

**IMPACT OF STAKEHOLDER INFLUENCE ON PROJECT SUCCESS:
EVIDENCE FROM ASANKO GOLD GHANA LIMITED.**

By

ANSONG BENJAMIN

(BSc. Civil Engineering)

**A Thesis Submitted to the Department of Construction Technology and
Management, Kwame Nkrumah University of Science and Technology, Kumasi
in Partial Fulfilment of the Requirement for the Degree of**

MASTER OF SCIENCE IN PROJECT MANAGEMENT

NOVEMBER, 2019

DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material 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 acknowledgment is made in the thesis.

Ansong, Benjamin
(PG 5038118)	Signature	Date
Student Name and ID		

Certified by:

Prof. Joshua Ayakwa
(Supervisor)	Signature	Date

Certified by:

Prof. Bernard Kofi Baiden
(Head of Department)	Signature	Date

ABSTRACT

Project stakeholders are organizations or persons who actively engage in the project or whose anticipations and needs negatively or positively impact how project activities are completed or carried out. Project stakeholders sometimes have conflicting opinions regarding the factors most crucial that result in severe roadblock. The project team must understand the situation at hand, manage squarely the demands, and promote communication that is proactive with all the project stakeholders aiming to deliver a successful project. The current study focuses on assessing the effect of Stakeholder Influence on Project Success using Asanko Gold Ghana Limited as a case study. The issues the study concentrates on are various stakeholders and their roles, and stakeholder influential variables. The study used fifty-two (52), respondents. The instrument for the data collection was developed by the researcher, preceded by a pilot study. The pilot study was initially conducted on a similar project in the mining sector to ascertain its validity and reliability. The data for the study was basically from a primary source in that closed-ended questionnaire was designed and distributed to respondents. The data generated were analyzed using the mean score ranking. Descriptive statistics were used to test the data. The study concludes that communities directly affected by mining operations are recognized on the project to be the crucial stakeholders and therefore play a vital role in the project. Again, the study indicated interest is one of the most important stakeholder influential variables that affected the Tailings Storage Facility (TSF) Project. Further, the study found that performance is one of the important project success criteria of the TSF Project. Based on these, the study recommends that stakeholders especially, Asanko Gold Ghana have formal analysis of the downstream impact on community stakeholders, ecosystems and critical infrastructure in the event of catastrophic failure been undertaken and to reflect final conditions.

TABLE OF CONTENT

DECLARATION	ii
ABSTRACT	iii
TABLE OF CONTENT	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
ACKNOWLEDGEMENT	ix
DEDICATION	x
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study	1
1.2 Problem Statement.....	3
1.4 Research Objectives.....	4
1.5 Research Questions.....	5
1.6 Summary of Methodology	5
1.7 Significance of the Study	6
1.8 Scope of the Study	6
1.9 Organisation of the Study	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Contextual Review.....	8
2.2.1 Stakeholder Influential Variables	8
2.2.1.1 Power	9
2.2.1.2 Interest	9
2.2.1.3 Legitimacy	10
2.2.1.4 Urgency.....	11
2.2.1.5 Proximity	11
2.2.2 Stakeholder Management	11
2.2.3 Stakeholder Management and Involvement	13
2.2.4 Concept of Project	14
2.3 Theoretical Review	16
2.3.1 Social Network Theory (1969)	17
2.4 Empirical Review	18
2.5 Conceptual Framework.....	19
2.6 Stakeholders in the Mining Industry: Roles, Interest and Influences.....	20
2.7 Stakeholder Categorization.....	21
2.9 Stakeholder Influence and Project Success	23
2.10 Research Gap	24
2.11 Chapter Summary	25

CHAPTER THREE	26
RESEARCH METHODOLOGY	26
3.1 Introduction.....	26
3.2 Study Area	26
3.2 Research Approach.....	27
3.3 Research Strategy	27
3.4 Research Design	28
3.5 Study Population.....	28
3.6 Sampling Procedures	29
3.6.1 Sampling Frame.....	29
3.6.2 Sampling Size	30
3.7 Sampling Technique	30
3.8 Unit of Analysis.....	30
3.9 Data Collection and Analysis	31
3.10 Ethical Consideration.....	32
3.11 Chapter Summary	32
CHAPTER FOUR	33
RESULTS AND DISCUSSIONS	33
4.1 Introduction.....	33
4.2 Questionnaire return rate	33
4.3 Description of the Sample	33
4.3.1 Distribution of Respondents by Education Level.....	33
4.3.2 Distribution of Respondents by Number of Years Worked.....	34
4.3.3 Distribution of Respondents by Position	35
4.4 Descriptive Results	35
4.4.1 Identification and Roles of Stakeholders	36
4.4.2 Stakeholder Influential Variables	41
4.4.3 Project Success	45
4.5 Discussion.....	47
4.5.1 Identification and Roles of Stakeholders.....	48
4.5.2 Stakeholder Influential Variables	49
4.5.3 Project Success	51
4.6 Chapter Conclusion	51
CHAPTER FIVE	52
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS ..	52
5.1 Introduction.....	52
5.2 Review of Findings.....	52
5.2.1 Review of identification and Roles of Stakeholders.....	53
5.2.2 Stakeholders Influential Variables.....	53
5.2.3 Review of Project Success.....	54
5.3 Conclusion and Limitation	54
5.4 Recommendations.....	55

5.5 Recommendations for Future Research.....	55
REFERENCES	57
APPENDIX.....	66

LIST OF TABLES

Table 2.1: Stakeholders, their roles and responsibilities, expectations and potential impact	22
Table 3.1: Type of respondents and population	29
Table 4.1: Distribution of Respondents by Education Level	34
Table 4.2: Distribution of Respondents by Number of Years Worked.....	34
Table 4.3: Distribution of Respondents by Position	35
Table: 4.4 Identification and Roles of Stakeholders	40
Table 4.5: Stakeholder Influential Variables	44
Table 4.6: Project Success	46

LIST OF FIGURES

Figure 2.1 Conceptual Framework.....	19
Figure 2.2: Stakeholder Mapping and Categorization).....	20

ACKNOWLEDGEMENT

I am grateful to the Lord for His grace and providence through the period of my study. I also express sincere gratitude to my supervisor, Prof. Joshua Ayarkwa of the Department of Construction Technology and Management for his patience, guidance, and insights which made this work possible. I am grateful to Mr Ato Ghansah who also contributed in making this project work a reality. Finally, I am grateful to my wife for her understanding, support, and prayers.

DEDICATION

I dedicate this work to my mother; though she cannot read and write, she did her very best to ensure that I have a formal education and I am proud to have her as a mother.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Projects are organizational strategic instrument that leads innovation and creates value. However, their failures and challenges cost global businesses, governments and organizations fortune each year. The recent studies conducted by the academia and industry including studies by McKinsey in collaboration with the University of Oxford and Klynveld Peat Marwick New Zealand multi-industrial survey (Klynveld Peat Marwick Goerdeler KPMG, 2010), as well as the 2000–2011 CHAOS report (Standish Group, 2000-2011) confirm high rates of project challenges and failures. International development projects are also a subject of failures and great disappointments. Scholars have cited “the ignorance or poor stakeholder management” as one of the key reasons responsible for project failure (Aaltonen, 2011; Chang, et al., 2013; Hietbrink et al., 2012; Yang et al., 2011; Zolin et al., 2012). Findings indicated that issues within the stakeholder environment are mainly related to the stakeholder influential attributes and behaviors and their understanding and management (Beringer et al., 2013; Fageha et al., 2013; Mitchell et al., 1997; Rowley et al., 2003), which require exhaustive analysis, broader knowledge, and inclusive management methodology, techniques, and tools in order to effectively be assessed, utilized and managed to ensure projects well-being and success. Stakeholders play an integral role in the successful development and delivery of projects, services, and products, especially in the mining industry. The Project Management Institute [PMI] (2017) examined stakeholder management from three dimensions: identifying the people, groups or organizations that could impact or be impacted by a project, analysing their expectations and potential impact on the project, and developing and

implementing appropriate strategies for effectively engaging them towards the achievement of project goals.

In this regard, PMI suggests that effective project stakeholder involvement cannot be achieved without following a series of coordinated steps and processes. Stakeholder involvement takes into account understanding the attitudes of stakeholders throughout a project's lifecycle stakeholders' actions that meet their expectations (Beringer et al. 2013). It concentrates on uninterrupted communication with stakeholders to translate their anticipations and needs, manage their problems and conflicting interests, and deploy appropriate engagement strategies to meet project goals (PMI, 2017).

PMI (2017) argued that any individual or entity that can impact or be impacted by the inputs, processes or outputs of a project, both negatively and positively is a stakeholder. Beringer et al. (2013) asserted that stakeholders possess a double relationship with the performance of the project in the sense that their actions affect the project and the project results, in turn, affect their interests. For every project, therefore, there exist different categories of stakeholders with diverse levels of interests, influences, needs, expectations, and roles and responsibilities, and these individuals are the driving force behind successful completion and attainment of project goals (Nalewaik et al., 2015). Singh and Khan (2012) stressed on the importance of customers to businesses whilst other researchers focusing on different stakeholder groups. Carrying out effective stakeholder involvement entails identifying the parties whose influence and interests are important in the project environment as well as understanding the indicators that encourage them to generate mutual benefits and Proper management of stakeholders as a critical success factor for any project (Purvis et al, 2014).

1.2 Problem Statement

Minerals are a blessing. They are a gift of nature available to be developed, sold and used to better a lot of a nation's citizens (Eggert, 2002). A number of industrialized countries like Australia, Canada, Sweden, and the United States have depended on the exploration and extraction of minerals for their economic development. Mineral production generates income and foreign exchange through exports and can stimulate local economies through the local purchase of inputs. Mining companies employ workers who earn income, some of which they spend on domestically produced goods and services. Governments receive tax revenues from mining operations that are available to fund education, health care, roads, electricity supply and other forms of infrastructure development. Ghana is no exception when it comes to the benefits of mining. The mining sector generates huge incentives to boost foreign direct investment. The mining industry generates approximately US\$ 4 billion in Foreign Direct Investment to Ghana, representing more than 60% of all such investment in the country (Ghana Minerals Commission, 2014). Further, the mining sector is credited with bringing in a significant amount of foreign exchange earnings, employment generation, mineral royalties, employee income, and tax payments. Interestingly, the mining sector contribution to Gross Domestic Product about 5.2% (Ghana Minerals Commission, 2014).

This notwithstanding, numerous problems confront the mining industry of which Asanko Gold Ghana Limited is an example. Mining companies face project-related risks, operational, regulatory, and reputational and investor risks. Project risk may include several factors ultimately skewing the viability of extracting a resource. In the exploration and feasibility stages of a project, asset valuation may not include full project management costs through post-closure. International regulatory trends

toward steeper project pricing may dramatically increase operational costs and project use data is often not projected or tracked (World Resources Institute, 2010). Compliance with new often more rigorous environmental legislation plus lender requirements is causing mining companies to evaluate project differently, and design corporate-level strategies.

A detailed literature search yielded limited results on stakeholder involvement and its effect on Project Success. The availability of published materials on the stakeholder influence and its effect on Project Success in the mining sector have not critically examined this relationship (World Resources Institute, 2010). This study aims at unearthing additional information in the Asanko Gold Ghana Limited Tailings Storage Facility Project.

1.4 Research Objectives

The **aim** of the study was to examine the effect of stakeholder involvement on project success in the mining industry in Ghana.

Specifically, the study sought to achieve the following objectives:

1. To identify the various stakeholders and their roles in the Construction of the Tailings Storage Facility (TSF) at Asanko Gold Ghana Limited?
2. To identify the stakeholder influential variables that affected the success of Construction of the Tailings Storage Facility (TSF) at Asanko Gold Ghana Limited?
3. To identify the effect of these variables on the Construction of the Tailings Storage Facility (TSF) at Asanko Gold Ghana Limited?

1.5 Research Questions

To correctly achieve the stated objectives, the study sought to answer the following questions:

1. Who are the various stakeholders and their roles in the Construction of the Tailings Storage Facility (TSF) at Asanko Gold Ghana Limited?
2. What are the stakeholder influential variables that affected the success of the Construction of the Tailings Storage Facility (TSF) at Asanko Gold Ghana Limited?
3. To what extent do these variables affect the success of the Construction of the Tailings Storage Facility (TSF) at Asanko Gold Ghana Limited?

1.6 Summary of Methodology

To achieve the objectives of this study, a combination of both primary and secondary sources will be explored. The target population of this study is Asanko Gold Ghana Limited in the Ashanti Region of Ghana. Purposive sampling technique was used to select personnel within the institution who have been involved in at least one phase of the project management lifecycle. This non-probabilistic technique has been adopted to ensure that the research sample is relevant to the studies. The study also adopted the quantitative approach using survey design. The survey method was selected because of its ability to facilitate the collection of structured responses from a diverse group of respondents. Data collected was analyzed quantitatively using both descriptive and inferential statistics. The data collected was edited to eliminate errors, coded, and entered into SPSS for analysis.

