Communication Technology training laboratories(RII: 0.387) were not regarded as programmes which had been adequately included in the CSR programmes of AGGL. Based on the results of the study, which show that AGGL CSR is lagging behind in many critical areas, and the CSR reports of the AGGL for 2017 and 2018, it could be asserted that AGGL does not have a well-defined proactive structured plan or road map for developing the stakeholder communities through CSR programmes. In other words, much of AGGL's approach to CSR could be said to be on 'when-need-arises' or reactive basis. Perhaps, this situation may be attributed to the absence of joint foundation to address the issues of governance, mostly in relation to corporate social investments of AGGL in its stakeholder communities.

The results of the study are in line with the view of Agyei (2013) that mining in Ghana has failed to provide adequately development of infrastructure for stakeholder communities. Agyei indicates that most mining communities in the Western Region which is the home of most of the minerals produced in Ghana, have poor roads infrastructure. Similarly, the finding supports the position of Humphreys et al. (2007) that mining communities in Ghana provide with a classic natural resource paradox because over the years, wealth from the minerals in the land has failed to improve the livelihoods of the local communities in a substantial way. Andrews (2015) argues that the promise of mining investment making a significant contribution to socio-economic growth is not one that really takes into account

the welfare of the average citizen who may be residing some meters away from a large-scale mining operation.

In the areas of road infrastructure, Twerefuo et al. (2012)) indicate that most mining companies are unwilling to direct their CSR initiative, particularly to road construction, which is not only expensive but commonly viewed as fallen under the responsibility of the central government. However, poor road network is a major developmental evil of most mining communities in Ghana. While AGGL could be said to have made some achievement in certain areas of CSR to stakeholder communities based on its CSR reports of 2017 and 2018, it is evident that there are more areas that are yet to come onboard to address adequately a number of basic developmental needs of the communities affected by its mining operations. The study also found that most respondents felt that there was lack of equitable distribution of CSR projects. A similar view is held by Hope and Kwarteng (2014), who state that mineral wealth of mining may be unfairly shared, and for some affected communities, they may be given scanty compensation for losing existing sources of income and the damage to their culture and more importantly, their environment.

The second research question was to evaluate the extent of involvement of the community in CSR programmes of AGGL. A number of statements about the extent of involvement of the community in CSR of AGGL were presented to the respondents. RII of 0.575 was recorded for the statement that there is stakeholder engagement between the community and the mining company, AGGL. Though according to AGGL's CSR report of 2018, the company held 240 meetings with key local and regional stakeholders such as the Ministry for Lands and Natural Resources, the chief executive officer of Minerals Commission, the Ashanti Regional Minister and the district chief executives of Amansie West and South Districts. In

spite of the number of engagement the company has had with various stakeholders at higher levels, it appears that the local and ordinary members of the communities feel that they are not adequately engaged by AGGL.

About 47.4% of the respondents thought that they were involved in the implementation of CSR programmes of AGGL. This indicates that more than half of the respondents believed that there was not adequate involvement of the community in CSR programmes of AGGL. The involvement of traditional authority and opinion leaders in CSR is a very critical. About 45.4% of the respondents agreed that opinion leaders and traditional authorities' decisions tend to suppress the decisions of the larger community about CSR programmes, while cumulatively, 37.4% of the respondents did not accept that the community opinion leaders and traditional leaders supersedes those of the larger community. There have been occasions in which traditional leaders tend to have undue influence of CSR programmes for their own benefits. Mienza (2014) revealed that while the foundation established by a mining firm had planned to embark of granting educational scholarships to students the community, the traditional chiefs wanted a community centre to be constructed so that they would serve as contractors in projects, which in the short term, would earn them some money. The chiefs, according Mienza, indicated that there was no need for the educational scholarship since they (traditional leaders) were not going to benefit from that in their lifetime. Amponsah-Tawiah and Dartey-Baah found that in most mining communities, traditional chiefs stand to benefit so much from the mining operations to the neglect of the development of their communities, and thus are very influential in decision-makings on issues relating to CSR programmes.

In spite of the numerous over 400 engagement sessions AGGL held with various stakeholders in 2017 and 2018, most of the respondents, representing 60.1% of the total number indicated that they were not satisfied with the extent to which their community members are involved in CSR programmes of the company. Most of the respondents, however felt that CSR projects are not forced on them, and also indicated that the communities had power to demand accountability from the various representative committees in matters relating to CSR.

The third research question was to determine the challenges AGGL faces in discharging its CSR to the stakeholder communities. RII of 0.54 was recorded for the statement that there was inadequate funding for CSR projects by AGGL, and this means that most of the respondents believed that inadequate funding for community projects had low impact as a challenge as far as CSR projects of AGGL was concerned, though Brown (2009) argues that there is often inadequate funding for addressing various social, economic and environmental needs of local communities. Divergent views of the communities on the type of CSR programmes was identified by most of the respondents as a high-impact challenge. RII of 0.44 indicates that most the respondents agreed that there was not much consensus on decisions on the type of CSR projects to undertake. Similar finding was made by Mienza (2014). In a study by Mienza (2014), it was revealed that while the foundation established by a mining firm had planned to embark of granting educational scholarships to students the community, the traditional chiefs wanted a community centre to be constructed instead.

The results also indicate that there was not excessive demands and over-reliance of the communities on the mining company for developmental assistance. Similarly, most the results suggest that the company CSR projects are not perceived as being owned by the

company. This attitude is a positive one as it is required to ensure that community development projects are maintained and used in a sustainable way. However, the most of the respondents (62.4%) agreed that the communities sometimes lacked the requisite skills and knowledge to maintaining some of the CSR projects by AGGL. The ad hoc and reactive approach which largely may characterize the CSR efforts of the company, may also be attributed to the lack of clear framework put together by both the central government and local governments as a roadmap for real transformation of communities affected by mining in Ghana. About 51.7 percent of the respondents admitted that CSR efforts of AGGL had as a ‘high-impact’ challenge, resistance from community and civil society organisations for unaddressed grievances individuals and groups held against the company. According to AGGL’s CSR report of 2018, 236 grievances were recorded, some of which relate implementation of its CSR projects. The average RII of 0.517 indicates that on the average, most of the respondents rated the challenges presented to them as having ‘low’ impact on CSR efforts of AGGL.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings of the study and the conclusions that have been made based on the findings. Also, the recommendations made for improving CSR programmes of the mining company, AGGL, are presented in this chapter.

5.2 Summary of Findings

In the following sub-sections, the summary of findings of the study is presented, is mainly based on the research questions and objected formulated for the study.

5.2.1 CSR Programmes of AGGL

One of the findings of the study about CSR programmes of AGGL is that vocational and technical skill training programmes for the youth of the stakeholder communities was reported as a key CSR programme of the mining company. Recording a Relative Importance Index (RII) of 0.688, vocational and technical skill training programmes for the youth of the community was ranked first out nineteen different forms CSR programmes presented to the respondents. AGGL's corporate responsibility report captures skill development as one of its CSR programmes. However, there are other important areas which are essential for sustainable development of the stakeholder communities, but were not adequately addressed by the CSR programmes. These areas included provision of alternative livelihood support, provision of educational scholarships for students, provision of infrastructure for schools, and health service delivery, provision of good road infrastructure, supply of potable water

for the communities, and toilet and waste management facilities for improved sanitation. Another finding was that most of the respondents reported that CSR programmes of AGGL did not equitably and fairly benefit the residents of the stakeholder communities.

5.2.2 Involvement of the Communities in CSR of AGGL

It was found that in spite of the number of engagement the company had had with various stakeholders at higher levels, it seemed that the local and ordinary members of the communities felt they are not adequately engaged by AGGL on CSR programmes. More than half of the respondents disagreed that there was adequate community involvement in CSR programmes of AGGL, and most of the respondents 60% indicated they were not satisfied with the extent to which their community members were involved in CSR programmes of the company. However, it was found that most of the respondents reported that CSR project, however, are not forced on them by the company.