1.7 Significance of the Study

For the successful delivery of any product, project or service, it is critical to understand the needs and wants of the target users of the deliverables, how the project outcomes will influence them, and how the stakeholders can contribute to effective and efficient project success. Regarding the extant literature in the field of stakeholder involvement, the outcome of this study will serve as useful literature for other researchers who want to conduct similar studies. For the mining industry, this thesis will provide a better understanding and appreciation of the role of stakeholders in their product and services development and delivery processes. It will also expose the challenges inherent in stakeholder involvement as encountered by mining industries. Furthermore, the findings of this study will contribute to research efforts in stakeholder involvement, bringing to light the peculiarities in the mining sector. While stakeholder involvement has been explored in recent studies, the focus has been biased towards traditional project sectors like construction health services Non-Profit initiatives, and social interventions. Very limited studies have been undertaken in this regard in the mining sector and therefore, this study will serve as reference material for further research efforts in stakeholder involvement. Ultimately, this study will contribute to the body of knowledge in project management.

1.8 Scope of the Study

This thesis concentrates on one mining industry in Ashanti Region, Ghana. While it has been severally recognized that other project management processes are key for successful project delivery, this study is limited to stakeholders and their involvement in successful project delivery in the mining sector. Within the selected institutions, data collection efforts will be directed at members of staff and management who have had direct involvement in at least one phase of a project in the delivery of a project.

Stakeholder management concepts to be discussed are processes, interests, influences, and power.

1.9 Organisation of the Study

The study has been organized into five chapters. The first chapter outlines the background to the study, problem statement, research questions, research objectives, and a brief overview of research methods, the scope of the study, and the significance of the study. Chapter Two (2) review literatures on previously undertaken research on stakeholder management. The chapter takes into consideration the contextual review, stakeholder interest, influence and power, stakeholder management processes, stakeholder management processes and successful project delivery, theoretical and empirical literature review, conceptual framework as well as hypothesis.

Chapter three of the study entails the methodology and the description of the study area. The specifics of the methodology discussed under the chapter include the research design, the sample population, sample size determination, the sampling technique, the data collection methods and processes, the sources of data, the analytical methods, the internal and external validity, and the ethical consideration. The data processed data are presented in chapter four. Chapter four also contain the analysis and discussions of the findings of the study. Chapter five which is the last chapter contains the summary of the research findings, conclusion and recommendations emanating from the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looks at the contextual review - elaborating on stakeholder theory, stakeholder management, stakeholder involvement, and project. Again, the chapter documents the various stakeholders in the mining sector focusing on the stakeholder influential variables. More so, the chapter talks about the relationship between stakeholder involvement and project success. The chapter outlines the theoretical and empirical literature on stakeholder involvement and stakeholder involvement and project success respectively. The chapter concludes on the conceptual framework and hypothesis development.

2.2 Contextual Review

2.2.1 Stakeholder Influential Variables

Freeman's principles have produced disagreement and diverse opinions. These opinions and disagreements have led to the theory of stakeholder salience development by Mitchell et al. (1997). Mitchell et al. (1997) supplied two more variables of legitimacy and urgency to close the gaps related to the single variable of power. However, the salience framework was disapproved for ignoring stakeholders beyond the economic value of the firm or project (Banerjee, 2008; Bourne et al., 2005; Yang et al., 2009). The next common framework is the power/interest matrix which was formulized by Johnson et al., (1999). The model was modified and used in project environment by Olander et al., (2005). Additionally, adopting from Mitchell et al. (1997) salience framework,

Bourne et al., (2006) introduced the typology of power, urgency and proximity.

2.2.1.1 Power

The ability used by some to bring the outcomes they wish (Salancik et al., 1974). Power was cited by Mitchell et al. (1997) through organizational theories of agency, resource dependence and transaction cost. Power was also categorized in organizational settings by Etzioni (1964) as coercive power (physical resources or force i.e. gun), utilitarian (financial resources), and normative (prestige). A number of researchers have argued that project's survival and well-being is influenced by stakeholders' power. It's a tool that can save or kill a project. Power has been an ongoing debate; many stakeholder scholars including Freeman (1984), Donaldson and Preston (1995), and Clarkson (1995) challenged the importance of power in favour of legitimacy in stakeholder-manager relationship. This study retains power for further assessment.

2.2.1.2 Interest

Johnson and Scholes (1999) modified the stakeholder environment scanning model introduced by Mendelow (1981) to measure stakeholder interest through formulated power/interest matrix (Olander & Landin, 2005). Authors' organizational stakeholder mapping is about how interested stakeholders are in pursuing their expectations and whether they have the power to push for. In contrary to the power-dependent arguments, Rowley and Moldoveanu (2003) stated that interest-based perspective is capable of mobilizing stakeholder group and influence the focal organization independent from power or urgency. Additionally, Freeman, Harrison,

Rowley and Moldoveanu (2003) added to the topic stressing the moral interest as an important criterion for identifying who counts. This research will retain interest as an independent influential variable for further examination in the mining sector.

2.2.1.3 Legitimacy

Legitimacy is often coupled with power as socially acted attribute; it is also referred to legitimate or illegitimate usage of power in which if it used through legitimate channels may sustain otherwise lost (Davis, 1973). According to Mitchell et al. (1997) both variables of legitimacy and power are linked while being independent. Authors argued that a stakeholder of a firm may have a legitimate claim to make but its claim will not receive salience from management unless he/she has either the power to push for or has a high degree of urgency to drive the claim forward. Bourne et al., (2006) replaced legitimacy with proximity claiming it ignores stakeholders beyond contractual rights. Yang et al. (2011) also replaced legitimacy with proximity due to its complication and restriction.

Contrary to the above power-dependent approaches, scholars have described legitimacy through broader notion that explains the subject as a socially constructed concept with ownership title, moral rights, interest (self or moral), legal, contractual, and exchange relationship (Carroll et al., 2011; Phillips, 2003; Suchman, 1995).

Legitimacy was also promoted by a number of scholars as the core attribute in stakeholder-manager relationships (Clarkson, 1995; Donaldson et al., 1995; Freeman, 1984). This study will retain legitimacy as one of the key factors in stakeholder-manager relationships in the mining sector.

2.2.1.4 Urgency

Mitchell et al. (1997) proposed urgency to respond to the dynamism of situation. Urgency refers to how urgent stakeholders' claims are; such urgent claims are based on time sensitivity and criticality (Mitchell et al., 1997). The importance of urgency in project field was also confirmed by other researchers (Bourne et al., 2006; Yang, et al., 2011).

This study will retain urgency for further assessment in the mining sector.

2.2.1.5 Proximity

Stakeholders' relationship based on their ties with the project management team and processes (Bourne et al., 2006). Proximity in conjunction with other attributes is expected to add a dimension enabling project managers to analyse community of stakeholders based on their closeness, role and relationships with the team and processes. This study finds proximity relevant and will retain it for further analysis in the mining sector.

2.2.2 Stakeholder Management

Project stakeholders are organizations or persons who actively engage in the project or whose anticipations and needs negatively or positively impact how project activities are completed or carried out (PMI, 2017). Project stakeholders sometimes have conflicting opinions regarding the factors most crucial that result in severe roadblock. The project team must understand the situation at hand, manage squarely the demands, and promote communication that is proactive with all the project stakeholders aiming to deliver a successful project (PMI, 2017). Project is viewed as a temporary teaming up of individuals having vested interests and stakes that change with time. These individuals have infringing targets and can influence the course and

decisions of the project. There should be a balance between consensus and bargaining process regarding stakeholders.

This helps in the unexpected shifts in strategy shaking the power of the project stakeholders that may rise and fall over time (PMI, 2017). In this regard, it is very relevant that stakeholders and project's goals converge so as to integrate stakeholders interests to compensate circumstances change as and when the project evolves. Freeman (2007) contends that stakeholder management and project performance have a significant positive relationship. Again, Freeman (2007), posits that from sustainability and ethical perspective stakeholders must not be disengaged from the project because their interest affects the outcome of the project.

Managing stakeholders effectively reduces the likelihood of project failure that results from unsolved problems and limits the flutters that crop up in the execution of the project. With regard to this, stakeholder analysis focusing on their respective drivers, needs, and act is an integral part of present-day project organizations. Specifically, attention must concentrate on identifying the most relevant stakeholders of the project for the survival of the organization and meeting their respective needs and anticipations (Baron, 2009). Evaluating stakeholders' demands and influence must be treated and seen as crucial and indispensable move in the planning, execution, and closing of project. International projects experience different pressures from their complex and unpredictable external stakeholder environments. In reducing uncertainty, stakeholder analysis is done by management team of the project to give interpretation about the project environment (Aaltonen, 2011). The widely held view about key stakeholders is that the value gleaned from the stakeholders and their relationship with the project team explains the project failure and success. In light of

this, managing relationships is very essential to produce expected values that agree to stakeholders anticipations and needs (Bourne, 2005).

2.2.3 Stakeholder Management and Involvement

Stakeholder management takes into account understanding the attitudes of stakeholders throughout a project's lifecycle with the objective of performing actions that meet their expectations (Beringer et al. 2013). It concentrates on uninterrupted communication with stakeholders to translate their anticipations and needs, manage their problems and conflicting interests, and deploy appropriate engagement strategies to meet project goals (Project Management Institute, 2017).

Roeder (2013) argues that any individual or entity that can impact or be impacted by the inputs, processes or outputs of a project, both negatively and positively is a stakeholder. Beringer et al. (2013) assert that stakeholders possess a double relationship with the performance of the project in the sense that their actions affect the project and the project results affect their interests. For every project, therefore, there exist different categories of stakeholders with diverse levels of interests, influences, needs, expectations, and roles and responsibilities, and these individuals are the driving force behind successful completion and attainment of project goals (Nalewaik and Mills, 2015). Singh and Khan (2012) stressed on the importance of customers to businesses whilst other researchers (Chandler, 1967; Yener, 2002) focused on different stakeholder groups. Carrying out effective stakeholder management entails identifying the parties whose influence and interests are important in the project environment as well as understanding the indicators that encourage them to generate mutual benefits (Purvis et al, 2014). Proper management of stakeholders is a critical success factor for any project and numerous studies (Liang

et al, 2017; Bourne, 2013) have examined this phenomenon generally and in specific settings and sectors.

2.2.4 Concept of Project

Long before the establishment of an organized body of knowledge, principles, manuals or guides, there existed organized efforts, both simple and complex, directed towards the achievement of tangible endeavors. The Great Wall of China, Pyramids of Giza and Coliseum are some great examples of successful projects undertaken in the past. Projects have therefore been in a way of life for as long as human existence on earth. Over time, however, the definition has grown and evolved alongside humans and organizations. PMI (2017) defines a project as “a temporary endeavor undertaken to create a unique product, service or result”. While brief and simple, this definition encompasses a wide variety of initiatives, both tangible and intangible, and although the concept has become common so much so that it has been adopted in everyday parlance to refer to a vast collection of tasks and ventures, its integral meaning remains unchanged.

Over the years, there has been a significant paradigm shift in the adoption of project management practices and its widespread application in traditionally functional organizations as organizations are increasingly organizing their activities as projects. This has led to an evolution in the definition of the concept, “Project”. For the purpose of this study, the explanation provided by Kerzner (2009) argues that project is system approach to planning, scheduling and controlling. He launches the characteristics of a project as “series of activities and tasks that have a specific objective, with a focus on the creation of business value, to be completed within certain specifications; have defined start and end dates; have funding limits (if

applicable); consume human and nonhuman resources (money, people, equipment); and are multifunctional (cuts across several functional lines)”. While each project is inherently unique, either as a result of the complexity, size, target consumers, stakeholders or industry, several key characteristics cut across all of them. Moreover, the key processes inherent in the design and delivery of products and services across all sectors and business organizations fit the above definition.

Fassin (2009) criticizes previous stakeholder categorizations, arguing that there must be a clear distinction between stake keepers, stake watchers, and stakeholders. He respectively defines stakeholders as people having concrete and actual stake in an organization, stake watchers as community pressure groups and organized unions and who have no real stake but rather protect the interests of real stakeholders, and finally stake keepers as the independent regulators such as regulatory agencies, certification organizations and government agencies having no stake in the firm but rather possessing control and influence. A widely used categorization sees stakeholder groupings on the basis of their contractual ties to the project, magnitude of involvement, and status on the project (Nalewaik and Mills, 2015).

The idea of maximizing for stakeholders evolved through Freeman’s “Strategic Management: A Stakeholder Approach” which became the theoretical ground for further developments. Stakeholder theory is a theory of organizational management and ethics (Phillips et al., 2003). It opposes the free market norm of shareholder capitalization and promotes stakeholder maximization. For many decades economists have been defining the purpose of a business as an instrument to capitalize on shareholders, this was also referred to the legal purpose of a business. Stout (2012), an astute stakeholder scholar posit that this is a misinterpretation as law has not

defined the purpose of a business to capitalize on shareholders; law simply says to do the lawful. This may also reflect the purpose of a project as an instrument established to deliver benefits to its stakeholders that include the project owner.

Stakeholder has been defined and conceptualized in a wide range from broad to narrow. Freeman (1984) define stakeholder as “any group or individual who can affect or be affected by the achievement of the organization’s objectives”. Cleland (1986) who is influenced by the theory and also more interested in the outcome of project, define project stakeholder as individuals or institutions that are either under or beyond project manager’s authority, and directly or indirectly get affected by the project’s outcome, and have share or stake or an interest in project.