5.2.3 Challenges Facing AGGL in discharging its CSR to the Stakeholder Communities

The study found that the impact inadequate funding for CSR projects was not considered by most of the respondents 62.4% as a challenge to the CSR of AGGL. Another finding of the study was that most respondents perceived the impact of divergent views of community members on the type of CSR as a challenge affecting CSR performance of the company. Besides, it was found that most of the respondents agreed that the community lacked the requisite skills and knowledge in maintaining some of the CSR projects implemented for them by the company. The company is not entirely free from community and civil society groups, as 51.7% of the respondents as resistance from community and civil society

organisations for unaddressed grievances against the company was considered as a challenge by most of the respondents. It was also found that the ad hoc and reactive approach which largely may characterize the CSR efforts of the company, may also be attributed to the lack of a clear framework put together by both the central government and local governments as a road map of real transformation of communities affected by mining.

5.3 Conclusions

The CSR programmes of AGGL appear much limited in scope, based on the views of the majority of the community members and the content of its published corporates social responsibility reports. There are many critical areas such as educational scholarships, alternative livelihood supports, road infrastructure, infrastructure for schools, health service delivery, and environmental conservation, which have not adequately been addressed by the CSR programmes of AGGL. In the view of the majority of the stakeholder communities, apart from vocational and technical skills training, AGGL is lagging behind designing a comprehensive programmes for sustainable development of its stakeholder communities. There is also lack of equity and fairness in terms of how the benefits of CSR programmes are distributed.

Stakeholder community engagement and involvement in CSR programmes of AGGL was not adequate, according to the views of the majority of the respondents. As most of the respondents were in disagreement or not sure that decisions on CSR jointly taken by the company and the broader community, it could be said that most community members, most of the time, were not aware of a number of decision taken in relations to CSR programmes of the company.

Divergent views of the communities on the type of CSR programmes was identified as a challenge that had a high level of impact on the CSR efforts of the company. Besides, lack of requisite skills and knowledge for maintaining some of the CSR projects by AGGL. Resistance from the community and civil society organisations for unresolved grievances against the company was also found to be a critical challenge affecting the CSR of the company, despite the positive attitude on the part of the majority of the community members that CSR projects are not owned by the company, but the communities.

5.4 Recommendations

The following recommendations are made based on the findings and the conclusions of the study:

For sustainable development of the stakeholder communities, the scope of AGGL's CSR programmes need to be broadened to address other essential developmental needs of the communities such as alternative livelihood programmes, provision for adequate water-supply, development infrastructure for roads, schools and health service delivery, conservation of the natural environment, and others.

Since majority of the respondents indicated that CSR programmes are not equitably distributed, it is recommended that AGGL should take appropriate steps to ensure that the benefits of its CSR programmes are equitably and fairly distributed across the stakeholder communities.

Successful implementation of CSR programmes for local communities require the active participation of the community in every stage of project creation, that is from initial conceptualization to the completion and handing over of project. Therefore, it is

recommended that AGGL should step up its efforts in broadly, consulting, engaging and involving the communities in its CSR programmes.

The CSR activities of AGGL appear to be on ad hoc and reactive basis. This could be attributed to the absence of clearly defined framework to guide CSR activities in the mining sector of Ghana in general. In order for mining to contribute immensely to real transformation and sustainable development of affected local communities, the central government should develop CSR legal framework to serve as a yardstick or roadmap for CSR efforts of mining companies in Ghana.

It is also recommended that AGGL should put concrete measures in place to address all genuine grievances of the members of the stakeholder communities in order to avoid violent confrontation from the communities, as has been recorded in some other mining communities in Ghana.