PMBOK Guide (2013) define stakeholders as “individual, group, or organization who may affect or be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, who may be actively involved in the project or have interests that may be positively or negatively affected by the performance of completion of the project”. Studies conducted by Littau et al., (2010) argue that stakeholder theory in project management discipline become the dominant stakeholder definition for the field of project management. According to Littau et al. (2010), project stakeholder is an individual(s), or group(s), or organization(s) who have property rights, or an interest (self or moral) or human rights in the project, and can affect or be affected by the project activity or its outcome. This definition departs from the networked and dynamic environment of stakeholder community giving voice to all may count.

2.3 Theoretical Review

Stakeholder theories grow into different branches, models and criteria, for example the three taxonomies of normative, instrumental, and descriptive (Donaldson &

Preston, 1995), the primary and secondary domains (Clarkson, 1995), the typology of organizational stakeholders (Savage et al., 1991), the resource-based influential strategies (Frooman, 1999), and the salience framework (Mitchell et al., 1997), and managing for stakeholders (Freeman et al., 2007). Theoretically, the study is guided by social network theory.

2.3.1 Social Network Theory (1969)

The concept of SNA developed from social network theory, which is an interdisciplinary endeavour derived from sociology and anthropology (Mitchell, 1969). A “Social network” could be defined as “a specific set of linkages among a defined set of persons, with the additional property that the characteristics of these linkages as a whole may be used to interpret the social behaviour of the persons involved” (Mitchell, 1969). Furthermore, the social network focuses on the links that tie each individual to other individuals. That is, the classical one-mode social network refers to the set of actors and the links between them, which are the two essential elements in a social network (Yang, 2014). SNA has been widely used in stakeholder analysis, in which the nodes in the network are defined as stakeholders and the links as the relationships between them. SNA in stakeholder analysis can provide the relationship structures of stakeholders, which is illustrated by a graph of the network. Studies have applied SNA in stakeholder analysis to identify stakeholders, map their interrelationships, and analyse their priorities, influence, clusters, and other attributes (Caniato, 2014; Kelly et al., 2013; Prell et al., 2009). Prell et al., (2009) applied SNA to natural resource stakeholder analysis and identified that stakeholders played more central roles in the network of nature resource management.

2.4 Empirical Review

Very little has been written about these questions. Collins et al., (2004) assessed success criteria across and within industries. They found little difference between industries.

However they showed that in the mining industry contractors (suppliers) see minimizing cost and duration as more important than their clients, whereas clients emphasize satisfaction of stakeholders more than contractors.

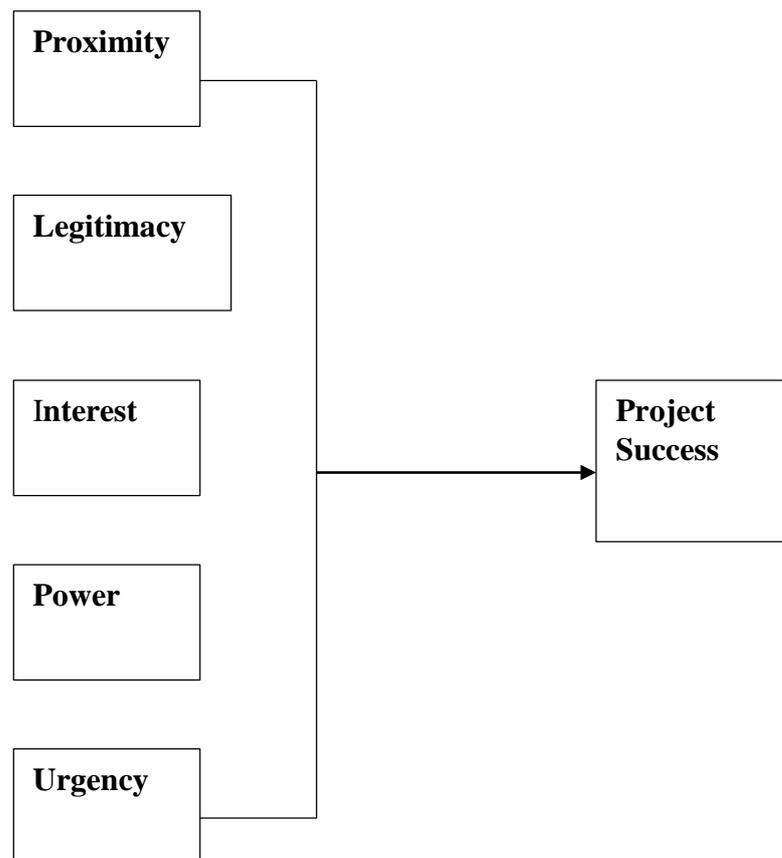
Bryde et al., (2005) also showed that in the mining industry clients and contractors place different emphasis on success criteria. Chan et al. (2002) developed a framework of success criteria for design/build projects in the mining industry. They suggest managers should differentiate between objective criteria and subjective criteria and assess success at every stage using an increasing number of subjective criteria.

Wang et al., (2006) showed success is differently determined in China than in the mainstream project management literature. Contrary to the emphasis on time, cost, and quality criteria, Chinese stakeholders and project managers emphasize the importance of relationships as the main criterion for overall success in construction projects. Research focusing on the IT industry in India identified scope, and specifically functionality within scope, as the foremost success criteria (Toor et al., 2010).

Toor et al., (2010) research findings on large public sector development projects moved the topic beyond the traditional iron triangle and concluded that stakeholders' perception and satisfaction is the key to project success. From the base organization's

(project owner) viewpoint, Eskerod et al., (2013) reconfirmed the importance of stakeholders by stating that a project can only be successful if stakeholders are first motivated and in return have contributed to the project. Eskerod et al., (2013) described success as project product success (benefits), project management success (deliverables), and project success as the sum of both. From the stakeholder perspective, Beringer et al. (2013) claimed that stakeholder behaviour and management of such behaviour is the key to project portfolio success. The study by Keogh et al., (2010) on the department of health and science (MIT) proves the importance of stakeholder involvement in the development of a new curriculum for its success.

2.5 Conceptual Framework



Source: Author's Own Construction, 2019

Figure 2.1 Conceptual Framework

2.6 Stakeholders in the Mining Industry: Roles, Interest and Influences

Business for Social Responsibility (2016) opined that the mining sector has various categories of stakeholder groups who wilfully and inadvertently contribute to the survival of the industry. Each group has distinctive interests that may conflict with each other, the project deliverables, and even the strategic objectives of the institution. Bryson (2004) argues that the creation and sustenance of these industries result from the satisfaction of the needs and wants of their clients, who constitute their key stakeholder group. Figure 2.1 adapts from the Business for Social Responsibility Stakeholder Mapping that captures the key stakeholder groups mining industries engage with in their delivery of products and services.

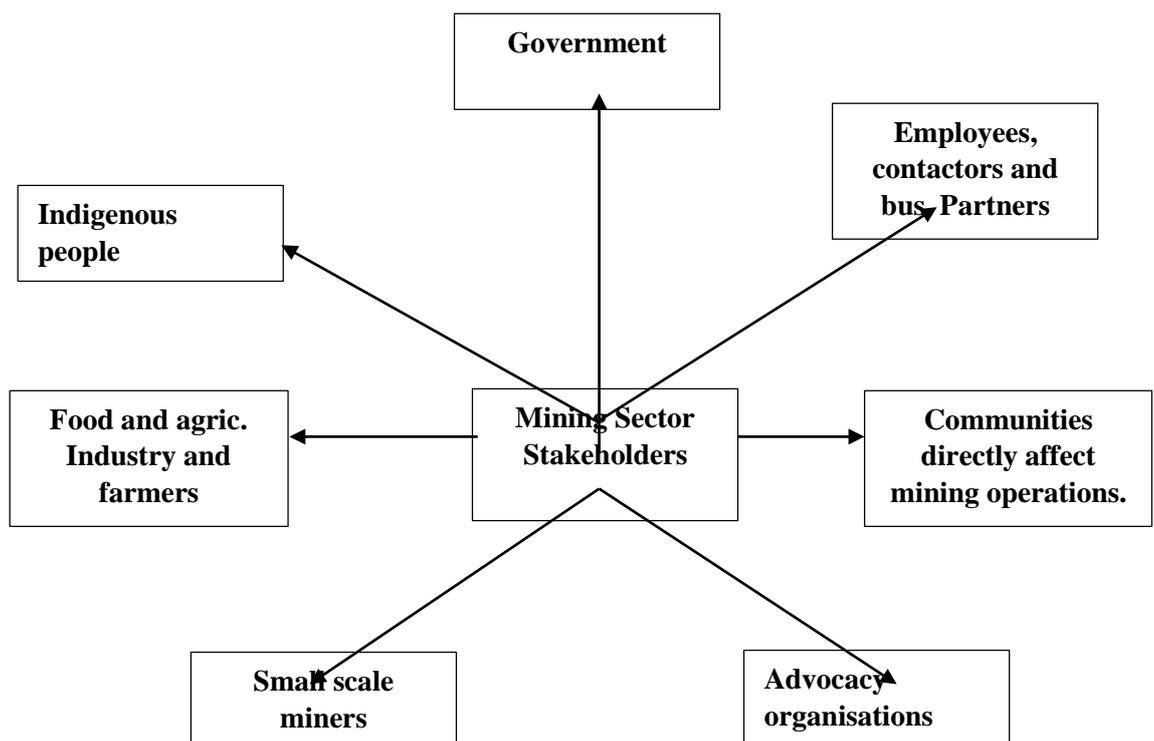


Figure 2.2: Stakeholder Mapping and Categorization (Business for Social Responsibility, 2016)

Each of these stakeholder groups influences the project at least once during the project lifecycle. The product and service development team must therefore have the

capacity to manage the contradictions inherent in these interactions as and when they present themselves (Yang, 2009). Karlsen (2008) sought to distinguish between the various stakeholder groups, identifying their roles, interests and potential impact on project deliverables. In his article “8 Project Stakeholders You Should Never Ignore Before Project Launch”, Brian (2017) elaborates on the vested interests stakeholders have in the end products of projects and how their early involvement in the management processes ensures they derive satisfaction from project deliverables, which ultimately determines the success of the project.

2.7 Stakeholder Categorization

Savage et al. (1991) categorize stakeholders into “influencers” and “claimants” and conclude that potential stakeholders either cooperate with or threaten the organization.

Stakeholders are also classified as “internal” and “external” (Freeman, 1984; Eesley et al., 2006). In a typical business organization, internal stakeholders are customers, shareholders, employees and management while external stakeholders include contractors and suppliers, the media, community activists, advocacy groups, regulatory bodies and government agencies, and the community at large. Clarkson (1995) classifies stakeholders into “primary” and “secondary”. Secondary stakeholders have no direct relations with the organization in that these stakeholders have limited formal contractual relationship or direct legal authority over the firm (Eesley et al., 2006). On the other hand, primary stakeholders like customers and employees have direct relations with the firm because they engage in direct business transactions and have direct legal authority over the firm.

Clarkson (1995) and Savage et al (1991) argue that though secondary stakeholders do not involve themselves directly, they nonetheless affect an organization. Langtry (1994) contends that secondary stakeholders possess legitimate and moral claims in that the organization is significantly responsible for their well-being. Freeman (1984) classified stakeholders as “moral” and “strategic”, arguing that strategic stakeholders affect the firm and the management of their interests is vital. Moral stakeholders on the other hand, are people providing resources for and depending on the firm as well as affected by the firm operations and outputs (Frooman, 1999).

The table below was derived from works of Karlsen (2008) and Brian (2017) as applicable to the mining sector.

Table 2.1: Stakeholders, their roles and responsibilities, expectations and potential impact

<i>Stakeholder Group</i>	<i>Roles and Responsibilities</i>	<i>Expectations/Potential Impact</i>
Employees, contractors, and business partners	These groups are the primary contact point with community members, and many of them live in the community itself. When companies have a positive relationship with these groups, it not only improves direct relations with them; it can have a wider impact on the community’s perception of the company.	Clients expect products and services to generate benefits for them including a value-added experience, higher returns on investments, and lower service charges.
Communities directly affected by mining operations	For communities to accept a mining project, they must perceive the project’s potential benefits as greater than its risks. Community relations team helped the organization shift from a philanthropic to a participatory approach that satisfied the needs of the company and the community.	Community members expect that while new products generate returns for the institution as a whole, and customers, they will not be left out and will ultimately benefit through an improvement in their job operations and also address their concerns, and creating a shared vision of the community’s long-term future.
Advocacy organizations, including religious and environmental groups	The role of advocacy organisations make companies understand new perspectives, and can address concerns in a proactive way, even if neither party changes its position.	In closely-knitted communities, the influence of opinion leaders and Civil Society Groups is substantial and having them onboard a project as supporters must be a part of the stakeholder engagement strategies.
Small-scale	Help large-scale mines to access land	They also expect new products to lead to

miners	that provide their livelihoods.	improvements in customer experience rather than the opposite. The impact from these agencies can be either positive or negative, where the negative manifests in fines, suspensions, and in some cases
		withdrawals of licenses and operational permits.
Food and agriculture industry and farmers	The mining industry can compete with agriculture when it comes to land use, access to water, and availability of workers. Mining operations can affect agriculture livelihoods, as well as food access and security.	Many extractives companies have found ways to work with the agriculture industry to address issues like water shortages and quality, as is detailed in a recent report from the International Council on Mining and Minerals and the International Finance Corporation.
Government	The government is an important stakeholder to engage as a regulator and the beneficiary of royalties. In many cases, the government is responsible for providing services in the community, and if the government is absent, stakeholders often look to the company to fill that role.	While mining companies should not replace governments, it is important for the businesses to understand government priorities and plans, identify overlapping and shared interests, and determine clear roles and responsibilities in ongoing maintenance and funding of community investments.
Indigenous people	In addition to individual universal human rights, indigenous peoples have special and collective rights to their land and its resources. Develop an honest, transparent dialogue and understanding perspectives, cultures, and goals are important steps for meaningful engagement that can lead to positive outcomes, including agreements that help communities manage the impacts and receive the benefits associated with a mine.	Given these rights, as well as the unique impacts that mining projects can have on indigenous peoples, companies should take special consideration in relation to community engagement and consultation through free, prior, and informed consent (FPIC).

Source: Adapted from Karlsen (2008) and Brian (2017)

2.9 Stakeholder Influence and Project Success

According to Thomson, (2011) framework for measuring success is based on a “triple constraint” notion of time, cost and performance. By time they mean, is the project realized respectfully of the planning schedule and is the project suffer from delays. Costs are linked with the respect of the planning because any delays with necessarily implies more costs. But in a wider perspective the constraint focus on meeting the

financial requirement fixed by the stakeholder. And regarding the performance constraint, it takes into consideration if all project objectives are met. If it is a process or a system, does it operate correctly, or more generally, are the quality requirements met. This framework is a micro evaluation as it takes into account only project management requirements. The fourth dimension which is a macro evaluation criteria, is a satisfaction constraint. This constraint focuses on the individual experience, often it is the user or the client. Apart from all the micro requirements, it focuses on external stakeholder satisfaction. User/client satisfaction is linked to micro constraint success but it is partially independent (Thomson, 2011).

But it is also difficult to manage stakeholders because they may be groups or individuals with very different opinions about how the project should be. In any project situation, there is always someone (the client, customer) who has a unique need (Svetlana, 1997). As they are not involved in the everyday work, they may not perceive every constraint and obligation. Stakeholders may sound vague, have intangible expectations about tangible outcomes. Mainly because they do not have the required knowledge and resources to conduct the realization of the project design and may not have all the understanding to take decision about specific constraints of time, money and specifications.

2.10 Research Gap

Arguably, the traditional power-based frameworks have their strengths and weaknesses and miss out important critical factors such as the complexity of relationship network and the significance of stakeholders' moral interest in favour of others. To fill the gap and in order to provide a fresh insight this study has moved beyond the salience-based frameworks employing all key influential attributes. The

findings of this study will go a long way in guiding project managers, researchers, engineers, government policy makers among others.

2.11 Chapter Summary

This chapter reviewed stakeholder theory, stakeholder management, stakeholder involvement and project. Again, the chapter documented the various stakeholders in the mining sector focusing on the stakeholder influential variables. More so, the chapter talked about the relationship between stakeholder influence and project success. The chapter outlined the theoretical and empirical literatures on stakeholder, and stakeholder influence and project success respectively. The chapter concluded on conceptual framework and hypothesis development. Comprehensive review of literature identified a gap in stakeholder influence and project success

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter details the methodology of the study. Research design, target population, sample size, sampling technique, and data collection methods and validity and reliability of research instrument.

3.2 Study Area

Asanko Gold Mine, situated in Ghana, one of the top ten gold producing countries, is Asanko Gold's flagship project. With proven and probable reserves of 4.8 million ounces (Moz), the mine is being developed in two phases. Construction on the phase one development of the project started in August 2014. The first gold was poured from the phase one in January 2016, while commercial production began in April 2016. A definitive feasibility study for the phase two of the project was modified in 2016 to include a two-stage approach for the extraction of the nearby Esaase deposit. Phase two has potential to expand the mine's gold output to 400,000oz a year.

The TSF Project is a structure made up of (one or more dams) built for the purposes of storing the uneconomical ore (ground up rock, sand and silt) and water from the milling process. Again, The tailings are stored in impoundments (tailings ponds) created by embankments constructed from waste rock. The embankments and impoundments are referred to as tailings storage facilities (TSF).

With this refined information, the study purported to use Asanko Gold Mines and the TSF project because the project brings a lot of stakeholders such as employees and employers at Asanko and community members together. Further, the choice was influenced by the community members contribution to projects already embarked on

by Asanko Gold Mines in the community. In order to document their genuine influence in the TSF project, the research sought to study stakeholder influential variables on the successful implementation of the TSF project.

3.2 Research Approach

The main research approaches are the inductive, deductive and abductive research approaches. As per Trochim (2006), deductive thinking moves from the general to the particular in that contentions depend on standards, laws and are broadly acknowledged standards, while the inductive deals with the development of theories. Regarding abductive research approach, the researcher uses logical inference to arrive at conclusions by observation. This process, unlike deductive reasoning, yields a plausible conclusion but does not positively verify it. The study investigates into the Construction of a Tailings Storage Facility (TSF) Project at Asanko Gold Ghana Limited. Hence, this study adopted the deductive approach in order to establish the sustainability of continuous improvement in the construction sector.

3.3 Research Strategy

This research study used a questionnaire-based survey to facilitate the achievement of the main research objective. Two main characteristics describe the purposes of a survey. Firstly, surveys aim to produce some descriptions about the distribution of phenomena in a population (Ling et al., 2008). Therefore, a survey analysis may be concerned with comparing the relationship between variables, or with demonstrating the finding, descriptively (Zikmund et al., 2009). Secondly, surveys are used to collect information from research population through use of structured questions. Additionally, a survey provides a means for collection of a large amount of data from

a substantial population in a highly economical way and it also operates on a foundation of statistical sampling to protect a particular representative dataset.

3.4 Research Design

To Yin (2009), every empirical study form has an inherent if not overt research design.

It is the connection of a study's empirical data to its initial research questions and ultimately, to its conclusions in a logical sequential manner (Baah-Ennumh, 2012). In addition, Yin (2009), points out that research design preponderantly constitutes the outline of the various stages involved in the research exercise and serves more or less as a plan that guides the investigator through the process of collecting, analysing and interpreting observations. Accordingly, the study employed case study research design. According to Yin (2009), case study research is an effective methodology to investigate and understand complex issues in real world settings. Case study designs have been used across a number of disciplines and it is very pragmatic, flexible research approach, the variation in definition, application, validity, and purposefulness.

3.5 Study Population

Literally, this refers to the aggregate number of people found within a particular area. In other words, Saunders (2007), consider a population as the complete set of cases whether human beings or not from which a sample is selected or drawn. Likewise, population is also considered as a collection of items or individuals with one or more common characteristics from which data can be elicited and analysed (Kumar, 1996; 1999). Also, Ruben et al., (1989) define study population as the sum of all elements from which the sample is actually selected. With regard to these, the study population

consisted of all stakeholders on the Construction of the Tailings Storage Facility (TSF) Project at Asanko Gold Ghana Limited. This comprises of 15 persons of Government agencies, 13 Asanko Project team members and 32 community members.

3.6 Sampling Procedures

3.6.1 Sampling Frame

Sample frame, according to Rubin et al., (1989), is the actual list of sampling units from which the sample is selected. Stakeholders of the Construction of the Tailings Storage

Facility (TSF) Project at Asanko Gold Ghana Limited constituted the study's sampling frame. The population as shown for the study is sixty (60) and is shown below:

Table 3.1: Type of respondents and population

Stakeholder	Popn
Government Agencies	
Ghana Mineral Commission	5
Amansie West District Assembly	5
Environmental Protection Agency	5
Total	15
Asanko Project Team Members	
Executive General Manager	1
Engineering Manager	1
Project Manager	1
Safety Manager	1
Safety Officers	9
Total	13
Community Members	
Chiefs	10
Assembly Man	1
Unit committee members	21
Total	32
Overall Total Population	60

Source: Field Data, 2019

3.6.2 Sampling Size

The population under study is heterogeneous due to the diverse orientations and characteristics among management members and labourers and it is only prudent to consider larger sample size since the more heterogeneous a population is, the larger the sample ought to be (Saunders, 2007). Literally, sixty (60) respondents from the respective units of the sample frames were expected to participate in the study. Respondents were selected with 5% error margin to ensure 95% confidence level following the sample size determination table developed by Yamane (1967). Fifty-two (52) were selected out of the expected 60. The number of respondents (52) was considered appropriate. The sample size calculation by Yamane (1967) is given by:

$n = \frac{N}{1+N(e)^2}$, where n is the sample size, N is the population size, and e is the level of precision.

$$n = \frac{60}{1 + 60(0.05)^2} = 52.$$

3.7 Sampling Technique

The examination utilized purposive sampling strategy to sift data from the respondents in light of two reasons: first, simple choice and distinguishing proof of people or gatherings of people that are capable and all around versed in data (Cresswell et al., 2011). Second, the significance of readiness and accessibility to take an interest, and the capacity to convey encounters and feelings in an expressive, intelligent and understandable way (Bernard, 2002).

3.8 Unit of Analysis

The researcher edited the data collected from the field of study to ensure consistency in the responses. This was done to ascertain whether all questions on the key

components of sustainability of continuous improvement, challenges of sustainability of continuous improvement and mitigation strategies were duly responded and contained accurate information to make meaning. The organizational culture and value – norm - behaviour linkage for the project consisted of customer orientation, employee orientation, and financial orientation that influence work norms for customer retention (solidarity and role integrity). Further, the study used the multiple units where it incorporated the employees of Asanko Gold Ghana Limited and the stakeholders in the community where the TSF project was executed. With regard to the object, the study examined stakeholder influence.

3.9 Data Collection and Analysis

The people's viewpoints were elicited by means of a survey instrument's designed questionnaire for the study in order to establish a profile of sustainability of continuous improvement. Basically, this involved the compilation of structured questions as a research instrument, with close-end multiple-choice questions grounded on the 5-point Likert-style rating scale which offers respondents a range of options or answers to choose from. Literally, 5 on the scale represent the highest score and 1 is the lowest on the scale. Respondents for the study had choices either to disagree or agree to an extent with the questions made within the scope to make data collation and analysis much simpler and ensuring that issues of concern are directly addressed by the selected answers. Also, necessary alterations and reforms to the questionnaire were made within the context of the study, and respondents were briefed about the significance of the research in order to make them truthful and diligent with their responses. Also, specific codes were assigned to all the questions in the questionnaire (close-ended) and computerized after an overview of the responses was done. Furthermore, the data processing aspect involved the explanation of

variables, coding of data (keying) and finding missing values by editing. SPSS was used to analyse the data. The analytical approach was mean score ranking.

3.10 Ethical Consideration

The researcher bearing in mind of the several implications associated with research ethics, considered sending an official letter to the site managers. In addition, the various participants of the study were accorded the requisite reverence as the study in itself required the acquisition of certain personal information. Also, respondents were adequately educated on the plethora of reasons for the study such as, the kind of information being elicited for, motives for eliciting the information, usage of generated information, study's direct and indirect effect on them through the data collected. Also, mechanisms were put in place to ensure anonymity and confidentiality of the participants at all times, and were however, made to understand that they had the legitimacy to pull out of the study at any time as their participation was voluntary.

3.11 Chapter Summary

The chapter detailed the methodology of the study. Research design, target population, sample size, sample frame, sampling technique, and data collection and analysis, unit of analysis and ethical consideration.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the study's results and the discussions of the findings. The key sections of the chapter include: overview of the study areas, respondent profile, descriptive results, measurement assessment, discussions, and chapter conclusion.

4.2 Questionnaire return rate

The study targeted a sample size of fifty-two (52). Out of these, fifty (50) were retrieved resulting in a response rate of 96%. This response rate was good and representative. Mugenda et al. (2009) argue that response rate above 50% is adequate to carry out an investigation, while 60% is good and 70% response rate is excellent. In this regard, the response rate passed the threshold of data analysis for this study.

4.3 Description of the Sample

Data on respondents' demographics were collected and analysed. Variables included were educational level, professional background, professional qualification and professional experience. These characteristics are deemed to rightly position the study into its perspective since they have a high proclivity to inform the researcher on respondents' awareness levels as far as the study's subject matter is concerned. The following subsections present the results.

4.3.1 Distribution of Respondents by Education Level

The education level characteristic of the respondents designated that those who had MSc degree were the majority represented by 47.9% followed by BSc holders represented by 32.7%. Again, those who had HND represented 10.2%. This indicates that majority of the stakeholders on the construction of the Tailings Storage Facility

(TSF) Project have MSc Degree. This showed that the Tailings Storage Facility (TSF) project was manned by knowledgeable stakeholders.

Table 4.1: Distribution of Respondents by Education Level

Edu. Level	Frequency	Valid Percent	Cumulative Percent
PhD	3	9.2	9.2
MSc	21	47.9	57.1
BSc	18	32.7	89.8
HND	10	10.2	100
Total	52	100	

Source: Field data, 2019

4.3.2 Distribution of Respondents by Number of Years Worked

When asked about their professional background, the respondents gave diverse responses as specified below in table 4.5. From the table majority had worked for 6-10 years representing (37.9%). Again, 23.2% represents those who have worked on similar project for 1-5 years. Moreover, 18.7% have worked on similar project for 11 and more years. This showed that the Tailings Storage Facility (TSF) project was manned by experienced stakeholders.