While divergent views of the community on the types CSR programmes is seen as a challenge to the company, it is recommended that AGGL should take advantage of these diverse views, into account when determining the various CSR programmes that could be implemented to address the needs of the communities for sustainable development.

5.5 Suggestion for Future Research

This research used the survey method which produced only quantitative data for descriptive purposes. Thus, it is suggested that future research should combine quantitative and qualitative methods to investigate the CSR programmes of AGGL for its stakeholder communities in order to obtain some deeper understanding of the factors affecting CSR performance of AGGL.

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KNUST



APPENDIX

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

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Introduction

I am undertaking a study in fulfillment of a requirement for a degree in MSc. Project Management. This questionnaire is intended to solicit information from you for this purpose. Thus, any information you provide is to be used for the purpose of academic exercise only. Your identity as a respondents and the information and the information you provide shall be kept strictly confidential. Though participation in this study is voluntary, I would be grateful to you for your acceptance to participating in this study.

NOTE: AGGL represents Asanko Gold Ghana Limited or the Company

Section A: Basic Information

Questionnaire completion date

1. Please, indicate your highest level of educational placing a tick in the appropriate bracket below:

No formal education [] Primary [] JHS/Middle School [] Secondary []
Tertiary [] Other (*Please specify*)

2. Name of Community of you are residing: (*Please, write it here*)

3. Are you an employee of AGGL? YES [] NO []

4. Please, indicate how many years you have been staying in the community

5 years or less [] 6-10 years [] 11-15 years [] 16-20 years []
20+ years []

Section B: Research Questions

5. Corporate social responsibility programmes provided by the AGGL

You are to identify the various forms of corporate social responsibility programmes of AGGL in the community. Please, you are to indicate the extent to which you agree or disagree to the statements in Tale 1 about the corporates social responsibility programmes in the company on a scale of 1 to 5, where Strongly Disagree(SD)=1, Disagree(D)=2, Not Sure(NS)=3, Agree(A)=4 and Strongly Agree(SA)=5. For each statement, there are five boxes provided under ‘Response’. Place a mark in only one of the five boxes provided for each statement, which corresponds to your response.

Table 1: Corporate Social Responsibility Programmes of AGGL

Statement		Response				
		SD= 1	D=2	NS= 3	A= 4	SA= 5
5.1	Corporates social responsibility of AGGL has provided adequate infrastructural support for health service delivery in the community	1	2	3	4	5
5.2	Corporates social responsibility of AGGL has provided support for health educational and training campaign	1	2	3	4	5
5.3	Corporates social responsibility of AGGL has provided adequate infrastructural support for schools in the community	1	2	3	4	5
5.4	Corporates social responsibility of AGGL has provided educational scholarships for students in the community	1	2	3	4	5
	Corporates social responsibility of AGGL has provided school infrastructure and facilities for schools in the community					
5.5	Corporates social responsibility of AGGL has provided viable alternative livelihood support programmes for the community members who lost their livelihood due to the mining operations of AGGL	1	2	3	4	5
5.6	Corporates social responsibility of AGGL has provided support for road infrastructure in the community	1	2	3	4	5
5.7	Corporates social responsibility of AGGL has provided Credit Union to provide financial support for the development of local businesses	1	2	3	4	5

5.8	Corporates social responsibility of AGGL has instituted environmental programme with the community as a contribution to reclaim degraded land	1	2	3	4	5
5.9	The company has an environmental programme with the community to preserved and improve the quality of the environment in the area it is operating	1	2	3	4	5
5.10	Corporates social responsibility of AGGL has supported the community to have access to adequate drinking water	1	2	3	4	5
5.11	Corporates social responsibility of AGGL has provided toilet and waste management facilities to improve sanitation in the community	1	2	3	4	5
5.12	Corporates social responsibility of AGGL provide training for community members youth to acquire vocational and technical skills for economic empowerment	1	2	3	4	5
5.13	Corporates social responsibility of AGGL has provided support for the promotion of cultural heritage	1	2	3	4	5
5.14	Corporates social responsibility of AGGL has provided support for development of sports facilities					
5.15	Corporates social responsibility of AGGL has provided quality housing for affected communities through resettlement projects	1	2	3	4	5
5.16	Corporates social responsibility of AGGL has provided recreational facilities in the community	1	2	3	4	5
5.17	Corporates social responsibility of AGGL has provided community libraries and I.C.T. Centres and Facilities	1	2	3	4	5
5.18	Corporates social responsibility of AGGL provided support for electrification projects in the community	1	2	3	4	5
5.19	Corporates social responsibility of AGGL constructed decent market structures for the community	1	2	3	4	5