Table 4.2: Distribution of Respondents by Number of Years Worked

No of years.	Frequency	Valid Percent	Cumulative Percent
1-5yrs	19	23.2	23.2
6-10	28	37.9	61.1
11 and above	5	18.7	79.8
Total	52	100	

Source: Field data, 2019

4.3.3 Distribution of Respondents by Position

When asked about their professional qualification, the respondents gave diverse responses as specified below in table 4.3. From the table majority were project managers (18.7%). Again, 14.3% programme managers and 5.9% were directors. This shows that most of the stakeholders on the construction of the Tailings Storage Facility (TSF) Project were project managers.

Table 4.3: Distribution of Respondents by Position

Position.	Frequency	Valid Percent	Cumulative Percent
Director	24	5.9	79.8
Prog. Man	19	14.3	94.1
Project Man.	17	18.7	100
Total	150	100	

Source: Field data, 2019

4.4 Descriptive Results

This section presents descriptive results on the study's constructs – stakeholder influential variables and project success of the construction of the Tailings Storage Facility (TSF) Project at Aanko Gold Ghana Limited. Five different Likert scale were used. It ranged from strongly agree (=1) to strongly disagree (=5). These were used to measure all items.

4.4.1 Identification and Roles of Stakeholders

Six (6) variables were adopted from Business for Social Responsibility (2016) were to measure the dimension of the various stakeholders and their roles in the mining sector.

Each of these variables were measured either with two dimensions or three dimensions.

The variables – Government, Employees, Contractors and Business Partners, Communities Directly Affected by Mining Operations, Advocacy Organisations, Food and Agriculture Industries and Farmers and Indigenous People. Respectively, the study rephrased the dimensions of the various stakeholders and their roles as outlined below. The descriptive statistics of the items and their overall average score are shown in Tables 1. On the whole, the project has identified six stakeholders and their corresponding roles in the mining sector.

With respect to government as a stakeholder, respondents ranked the government as an important stakeholder to engage as a regulator and the beneficiary of royalties to be the highest with a mean and standard deviation values of 4.5 and 0.9911 respectively. Again, the government is responsible for providing services in the community, and if the government is absent, stakeholders often look to the company to fill that role was ranked second with the mean value of 4.4 and standard deviation of 0.8912. The analysis showed that government as a stakeholder and the roles the government perform is important in so far as the Construction of the Tailings Storage Facility Project is concerned. Overall, government as one of the important stakeholders had a **mean value of 4.4** and **standard deviation of 0.9245** indicating that government plays a vital role in the mining sector activities.

Regarding Employees, Contractors and Business Partners, respondents rank companies having positive relationship with these groups, it not only improves direct relations with them; it can have a wider impact on the community's perception of the company to be the highest with a mean and standard deviation values of 4.5 and 0.9221 respectively. The analysis show that Employees, Contractors and Business Partners are also important in so far as stakeholders are concerned in the mining industry Overall, Employees, contractors and Business Partners had a **mean value of 4.3** and **standard deviation of 0.8415** indicating that aside government, Employees, Contractors and Business Partners played a significant role in the Construction of the Tailings Storage Facility Project at Asanko Gold Ghana Limited.

More importantly, respondents ranked communities to accept a mining project, they must perceive the project's potential benefits as greater than its risks the highest with a mean and standard deviation values of 4.4 and 0.8912 respectively. Again, community relations team helped the organization shift from a philanthropic to a participatory approach that satisfied the needs of the company and the community was ranked second with a mean value of 4.3 and standard deviation value of 0.7112. These dimensions were used to measure Communities Directly Affected by Mining Operations as one of the various stakeholders in the mining industry. The analysis show that Communities Directly Affected by Mining Operations are very vital stakeholders and they performed their significant roles on the Construction of the Tailings Storage Facility Project at Asanko Gold Ghana Limited. Overall, Communities Directly Affected by Mining Operations had a **mean value of 4.3** and **standard deviation of 0.8245** indicating that it is very significant component of the construction of the Tailings Storage Facility (TSF) Project.

Again, the dimensions of Advocacy Organizations as one of the various stakeholders in the mining sector were the role of advocacy organizations make companies understand new perspectives and the role of advocacy organizations concerns in a proactive way, even if neither party changes its position. Role of advocacy organizations make companies understand new perspectives was ranked highest with a mean and standard deviation values of 4.5 and 0.9954 and role of advocacy organizations concerns in a proactive way, even if neither party changes its position was ranked second with a mean value of 4.4 and standard deviation of 0.8644. Overall, Advocacy Organizations had a **mean value of 4.4** and **standard deviation of 0.9299** indicating that advocacy organizations are significant stakeholders with immense roles.

Furthermore, Food and Agriculture Industries and Farmers as stakeholders was measured by four dimensions. The mining industry can compete with agriculture when it comes to land use, the mining industry can compete with agriculture when it comes to access to water, the mining industry can compete with agriculture when it comes to availability of workers and mining operations can affect agriculture livelihoods, as well as food access and security. Interestingly, respondents ranked mining operations can affect agriculture livelihoods first with the mean value of 4.5 and standard deviation of 0.9923. Again, mining industry competing with agriculture when it comes to land use was also ranked second with mean and standard deviation values of 4.4 and 0.9113 respectively. Mining industry can compete with agriculture when it comes to access to water was ranked third with the mean value of 4.3 and standard deviation of 0.8871. More so, respondents' ranked mining industry can compete with agriculture when it comes to availability of workers fourth because the mean value was 4.2 and the value for standard deviation was 0.8114. The analysis

show that, Food and Agriculture Industries and Farmers are very vital stakeholders and they performed their significant roles on the Construction of the Tailings Storage Facility Project at Asanko Gold Ghana Limited. Overall, Food and Agriculture Industries and Farmers had a **mean value of 4.4** and **standard deviation of 0.9299** indicating that Food and Agriculture Industries and Farmers are significant stakeholders with immense roles.

Another relevant stakeholder identified in so far as construction of the Tailings Storage Facility (TSF) Project was concerned is the Indigenous People. They also played a crucial role on the project. Two dimensions were used to measure the variable. Indigenous peoples have special and collective rights to their land and its resources and developing an honest, transparent dialogue and understanding perspectives, cultures, and goals are important steps for meaningful engagement that can lead to positive outcomes, including agreements that help communities manage the impacts and receive the benefits associated with a mine. Accordingly, respondent ranked Indigenous peoples have special and collective rights to their land and its resources the highest with the value of 4.4 and standard deviation of 0.9323. This was followed by developing an honest, transparent dialogue and understanding perspectives, cultures, and goals are important steps for meaningful engagement that can lead to positive outcomes, including agreements that help communities manage the impacts and receive the benefits associated with a mine with a mean of 4.3 and standard deviation of 0.8919. The analysis show that Indigenous People are very vital stakeholders and they performed their significant roles on the Construction of the Tailings Storage Facility Project at Asanko Gold Ghana Limited. Overall, Indigenous People had a **mean value of 4.4** and **standard deviation of 0.9299** indicating that Indigenous People are significant stakeholders with immense roles.

In terms of overall ranking, communities directly affected by mining operators was first to be the most significant identified stakeholder with immense duties. This was followed by indigenous people, employees, contractors and business partners, government, advocacy organizations and food and agriculture industries and farmers.

Table: 4.4 Identification and Roles of Stakeholders

Roles and Identification of Stakeholders	Mean	Std. Dev	Rank	Overall Ranking
Government	4.5	0.9412		3rd
The government is an important stakeholder to engage as a regulator and the beneficiary of royalties	4.5	0.9911	1 st	
In many cases, the government is responsible for providing services in the community, and if the government is absent, stakeholders often look to the company to fill that role	4.4	0.8912	2 nd	
Employees, contractors and Business Partners	4.4	0.9066		5th
These groups are the primary contact point with community members, and many of them live in the community itself.	4.3	0.8912	2 nd	
When companies have a positive relationship with these groups, it not only improves direct relations with them; it can have a wider impact on the community's perception of the company	4.5	0.9221	1 st	
Communities Directly Affected by Mining Operations	4.5	0.8012		1st
For communities to accept a mining project, they must perceive the project's potential benefits as greater than its risks	4.4	0.8912	1 st	
Community relations team helped the organization shift from a philanthropic to a participatory approach that satisfied the needs of the company and the community.	4.3	0.7112	2 nd	
Advocacy Organisations	4.5	0.9299		2nd
The role of advocacy organisations make companies understand new perspectives.	4.5	0.9954	1 st	
The role of advocacy organisations concerns in a proactive way, even if neither party changes its position.	4.4	0.8644	2 nd	
Food and Agriculture Industries and Farmers	4.4	0.9005		4th
The mining industry can compete with agriculture when it comes to land use	4.4	0.9113	2 nd	
The mining industry can compete with agriculture when it comes to access to water.	4.3	0.8871	3 rd	

The mining industry can compete with agriculture when it comes to availability of workers.	4.2	0.8114	4 th	
Mining operations can affect agriculture livelihoods, as well as food access and security	4.5	0.9923	1 st	
Indigenous People	4.4	0.9121		2nd
In addition to individual universal human rights, indigenous peoples have special and collective rights to their land and its resources.	4.4	0.9323	1 st	
Developing an honest, transparent dialogue and understanding perspectives, cultures, and goals are important steps for meaningful engagement that can lead to positive outcomes, including agreements that help communities manage the impacts and receive the benefits associated with a mine.	4.3	0.8919	2 nd	

Source: Field Data, 2019

4.4.2 Stakeholder Influential Variables

Thirteen (13) items were adopted from Mitchell et al., (1997) to measure stakeholder influential variables of the Construction of the Tailings Storage Facility Project. Five variables – power, interest, legitimacy, urgency and proximity. Respectively, the study rearticulated the dimensions of stakeholder influential variables as outlined below. The descriptive statistics of the items and their overall average score are shown in Tables 5. . The respondent assessed the variables on the scale of 1-5. On the whole, stakeholders have influence on the project.

Power was measured by three dimensions - Stakeholders have power to bring the outcomes they wish, Stakeholders have physical resources and Stakeholders have financial resources. Stakeholders have power to bring the outcomes they wish was ranked first with the mean and standard deviation values of 4.5 and 0.9612 respectively. Again, Stakeholders have physical resources was ranked second with the mean value of 4.4 and standard deviation of 0.9112. Stakeholders have financial resources was ranked third with the mean and standard deviation values of 4.3 and 0.8761 respectively. The analysis show that power was a very crucial stakeholder

influential variable on the Construction of the Tailings Storage Facility Project. Overall, power had a **mean value of 4.4** and **standard deviation of 0.9299** indicating that power is significant stakeholder influential variable with immense roles.

Again, interest was also measured by three dimensions. Stakeholders have interest to mobilize resources, Stakeholders have interest to take part in the project, and Stakeholders have interest to implement the project. Interestingly, stakeholders have interest to mobilize resources ranked the highest with the mean value of 4.5 and standard deviation value of 0.9661. This is followed by Stakeholders have interest to take part in the project with the mean value of 4.4 and standard deviation value of 0.9121. Stakeholders have interest to implement the project was ranked third with the mean value of 4.3 and standard deviation of 0.8665. The analysis show that interest is a very crucial stakeholder influential variable on the Construction of the Tailings Storage Facility Project. Overall, interest had a **mean value of 4.4** and **standard deviation of 0.9299** indicating that interest is also significant in so far as stakeholder influential variables is concerned.

Moreover, legitimacy was also measured by three dimensions. Stakeholders have absolute power to take part in the project, Stakeholders have absolute power to quash the project, and Stakeholders have absolute power to take part in stakeholder management participation. Remarkably, stakeholders have absolute power to take part in stakeholder management participation ranked the highest with the mean value of 4.5 and standard deviation value of 0.9661. This is followed by stakeholders have absolute power to quash the project with the mean value of 4.4 and standard deviation value of 0.9121. Stakeholders have absolute power to take part in the project was ranked third with the mean value of 4.3 and standard deviation of 0.8665. The

analysis show that legitimacy is a very crucial stakeholder influential variable on the Construction of the Tailings Storage Facility Project. Overall, legitimacy had a **mean value of 4.4** and **standard deviation of 0.9299** indicating that legitimacy is an important stakeholder influential variable.

Again, urgency was also measured by two dimensions. Stakeholders are time sensitive and Stakeholders easily agree to changes in project schedule. Excitingly, stakeholders are time sensitive was ranked the highest with the mean value of 4.5 and standard deviation value of 0.9161. This is followed by stakeholders easily agree to changes in project schedule with the mean value of 4.4 and standard deviation value of 0.9331. The analysis show that urgency is a very critical stakeholder influential variable on the Construction of the Tailings Storage Facility Project. Overall, urgency had a **mean value of 4.4** and **standard deviation of 0.9299** indicating that urgency is a significant stakeholder's influential variable.

Proximity was measured by two dimensions. Stakeholders develop close ties with project management teams and processes and Stakeholders are able to analyze community members based on their closeness, role and relationship with the team and processes. Consequently, Stakeholders are able to analyze community members based on their closeness, role and relationship with the team and processes was ranked highest with the mean value of 4.5 and standard deviation value of 0.9461. This is followed by stakeholders develop close ties with project management teams with the mean value of 4.4 and standard deviation value of 0.9221. The analysis show that proximity is a very critical stakeholder influential variable on the Construction of the Tailings Storage Facility Project. Overall, proximity had a **mean value of 4.4** and **standard deviation of 0.9299** indicating that proximity is a significant stakeholder

influential variable. Overall ranking revealed that interest is one of the most significant stakeholder influential variable of the Construction of the Tailings Storage Facility Project. This was followed by proximity, power, urgency and legitimacy.

Table 4.5: Stakeholder Influential Variables

Stakeholder Influential Variables	Mean	Std. Dev	Rank	Overall Ranking
Power	4.5	0.9362		3rd
Stakeholders have power to bring the outcomes they wish	4.5	0.9612	1 st	
Stakeholders have physical resources	4.4	0.9112	2 nd	
Stakeholders have financial resources				
Interest	4.4	0.9149		4th
Stakeholders have interest to mobilise resources	4.5	0.9661	1 st	
Stakeholders have interest to take part in the project	4.4	0.9121	2 nd	
Stakeholders have interest to implement the project	4.3	0.8665	3 rd	
Legitimacy	4.4	0.9149		4th
Stakeholders have absolute power to take part in the project	4.3	0.8665	3 rd	
Stakeholders have absolute power to quash the project	4.4	0.9121	2 nd	
Stakeholders have absolute power to take part in stakeholder management participation	4.5	0.9661	1 st	
Urgency	4.5	0.9246		1st
Stakeholders are time sensitive	4.5	0.9161	1 st	
Stakeholders easily agree to changes in project schedule	4.4	0.9331	2 nd	
Proximity	4.5	0.9341		2nd
Stakeholders develop close ties with project management teams and processes	4.4	0.9221	2 nd	
Stakeholders are able to analyse community members based on their closeness, role and relationship with the team and processes	4.5	0.9461	1 st	

4.4.3 Project Success

Project success was measured by three (3) items – time, cost and performance. Respectively, the study rearticulated the dimensions of project success as outlined below. The descriptive statistics of the items and their overall average score are shown in Tables 6. On the whole, project success is influenced by stakeholders' influential variables. The result indicate that time is one of the crucial project success factors and that the Construction of the Tailings Storage Facility Project was greatly influenced by stakeholder interest with the mean value and standard deviation values of 4.5 and 0.9112 respectively. The respondent assessed the variables on the scale of 1-5.

Better still, cost as one of the critical project success factors is also influenced by stakeholder influential variables such as power, interest, legitimacy, urgency and proximity. Cost is greatly affected by power with the mean and standard deviation value of 4.5 and 0.9514 respectively. Again, interest was ranked second in so far as cost is concerned. It had the mean value of 4.4 and standard deviation of 0.9131. Urgency was ranked third with the mean and standard deviation values of 4.3 and 0.8772. This is followed by proximity with mean value of 4.2 and standard deviation value of 0.8004. Finally, legitimacy had a mean value of 4.1 and standard deviation of 0.7413. The analysis show that cost is significantly influenced by stakeholders power in the project. Performance as one of the vital project success factors is also influenced by stakeholder influential variables such as power, interest, legitimacy, urgency and proximity. Performance is greatly affected by proximity with the mean and standard deviation value of 4.5 and 0.9813 respectively. Again, legitimacy was ranked second in so far as cost is concerned. It had the mean value of 4.4 and standard deviation of 0.9337. Urgency was ranked third with the mean and standard deviation

values of 4.3 and 0.8612. This is followed by interest with mean value of 4.2 and standard deviation value of 0.8531. Finally, power had a mean value of 4.1 and standard deviation of 0.7213. The analysis show that performance is significantly influenced by stakeholders proximity in the project. Overall, time had a **mean value of 4.4** and **standard deviation of 0.9299** indicating that proximity is a significant stakeholder influential variable. Overall ranking revealed that performance is one of the most crucial project success factors of the Construction of the Tailings Storage Facility Project. This was followed by cost and time.

Table 4.6: Project Success

Project Success	Mean	Std. Dev	Rank	Overall Ranking
Time	4.3	0.8457		1st
Stakeholders power positively affect time	4.3	0.8711	3 rd	
Stakeholders interest positively affect time	4.5	0.9112	1 st	
Stakeholder legitimacy positively influence time	4.1	0.7324	4 th	
Urgency of stakeholders positively affect time	4.2	0.8014	5 th	
Stakeholders proximity positively affect time	4.4	0.9132	2 nd	
Cost	4.3	0.8977		3rd
Stakeholders power positively affect cost	4.5	0.9514	1 st	
Stakeholders interest positively affect cost	4.4	0.9131	2 nd	
Stakeholders legitimacy positively affect cost	4.1	0.7413	5 th	
Urgency of stakeholders positively affect cost	4.3	0.8772	3 rd	
Stakeholders proximity positively affect cost	4.2	0.8004	4 th	
Performance	4.3	0.8771		2nd
Stakeholders power positively affect cost	4.1	0.7213	5 th	
Stakeholders interest positively affect cost	4.2	0.8531	4 th	
Stakeholders legitimacy positively affect cost	4.4	0.9337	2 nd	
Urgency of stakeholders positively affect cost	4.3	0.8612	3 rd	
Stakeholders proximity positively affect cost	4.5	0.9813	1 st	

4.5 Discussion

The most significant waste materials produced by our operations are tailings, waste rock, chemical waste and hydrocarbon waste. By managing these wastes responsibly, we minimise the environmental and potential social impact, so as to maintain our licence to operate.

Accordingly, maintaining the TSF project included identifying, assessing and managing the risks associated with them (including operational, structural and environmental risks) as part of our ordinary course of business. That notwithstanding, Asanko Gold Ghana, like many other mining company faces inherent risks in our operation of TSFs. Most critically, **tailings must be disposed of in an appropriate manner so as not to impact the safety of the workforce and communities or cause environmental damage**. The use of TSFs exposes Asanko Gold Ghana to certain risks, among them seepage of decanted tailings water or acid mine drainage and the failure of a dam at a tailings storage facility.

In this regard, Savage et al. (1991) categorize stakeholders into “influencers” and “claimants” and affirmed that potential stakeholders either cooperate with or threaten the organisation. Stakeholders are also classified as “internal” and “external” (Freeman, 1984; Eesley and Lenox, 2006). In a typical business organization, internal stakeholders are customers, shareholders, employees and management while external stakeholders include contractors and suppliers, the media, community activists, advocacy groups, regulatory bodies and government agencies, and the community at large. Clarkson (1995) classifies stakeholders into “primary” and “secondary”. Secondary stakeholders have no direct relations with the organisation in that these

stakeholders have limited formal contractual relationship or direct legal authority over the firm (Eesley and Lenox, 2006).

On the other hand, primary stakeholders like customers and employees have direct relations with the firm because they engage in direct business transactions and have direct legal authority over the firm. This notwithstanding, Clarkson (1995) and Savage et al (1991) argued that though secondary stakeholders do not involve themselves directly, they nonetheless affect an organization. Langtry (1994) contended that secondary stakeholders possess legitimate and moral claims in that the organization is significantly responsible for their well-being. Freeman (1984) classified stakeholders as “moral” and “strategic”, arguing that strategic stakeholders affect the firm and the management of their interests is vital. Moral stakeholders on the other hand, are people providing resources for and depending on the firm as well as affected by the firm operations and outputs (Freeman, 1999).

However, due to project implementation challenges, project success is influenced by stakeholder influential variables such as proximity, power, interest, legitimacy and urgency. In an attempt to contribute to this findings, the present study relied on sample of 52 project stakeholders as respondents to examine the influence of stakeholder influential variables on project success focusing on the Construction of the Tailings Storage Facility Project at Asanko Gold Ghana Limited.

4.5.1 Identification and Roles of Stakeholders

Evidence indicated that with community directly affected by mining operations, respondents stakeholders ranked communities accept a mining project perceived to be beneficial rather than riskier to be very important. Again, community relations team helped the organization shift from a philanthropic to a participatory approach that

satisfied the needs of the company and the community was also seen to be very good for stakeholders. The analysis indicated that communities directly affected by mining operations is one of the most important stakeholders in the mining sector. Overall, communities accept a mining project perceived to be beneficial rather than riskier is very significant component in stakeholder identification and roles on the Construction of the Tailings Storage Facility Project at Asanko Gold Ghana limited. The current findings commensurate the findings of Langtry (1994) contending that stakeholders possess legitimate and moral claims in that the organization is significantly responsible for their well-being.

4.5.2 Stakeholder Influential Variables

Given these questions the results suggested that interest is one of the most influential stakeholder variables. More importantly, interest was measured by interest to mobilise resources, interest to take part in the project and interest to implement the project. It was indicated that interest to mobilise resources was the most. Again, interest to implement project was also recognised, followed by interest to take part in project.

The findings agree with the findings of Rowley et al., (2003) who posited that interest based perspective is capable of mobilizing stakeholder group and influence the focal organization independent from power or urgency. Interestingly, the findings agree with the findings of Wicks et al., (2011) who argued that stressing the moral interest as an important criterion for identifying who counts. Additionally, proximity which was measured by two dimensions was also very significant apart from interest. Stakeholders are able to analyse community members based on their closeness, role and relationship with the team and processes was very crucial in so as proximity is concerned. The findings agree with the findings of Bourne et al., (2006) who argued

that Stakeholders' relationship based on their ties with the project management team and processes and that proximity in conjunction with other attributes add a dimension enabling project managers to analyse community of stakeholders based on their closeness, role and relationships with the team and processes. This notwithstanding, power was also spotted to be one of the influential stakeholders variables on project success. The findings indicated that aside interest and proximity, power is the next stakeholder influential variable that affect project success. Power was measured by three dimensions and stakeholders power to bring the outcome they wish, physical and financial resources are the most critical power influence on the part of stakeholders. These current findings commensurate the findings of (Etzioni 1964; Salancik et al., 1974; and Mitchell et al., 1997) who argued that the ability used by some to bring the outcomes they wish and power through organizational theories of agency, resource dependence and transaction cost create coercive power (physical resources or force i.e. gun), utilitarian (financial resources), and normative (prestige). Ideally, urgency also found to influence project success and that stakeholders sensitivity to time was very crucial as the study indicated. In this regard, the current study's findings commensurate the findings of Mitchell et al. (1997) who proposed urgency to respond to the dynamism of situation and therefore urgent stakeholders' claims are based on time sensitivity and criticality. Again, (Bourne et al., 2006; Yang, et al., 2011) also agree to the assertion by Mitchell et al. (1997) who asserted that urgency in project field is very important in project. Most importantly, legitimacy was also recognised to impact project success and that stakeholders having the absolute power to take part in management participation was crucial. These findings relate closely with (Carroll et al., 2011; Phillips, 2003; Suchman, 1995) who argued that legitimacy is a socially constructed concept with ownership title, moral rights,

interest (self or moral), legal, contractual, and exchange relationship which promote good project implementation.

4.5.3 Project Success

Evidence from the analysis indicated that stakeholder influential variables mostly affect performance, time and cost. The greatest is performance in that variables such as interest, power, legitimacy, urgency and proximity when converged effectively and efficiently affect performance of project. These current findings are in consonance with the findings of DeLone et al. (1992) who argued that stakeholder influence affect project success in that performance takes into consideration the objectives of the project and meeting of quality requirements.

4.6 Chapter Conclusion

This chapter presented the study's results and findings. It also discusses the findings in relation to the study's objectives, underpinning theories, and the pertinent literature. The subsequent chapter, presents the summary of the findings, conclusion, and recommendation of the study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Tailings Storage Facility (TSF) Project is designed with upstream constructed embankments typically present greater risk, particularly where the facility is located in a high seasonal rainfall area and where the embankments are constructed using reclaimed tailings materials. The occurrence of a dam failure at one of Asanko Gold Ghana' TSFs could also lead to the loss of human life and/or extensive property and environmental damage and result in significant financial exposure.

For the purpose of the aforementioned point, the purpose of the study was to examine the impact of stakeholder influential variable on project success in the mining sector focusing specifically on the construction of the Tailings Storage Facility (TSF) Project at Asanko Gold Ghana Limited. This chapter of the study provides summary of the study findings in congruence with the slated research objectives. The chapter also presents thorough conclusion and recommendations based on the findings discovered by the study. The recommendations of the study covered two broad areas namely policy or practical recommendations and future research recommendations. Whilst the practical recommendations cover steps to improve policy development regarding the TSF Project, future research recommendations cover information for future researchers on the topic understudy.

5.2 Review of Findings

Stakeholder management takes into account understanding the attitudes of stakeholders throughout a project's lifecycle with the objective of performing actions that meet their expectations. It focused on uninterrupted communication with

stakeholders to translate their anticipations and needs, manage their problems and conflicting interests, and deploy appropriate engagement strategies to meet project goals. The argument is that any individual or entity that can impact or be impacted by the inputs, processes or outputs of a project, both negatively and positively is a stakeholder. Again, stakeholders possess a double relationship with the performance of the project in the sense that their actions affect the project and the project results affect their interests. For every project therefore, there exist different categories of stakeholders with diverse levels of interests, influences, needs, expectations, and roles and responsibilities, and these individuals are the driving force behind successful completion and attainment of project goals. More importantly, the importance of customers to businesses whilst other researchers focused on different stakeholder groups.

5.2.1 Review of identification and Roles of Stakeholders

The first objective of the study was to identify the various stakeholders and their roles on the TSF Project. The study found that communities directly affected by mining operation are recognized on the project to be the crucial stakeholders and therefore play a vital role in the project.

5.2.2 Stakeholders Influential Variables

The second objective of the study was to examine the stakeholder influential variables that affected the TSF Project. The study indicated interest is one of the most important stakeholder influential variable that affected the TSF Project.