5.18 Do you feel that all corporate social responsibility programmes equitably and fairly benefit the community residents? YES [] NO [] NOT SURE[]

(Pleas tick appropriate box for your response)

6. Involvement of the communities in corporate social responsibility

Table 2 contains statements about the involvement of your community by AGGL in corporate social responsibility. Indicate the extent to which you think the community is involved in the corporate social responsibility of AGGL, on a scale of 1 to 5, where **Strongly Disagree(SD)=1, Disagree(D)=2, Not Sure(NS)=3, Agree(A)=4 and Strongly Agree(SA)=5**. For each statement, there are five boxes provided under ‘Response’. Place a mark in only one of the five boxes provided for each statement, which corresponds to your response.

Table 2: Involvement of community in corporate social responsibility

Statement		Response				
		SD	D	NS	A	SA
6.1	AGGL has stakeholder engagement programmes with the community	1	2	3	4	5
6.2	Decisions on corporate social responsibility initiatives are taken jointly by company and the broader community					
6.3	The community is actively involved in implementation of corporate social responsibility projects	1	2	3	4	5
6.4	Decisions taken by opinions leaders and traditional authority of community do not suppress the larger communities decisions on corporate social responsibility initiatives	1	2	3	4	5
6.5	The community is always mobilized to supply a form of communal labour for most of the infrastructural development	1	2	3	4	5
6.6	I feel that corporate social responsibility projects are not forced on community by AGGL	1	2	3	4	5
6.7	The community has the power to demand accountability from the various committees representing the community in corporate social responsibility	1	2	3	4	5

6.7 Are you satisfied with the extent to which your community is involved by AGGL in its corporate social responsibility?

YES []

NO []

(Please, tick appropriate box)

7.0 The Challenges the Companies Faces in Discharging its Corporate Social Responsibility

You are to identify the challenges AGGL faces in discharging its corporate social responsibility to the stakeholder communities. Please, you are to indicate the extent to which each of the items presented in Tale 3 is a challenge to the company in discharging its corporate social responsibility programmes in the community. Rate each item on scale of 1 to 4, where Very Low(VL)=1, Low(L)=2, High(H)=4, Very High(VH)=5.

For each statement, there are five boxes provided under ‘Response’. Place a mark in only one of the five boxes provided for each statement, which corresponds to your response.

Table 3: Challenge of AGGL in corporate social responsibility to stakeholder communities

Challenges		Response			
		VL=1	L=2	H=3	VH=5
7.1	Inadequate Funding for corporate social responsibility projects	1	2	3	4
7.2	Divergent views on the type corporate social responsibility programme to undertake	1	2	3	4
7.3	Demand and over-reliance of the community on the company for assistance	1	2	3	4
7.4	Community perceiving the company as being responsible and owning all CSR projects	1	2	3	4

For each statement, there are two boxes provided under ‘Response’. Place a mark in only one of the two boxes provided for each statement, which corresponds to your response.

Challenges		Response	
		YES	NO
7.5	Community lacking the requisite skills and knowledge in maintaining projects		
7.6	Lack of clear frameworks to guide corporate social responsibility		
7.7	Lack of communal labour support for executing corporate social responsibility projects		
7.8	Resistance from community and civil society organisations for unaddressed grievances they hold against the company		

Thank You