5.2.3 Review of Project Success

The third objective of the study was to examine the effect of stakeholder influential variables on project success. The study found that performance is one of the important project success criteria of the TSF Project.

5.3 Conclusion and Limitation

The Construction of Tailings Storage Facility (TSF) Project is essential in ensuring the long term sustainability of communities. Therefore, integrating all stakeholders in the construction of the TSF project is very vital at Asanko Gold Mines. The TSF Project is of great interest to communities and should therefore be better managed to provide the desired benefits to communities. In this regard, Asanko Gold Ghana limited, Environmental Protection Authority and Ghana Mineral Commission must regularly assess the risks facing the project. The assessments of the risks and their mitigating actions are a critical internal management tool, which seek to mitigate the identified risks.

In conclusion, the study posited that stakeholders are very critical in so far as TSF project is concerned and that community stakeholders who are directly affected by mining operations play a vital role in the project. Again, the study concluded that interest as one of the stakeholder influential variables greatly affect the TSF project. More importantly, project such as TSF are measured on success criteria and therefore performance as one of the success criteria govern the TSF project.

Despite the refined results, the study was not without limitations.

First and foremost, the willingness of respondents to answer the questionnaire posed a great hindrance to the progress of the study. In addition, even though, a nationwide

study would have been much worthwhile for the purposes of national reflection on the subject, there were to some extent financial and informational resources constraints which prevented the impracticality of undertaking such an exercise

5.4 Recommendations

Based on the findings the following recommendations are provided;

The study found that the TSF Project is a good project and therefore provide tangible benefits. Therefore, it the study recommended that;

1. Project implementers use their project management skills solve practical challenges to enhance the benefits to communities.
2. Project team be given the required project management orientation in order to improve their performance and programme delivery.
3. Stakeholders especially, Asanko Gold Ghana have formal analysis of the downstream impact on community stakeholders, ecosystems and critical infrastructure in the event of catastrophic failure been undertaken and to reflect final conditions.
4. Project to be successful, stakeholders must have hazard categorisation of this facility which will be based on consequence of failure.

5.5 Recommendations for Future Research

The following future research recommendations are provided;

Projects such as TSF boost community development, in that if mining companies become more proactive in integrating all stakeholders in the project activities, mining communities will develop. On the basis of this, future researchers can examine the other project management implementation strategies of certain specific project of

mining organisations and how these implementation strategies affect overall growth and development in Ghana. Future researchers can explore other stakeholder influential variables such as networking and how this affect project performance.

REFERENCES

- Aaltonen, K., 2011. Project stakeholder analysis as an environmental interpretation process. *International Journal of Project Management*, 29(2), 165-183. <http://dx.doi.org/10.1016/j.ijproman.2010.02.001>.
- Ayatah, A. K., 2012. Examining Stakeholder Management Challenges and their impact on Project Management in the case of Advocacy and Empowerment NGOs in the Upper East Region of Ghana. [McKinsey Quarterly Report \(2012\). Highlights Failure of Large Projects: why it is better to be small, particularly in IT](#)
- Banerjee, S. B., 2008. Corporate social responsibility: The good, the bad and the ugly. *Critical Sociology*, 34(1),
- Baron, R. M., and Kenny, D. A. 1986. The moderator–mediator variable distinction in social psychological
- Beringer, C., Jonas, D., and Kock, A., 2013. Behavior of internal stakeholders in project portfolio management and its impact on success. *International Journal of Project Management*, 31(6), 830-846. <http://dx.doi.org/10.1016/j.ijproman.2012.11.006>.
- Beringer, C., Jonas, D., and Kock, A., 2013. Behavior of internal stakeholders in project portfolio management
- Bernard, H.R., (2002). Research methods in anthropology: Qualitative and quantitative approaches. 3rd Alta Mira Press; Walnut Creek, CA: 2002.
- Bloch, M., Blumberg, S., and Laartz, J. 2012. *Delivering large-scale IT projects on time, on budget, and on value* book. 195-216. Retrieved February 3, 2014, from http://lmr.zozlak.org/Snowball%20Sampling/Fricker_
- Bourne, L. and Walker, D.H., 2006. Visualizing stakeholder influence—Two Australian examples. *Project Management Journal*, 37(1), pp.5-21.
- Bourne, L. and Walker, D.H., 2005. Visualising and mapping stakeholder influence. *Management decision*, 43(5), pp.649-660.
- Brammer, S. and Millington, A., 2004. The development of corporate charitable contributions in the UK: A
- Bryde, D., 2008. Perceptions of the impact of project sponsorship practices on project success. *International journal of project management*, 26(8), pp.800-809.
- Byrne, B.M., 2010. Structural Equation Modeling with Amos: Basic Concepts, Applications, and Programming, 2e, New York: Routledge.

- Calvert, S., 1995, *Managing Stakeholders: The Commercial Project Manager*, McGraw-Hill, New York, NY
- Carroll, A. and Buchholtz, A., 2011. *Business and society: Ethics, sustainability, and stakeholder management*.
- Cervone, H. F., 2006, Project risk management, *International digital library perspectives*, Vol. 22 No. 4, pp. 256-262
- Chang, A., Chih, Y.-Y., Chew, E. and Pisarski, A., 2013. Reconceptualising mega project success in Australian Defence: Recognising the importance of value cocreation. *International Journal of Project Management*, 31(8), 1139-1153. <http://dx.doi.org/10.1016/j.ijproman.2012.12.005>.
- Cicmil, S.J., 1997. Critical factors of effective project management. *The TQM magazine*, 9(6), pp.390-396.
- Clarkson, M. B. E., 1995. Stakeholder framework for analysing and evaluating corporate social performance. *Academy of Management Review*, 20(1), 92-117. <http://dx.doi.org/10.5465/AMR.1995.9503271994>
- Cleland, D. I., 1986. Project Stakeholder Management. *Project Management Journal*, 17(4), 36-44.
- Cleland, D. I., 1999. *Project Management Strategic Design and Implementation*. Singapore: McGraw-Hill.
- Cooke-Davies, T., 2002. The “real” success factors on projects. *International Journal of Project Management*,
- Creswell, J. W., 2011. *Educational Research: Planning, Conducting and Evaluating Quantitative and Qualitative Research (4th Ed)*. New Delhi: Pearson Education Inc.
- Davis, K., 1973. The Case for and Against Business Assumption of Social Responsibilities. *Academy of Defence: Recognising the importance of value co-creation. International Journal of Project Management*,
- Donaldson, T. and Preston, L.E., 1995. The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of management Review*, 20(1), pp.65-91.
- Eggert, R. G., 2001. “Mining and economic sustainability: National economies and local Communities”. Background study prepared for the Mining, Minerals, and Sustainable Development Project, London.

- Erling, S.A., 2012, Illuminating the role of the project owner, *International Journal of Managing Projects in Business*, Vol. 5 No. 1, pp. 67-85
- Eskerod, P. and Jepsen, A. L., 2013. *Project Stakeholder Management*. Gower Publishing, Ltd.
- Etzioni, A., 1964. *Modern organizations*. Prentice-Hall. examples. *The Project Management Journal*, 37(1), 5-21.
- Fageha, M. K. and Aibinu, A. A., 2013. Managing Project Scope Definition to Improve Stakeholders' Participation and Enhance Project Outcome. *Procedia-Social and Behavioral Sciences*, 74, 345-355. <http://dx.doi.org/10.1016/j.sbspro.2013.03.038>.
- Fageha, M. K. and Aibinu, A. A., 2013. Managing Project Scope Definition to Improve Stakeholders'
- Fleming, C. M. and Bowden, M., 2009. Web-based surveys as an alternative to traditional mail methods. *Journal*
- Freeman, E., 1984. *Strategic Management: A Stakeholder Approach*. New York:NY. Harpercollins College Div.
- Freeman, R.E., Harrison, J.S., Wicks, A.C., Parmar, B.L. and De Colle, S., 2010. *Stakeholder theory: The state of the art*. Cambridge University Press.
- Freeman, R., 1984. *Strategic Management: A Stakeholder Approach*, Pitman Publishing Inc, Boston, MA
- Freeman, R.E., Harrison, J.S. and Wicks, A.C., 2007. *Managing for stakeholders: Survival, reputation, and success*. Yale University Press.
- Fretty, P., 2005. Empowering executive decisions. *PM NETWORK*, 19(10), p.22.
- Fricker, R., 2008. *Sampling methods for web and e-mail surveys*. Fielding: Online Research Methods Hand
- Frooman, J., 1999. Stakeholder influence strategies. *Academy of Management Review*, 24(2), 191-205.
- Gary, L., 2005. "Will project creep cost you-or create value?", *Havard Management Update*, Vol.10 No. 1, pp. 3-5
- Gaskin, J., (2012). *2 Way Interactions*. *Stats Tools Package*. Retrieved February 3, 2014, from

- Ghana Minerals Commission, 2014. Statistical overview of Ghana's mining industry (1990-2004): Accra, Ghana Minerals Commission.
- Hair, J. F., Anderson, R. E., Tatham, R. and Black, W., 2010. *Multivariate data analysis* (7th ed.). Pearson.
- Hartman, F., 2002. "Project management in the information systems and information technologies industry", *Project Management Journal*, No. 3, pp. 5-12.
- Hietbrink, M., Hartmann, A. and Dewulf, G., 2012. Stakeholder Expectation and Satisfaction in Road Maintenance. *Procedia-Social and Behavioral Sciences*, 48, 266-275. <http://dx.doi.org/10.1016/j.sbspro.2012.06.1007>
- Hill, C. W. and Jones, T. M., 1992. Stakeholder-agency theory. *Journal of Management Studies*, 29(2), 131-154. <http://dx.doi.org/10.1111/j.1467-6486.1992.tb00657.x>.
- Ho, R., 2006. *Handbook of univariate and multivariate data analysis and interpretation with SPSS*. Chapman & Hall/CRC. <http://dx.doi.org/10.1037/1082-989X.7.1.64>
- Israel, G.D., 1992. Determining Sample Size.,(Agricultural Education and Communication Department, University of Florida, IFAS Extension, PEOD6, Gainesville, FL.).
- Jaccard, J. and Jacoby, J., 2010. *Theory Construction and Model-Building Skills: A Practical Guide for Social Scientists*. New York: The Guilford Press
- James, L. R., Mulaik, S. A. and Brett, J. M., 2006. A tale of two methods. *Organizational Research Methods*, 9(2), 233-244.
- Johnson, G. and Scholes, K., 1999. *Exploring Corporate Strategy*. London: Prentice Hall.
- Jones, C., 1994, *Assessment and Control of Software Risks*, Prentice-Hall, Englewood Cliffs, NJ.
- Jones, C., Hesterly, W.S. and Borgatti, S.P., 1997. A general theory of network governance: Exchange conditions and social mechanisms. *Academy of management review*, 22(4), pp.911-945.
- Keil, M., Cule, P.E., Lyytinen, K. and Schmidt, R.C., 1998. A framework for identifying software project risks. *Communications of the ACM*, 41(11), pp.76-83.

- Keogh, J. J., Fourie, W. J., Watson, S. and Gay, H., 2010. Involving the stakeholders in the curriculum process: A recipe for success? *Nurse education today*, 30(1), 3743. <http://dx.doi.org/10.1016/j.nedt.2009.05.017>.
- Kerzner, H., 2011. *Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance*. NJ: Wiley & Sons.
- Kline, R. B., 2011. *Principles and practice of structural equation modeling*. New York, NY: Guilford press.
- Kloppenborg, T.J., 2011, Investigation of the sponsor's role in project planning, *Management Research Review*, Vol. 34 No. 4, pp. 400-416
- Kolk, A. and Pinkse, J., 2006. Stakeholder mismanagement and corporate social responsibility crises. *European Management Journal*, 24(1), pp.59-72.
- KPMG, 2010. *KPMG New Zealand Project Management Survey 2010 Report*. New Zealand.
- Krejcie, R. V. and Morgan, D.W., 1970. Determining sample size for research activities. *Educ Psychol Meas*, 30(3), 607-610. <http://dx.doi.org/10.1177/001316447003000308>
- Krieg, E. F., 1999. Biases induced by coarse measurement scales. *Educational and Psychological Measurement*, 59(5), 749-766. <http://dx.doi.org/10.1177/00131649921970125> large scale_it_projects_on_time_on_budget_and_on_value.
- Ika, L.A., 2012. Project management for development in Africa: Why projects are failing and what can be done about it. *Project management journal*, 43(4), pp.27-41.
- Ling, Y., Floyd, S. W. and Baldrige, D.C., 2008. Reading the winds in multinational corporations: The impact of culture on issue selling behavior. *Journal of International Business Studies*, 36: 637-654
- Littau, P., Jujagiri, N. J. and Adlbrecht, G., 2010. 25 years of stakeholder theory in project management literature (1984-2009). *Project Management Journal*, 41(4), 17-29. <http://dx.doi.org/10.1002/pmj.20195>
- Little, T. D., Cunningham, W. A., Shahar, G. and Widaman, K. F., 2002. To parcel or not to parcel: Exploring the question, weighing the merits. *Structural Equation Modeling*, 9(2), 151-173. <http://dx.doi.org/10.1016/j.ijproman.2011.04.004>
- MacKinnon, D., 2008. *Introduction to statistical mediation analysis*. New York: NY. Routledge.

- McConnell, S., 1996. Rapid development: taming wild software schedules. Pearson Education.
- McDonald, R. P. and Ho, M.-H. R., 2002. Principles and practice in reporting structural equation analyses. *Psychological methods*, 7(1), 64.
- McElroy, B. and Mills, C., 2007. Managing Stakeholders. ss. 757-777. *Handbook of Project Management*. Ed. Turner, JR, 4.
- McKinsey Quarterly, 2012. Industry Analysis Maintenance. *Procedia-Social and Behavioral Sciences*, 48, 266-275. <http://dx.doi.org/10.1016/ManagementJournal>, 16(2), 312-322.
- Mendelow, A.L., 1981, December. Environmental Scanning-The Impact of the Stakeholder Concept. In *ICIS* (p. 20).
- Mitchell, R. K., Agle, B. R. and Wood, D. J., 1997. Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853-886. <http://dx.doi.org/10.5465/AMR.1997.9711022105>.
- Mugenda, O. M. and Mugenda, A. G., 2003. Research methods: Qualitative and Quantitative Approaches. Nairobi: Acts Press. Mugenda, O. M., & Mugenda, A. G. (1999). Research methods: Quantitative and Qualitative Approaches. Nairobi: Acts Press.
- Nalewaik, A. and Mills, A., 2015. The Path to Assurance: An Analysis of Project Performance Methodologies. (IPMA, Ed.) *Procedia - Social and Behavioural Sciences*, 119, 105-114.
- NSS, 2012. *Sample Size Calculator*. Retrieved September 10, 2012, from <http://www.nss.gov.au/nss/home.nsf/pages/Sample+Size+Calculator+Description?OpenDocument>. of *Environmental Management*, 90(1), 284-292. <http://dx.doi.org/10.1016/j.jenvman.2007.09.011>.
- Olander, S., 2007 Stakeholder impact analysis in construction project management. *Construction Management and Economics*, 25, 277-87.
- Olander, S. and Landin, A., 2005. Evaluation of stakeholder influence in the implementation of construction projects. *International Journal of Project Management*, 23(4), 321-328. <http://dx.doi.org/10.1016/j.ijproman.2005.02.002>.
- Pajunen, K., 2006. Stakeholder Influences in Organizational Survival. *Journal of Management Studies*, 43(6), 1261-1288. <http://dx.doi.org/10.1111/j.14676486.2006.00624.x>.

- Phillips, R., 2003. *Stakeholder theory and organizational ethics*. San Francisco, California: Berrett-Koehler Publishers.
- Phillips, R., Freeman, E. and Wicks, A. C., 2003. What stakeholder theory is not. *Business Ethics Quarterly*, 13(4), 479-502.
- PMI. 2013. *A Guide to the Project Management Body of Knowledge: PMBOK Guide* (5th ed.). Newtown Square, PA: Project Management Institute, Inc. *Programming*. New York, USA: Taylor & Francis Group.
- Purvis, R.L., Zagenczyk, T.J. and McCray, G.E., 2015. What's in it for me? Using expectancy theory and climate to explain stakeholder participation, its direction and intensity. *International Journal of Project Management*, 33(1), pp.3-14.
- Rowley, T. I. and Moldoveanu, M., 2003. When will stakeholder group act? An interest-and identity-based model of stakeholder group mobilization. *Academy of Management Review*, 28(2), 204-219. <http://dx.doi.org/10.5465/AMR.2003.9416080>.
- Rowley, T. J., 1997. Moving beyond dyadic ties: A network theory of stakeholder influences. *Academy of Management Review*, 22(4), 887-910. <http://dx.doi.org/10.5465/AMR.1997.9711022107>
- Rowlinson, S., and Cheung, Y. K. F., 2008. Stakeholder management through empowerment: modelling project success. *Construction Management and Economics*, 26(6), 611-623. <http://dx.doi.org/10.1080/01446190802071182>.
- Salancik, G. R., and Pfeffer, J., 1974. The bases and use of power in organizational decision making: The case of a university. *Administrative Science Quarterly*, 19(4), 453-473.
- Saunders, M. N. K., Thornhill, A. and Lewis, P., 2009. *Research methods for business students* (5th ed.). U.K: Prentice Hall.
- Savage, G. T., Nix, T. W., Whitehead, C. J. and Blair, J. D., 1991. Strategies for assessing and managing organizational stakeholders. *The executive*, 5(2), 61-75. <http://dx.doi.org/10.5465/AME.1991.4274682>. Saxe, R., & Weitz, B. A. (1982). The SOCO scale: a measure of the customer orientation of salespeople. *Journal of marketing research*, 343-351.
- Schumacker, R. E., and Lomax, R. G., 2012. *A beginner's guide to structural equation modeling*. New York: NY. Taylor & Francis Group.
- Sekaran, U., 2011. *Research Methods for Business* (5th ed.). USA: Wiley.

- Sekaran, U., and Bougie, R., 2010. *Research Methods for Business: A skill building approach* (5th ed.). USA: John Wiley & Sons.
- Semali, I. A. J., 2003. "Understanding Stakeholders' Roles in the Health Sector Reform Process in Tanzania: The Case of Decentralizing the Immunization Program." PhD dissertation, University of Basel, Basel, Switzerland. http://pages.unibas.ch/diss/2003/DabsB_6803.pdf
- Singh, R. K., Murty, H. R., Gupta, S. K. and Dikshit, A. K., 2012. An overview of sustainability assessment methodologies. *Ecological indicators*, 9(2), 189-212.
- Spradley, J.P., 1979. *The ethnographic interview*. Holt, Rinehart & Winston; New York: 1979.
- Standish Group. 2000-2011. *CHOAS Summary 2011*. Retrieved April 5, 2012, from http://www1.standishgroup.com/newsroom/chaos_2012.php
- Starik, M., 1994. Essay by Mark Starik. In of The Toronto conference: Reflections on stakeholder theory. *Business & Society* (Vol. 33, No. 1, pp. 82-131).
- Stout, L. A., 2012. *The shareholder value myth: How putting shareholders first harms investors, corporations, and the public*. Sanfranciso, California; Berrett-Koehler Publishers. *success*. Yale University Press.
- Suchman, M.C., 1995. Managing legitimacy: Strategic and institutional approaches. *Academy of Management Review*, 20(3), 571-610. <http://dx.doi.org/10.5465/AMR.1995.9508080331>
- Thomson, D., 2011. A pilot study of client complexity, emergent requirements and stakeholder perceptions of project success. *Construction Management and Economics*, 29(1), pp.69-82.
- Toor, S.-u.-R., and Ogunlana, S.O., 2010. Beyond the 'iron triangle': stakeholder perception of key performance indicators (KPIs) for large-scale public sector development projects. *International Journal of Project Management*, 28(3), 228236. <http://dx.doi.org/10.1016/j.ijproman.2009.05.005>.
- Tull, D. S. and Hawkins, D. I., 1990. *Marketing research: measurement and method: A text with cases* (5th ed.). NY: Macmillan Pub. Co. two-step approach. *Psychological Bulletin*, 103(3), 411.
- Tzortzopoulos, P., Cooper, R., Chan, P. and Kagioglou, M., 2006 Clients' activities at the design front-end. *Design Studies*, 27, 657–83.
- Von Meding, J., and McAllister K., 2013, A framework for stakeholder management and corporate culture, *Built Environment Project and Asset Management* Vol. 3 No. 1, pp. 24-41

- Weber, M., 2009. *The theory of social and economic organization*. New York, NY: Free Press.
- World Resources Institute, 2010. *Treasure or Trouble? Mining in Developing Countries*, Washington
- Yang, J., Shen, G. Q., Bourne, L., Man, C., Ho, F. and Xue, X., 2011. A typology of operational approaches for stakeholder analysis and engagement. *Construction Management and Economics*, 29(2), 145-162. <http://dx.doi.org/10.1080/01446193.2010.521759>
- Yang, J., Shen, Q. and Ho, M., (2009). An overview of previous studies in stakeholder management and its implications for the construction industry. *Journal of facilities management*, 7(2), 159-175.
- Zikmund, W. G., Babin, B. J., Carr, J. C., and Griffin, M., 2008. "Business Research Methods", (8th edition), USA: South-Western College Pub
- Zolin, R., Cheung, Y. K. F. and Turner, R., (2012). Project managers' understanding of stakeholders' satisfaction. *Project Perspectives*, 34, 10-15.

APPENDIX

QUESTIONNAIRE

Preamble

My name is **Benjamin Ansong**. I am a final year MSC Project Management student from Department of Construction Technology and Management at Kwame Nkrumah University of Science and Technology, Kumasi. As part of the requirement for the master's degree, I am conducting a research on the topic: **Exploring Stakeholder Influence on Project Success: Evidence from Asanko Gold Ghana Limited.**

The objectives of the study include:

1. To identify the various stakeholders and their roles in Asanko Gold Ghana Limited.
2. Limited.
3. To examine the stakeholder influential variables that affect project success in Asanko Gold Ghana Limited.
4. To examine the effect of these variables on project success in Asanko Gold Ghana Limited.

The implication of the findings is for the future implementation and development of project in the mining sector in Ghana and other countries. Information given will be treated with utmost confidentiality. Thank you for your participation and assistance with this study.

SECTION A: DEMOGRAPHIC INFORMATION

What is your level of education?

- PhD
- MSc
- BA/BSc
- HND
- Others

How long have you worked with this institution?

- 1 - 5year
- 6 - 10 years
- Above 10 years

What is your position in the institution?

- Director
- Programmes Manager
- Project Manager/Officer

**SECTION B: ROLES OF THE VARIOUS STAKEHOLDERS ON THE
TAILINGS STORAGE FACILITY PROJECT.**

On a scale of 1 to 4, how will you rate the roles of the various stakeholders in Asanko Gold Mines?

	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
Que No	Roles of Stakeholders				
	1	2	3	4	5
	Government				
1	The government is an important stakeholder to engage as a regulator and the beneficiary of royalties				
2	In many cases, the government is responsible for providing services in the community, and if the government is absent, stakeholders often look to the company to fill that role				
	Employees, contractors and Business Partners				
1	These groups are the primary contact point with community members, and many of them live in the community itself.				
2	When companies have a positive relationship with these groups, it not only improves direct relations with them; it can have a wider impact on the community's perception of the company				
	Communities Directly Affected by Mining Operations				
1	For communities to accept a mining project, they must perceive the project's potential benefits as greater than its risks				
2	Community relations team helped the organization shift from a philanthropic to a participatory approach that satisfied the needs of the company and the community.				
	Advocacy Organisations				
1	The role of advocacy organisations make companies understand new perspectives.				
2	The role of advocacy organisations concerns in a proactive way, even if neither party changes its position.				
	Food and Agriculture Industries and Farmers				
1	The mining industry can compete with agriculture when it comes to land use				
2	The mining industry can compete with agriculture when it comes to access to water.				
3	The mining industry can compete with agriculture when it comes to availability of workers.				
4	Mining operations can affect agriculture livelihoods, as well as food access and security				
	Indigenous People				
1	In addition to individual universal human rights, indigenous peoples have special and collective rights to their land and its resources.				
2	Developing an honest, transparent dialogue and understanding perspectives, cultures, and goals are important steps for meaningful engagement that can lead to positive outcomes, including agreements that help communities manage the impacts and receive the benefits associated with a mine.				

SECTION C: STAKEHOLDER INFLUENTIAL VARIABLES

On a scale of 1 to 4, how will you rate the stakeholder influential variables in Asanko Gold Mines?

	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>				
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>				
Que No	Stakeholder Influential Variables				1	2	3	4	5
	Power								
1	Stakeholders have power to bring the outcomes they wish								
2	Stakeholders have physical resources								
3	Stakeholders have financial resources								
	Interest								
1	Stakeholders have interest to mobilise resources								
2	Stakeholders have interest to take part in the project								
3	Stakeholders have interest to implement the project								
	Legitimacy								
1	Stakeholders have absolute power to take part in the project								
2	Stakeholders have absolute power to quash the project								
3	Stakeholders have absolute power to take part in stakeholder management participation								
	Urgency								
1	Stakeholders are time sensitive								
2	Stakeholders easily agree to changes in project schedule								
	Proximity								
1	Stakeholders develop close ties with project management teams and processes								
2	Stakeholders are able to analyse community members based on their closeness, role and relationship with the team and processes								

**SECTION D: EFFECT OF STAKEHOLDER INFLUENTIAL VARIABLES
ON TSF PROJECT**

On a scale of 1 to 4, how will you rate the effect stakeholder influential variables on project success in Aanko Gold Mines?

1 **2** **3** **4** **5**
Strongly Disagree *Disagree* *Neutral* *Agree* *Strongly Agree*

Table 3: Project Success

Project Success	1	2	3	4	5
Time					
Stakeholders power positively affect time					
Stakeholders interest positively affect time					
Stakeholder legitimacy positively influence time					
Urgency of stakeholders positively affect time					
Stakeholders proximity positively affect time					
Cost					
Stakeholders power positively affect cost					
Stakeholders interest positively affect cost					
Stakeholders legitimacy positively affect cost					
Urgency of stakeholders positively affect cost					
Stakeholders proximity positively affect cost					
Performance					
Stakeholders power positively affect cost					
Stakeholders interest positively affect cost					
Stakeholders legitimacy positively affect cost					
Urgency of stakeholders positively affect cost					
Stakeholders proximity positively affect cost					