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Expectations of mining companies and the needs of mining communities in South Africa

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A research article submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

Johannesburg, 2018

DECLARATION

I, Nomathemba Mabikwa, declare that this research article is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Nomathemba Teresia Siphiwe Mabikwa

Signed at …….Johannesburg……

On the …….. day of …… 20…..

DEDICATION

I dedicate this study to my late parents who were both academics and always told me the biggest inheritance one can give to a child is education. They believed in the power of educating a girl child. They taught me how to persevere and be resilient. My mother, who inspired me by getting her first degree at age 55, always said that one never stops learning until they die. I owe this to my children who have supported me even when I felt like giving up. Who made me get up every Saturday to attend lessons even when I did not feel like going. Through their dedication to their own studies, I did not want to disappoint them by dropping out. My family showed me that they believed in me and my capabilities, not ever doubting that I could pull through. And last but not least I dedicate this to my late husband who always encouraged me to do an MBA.

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I would like to express my sincere gratitude to my family for being patient with me and accepting the excuses I had to make in order to finish my MBA. There were many family gatherings I did not attend, but my family understood that my studies came first. A special mention of my two daughters, Mpume and Evelyn, that were also busy with their studies; they gave me reason enough not to quit and, through their own resilience, I realise they were watching me and there was no way I was going to teach them quitting or giving up, no matter how tough things were.

Work colleagues and PPM management

Thanks to my work colleagues, from the COO, and special mention of the Executive HR manager, who helped me with contacts in the DMR and the community to answer my research questions. My subordinates and my immediate boss, the CFO who stood by me during my studies, allowed me to take time off to attend lessons and exams during the week. To those who helped me with my research project and sympathised with me when I had to do community interviews, thank you.

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To my classmates at Wits University, thank you for keeping me on my toes, even when I couldn't keep up with the syndicate assignments you kept me energised and eager to finish my assignments. Your positive energy rubbed off on me, even when I was feeling low and clueless.

Dr Molope

To Dr Molope, I appreciate you putting the idea for this study into my head when I had no clue of what my research project was going to entail. For all the articles and information, you shared with me, thank you.

Supervisor

A very special thanks to my supervisor, who before this project was my coach. Thank you, Maria Tselentis Williams, for believing in me and encouraging me all the way, even when I wanted to give up and had lost all hope of finishing my MBA, she prayed with me and made me realise that I did have the capabilities to do this. Maria took some of her own time to call and meet with me during my MBA course just to find out if I was coping and still on track.

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Supervisor / Co-author: Maria Tselentis Williams

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Supplementary files: Consistency Matrix

SAIMM Guideline for Authors

LED Programme

PPM SLP

Municipality IDP

Supplementary info collected during post survey process

Data collection instruments:

- Community leader questionnaire
- Community influencer and members interview schedule
- Mine management interview schedule
- DMR/municipality interview schedule
- NGO/activist questionnaire
- Peer mining house interview schedule

† Including abstract, references, etc.

ABSTRACT

This research study focused on identifying the gap between the expectations of mining companies and communities in relation to development and social responsibility. This qualitative research study focused on trying to understand the alignment or misalignment of the different stakeholder's expectations.

This study was relevant; first, given the recent community unrest in the mining communities; and second, because of the Department of Mineral Resources' (DMR) focus on community development around the mining towns, with particular emphasis on mines being expected to uplift the communities around the mines.

Identifying the gap between their respective expectations would be beneficial for both the communities as well as the mining companies. The benefit to the communities would come in the form of relevant development and assistance being given to the communities. Another benefit would be to the mining companies who face community unrest, yet do not understand the communities' needs.

The research methodology was qualitative; data was collected through interviews with Pilanesburg Platinum Mines (PPM) mine management, questionnaires distributed to community leaders, community influencers and ordinary community members, and semi-structured interviews with activists and mine representatives of other mines. This allowed the identification of further stakeholders that were not in the original proposal. The ordinary community members, randomly selected to understand grassroots expectations, implied that the decisions made by community leaders were not necessarily representative of the community's needs.

The study found that some of the expectations from community leaders were different to those of the activists. Community leaders expected mines to focus on building schools, hospitals, and roads, developing skills, and giving business opportunities to community members, while activists were more concerned

about environmental issues, land degradation, pollution of water and air, as well as rehabilitation of the land after the mine had used it.

Similarly, the study identified that the government, represented by the DMR, expected the mines to develop the communities, as stipulated in the mines' SLPs. The mine representatives of other mines experienced unrest in their communities similar to that which was happening at PPM.

PPM management, on the other hand, felt that community leaders should have a clear understanding of business processes so as to avoid production disruptions caused by community unrest. Management were of the opinion that proper structures in the community should be formed and used to address issues with the mines.

It is clear from the study that the communication between the different stakeholders can assist in closing the gap between the communities' and mines' expectations. This in turn would prevent community unrest and subsequent road closures, and enable the mines to operate profitably, and offer employment and development opportunities to the community. Recommendations for each stakeholder group are made in this regard.

This research article is inclusive of the requirements of The Journal of the Southern African Institute of Mining and Metallurgy (SAIMM).

Keywords: social development, mining communities, communication, mines

Introduction

Purpose of the study

Companies in the mining industry have experienced rising expectations from numerous stakeholders with regard to the way they contribute to society (Moffat, Lacey, Zhang, & Leipold, 2016). Companies are recognising that for their business to be successful they have to ensure that communities have educated and healthy workers, the communities

are secure, and the environment is maintained (Benn, Dunphy, & Griffiths, 2014). These issues are reshaping the way business is conducted in the country. Developing communities contributes to the success and wellbeing of a business by ensuring companies acquire a social license that allows them to operate, and also gives the company a competitive advantage over other local companies (Moffat et al., 2016). Successful development initiatives require attention to sustainability, good governance in terms of financial contributions, and continuity of the programmes by the mining companies (Benn et al., 2014).

Problem statement

To identify first the gap between the expectations of a mining company and its mining community, and second the challenges that hindered mining companies from contributing towards the empowerment and development of communities around the mines.

Significance of the study

This study highlighted the importance of identifying and addressing the socio-economic development challenges that communities experience and understanding how these challenges affected the sustainability of mining companies.

Community Development Agreements (CDAs), made between companies and mining communities, can play a major role in meeting the expectations and needs of different interested stakeholders (Nwapi, 2017). CDAs are vital to making the relationships between communities and mining companies work. The government, both local and national, also play a major role in this relationship. The absence of a proper governance framework has led to unfavourable outcomes, brought on by misunderstandings and haphazard approaches to addressing the relationship issues.

Delimitations of the study

The study was limited to the South African mining industry and the communities that surround these mines. A special case study was undertaken at Pilanesberg Platinum Mines (PPM) and the surrounding Bakgatla Ba-Kgafela (BBK) community.

PPM management believed that their business was not merely about making profit or delivering value to shareholders, but about being responsive to the needs and aspirations of the communities in which the company operates. PPM should not be driven by mere compliance to their Social and Labour Plan (SLP), but by a commitment to the development of the surrounding communities. PPM's focus should be to invest in projects that aim to improve the quality of life within the BBK community. Funding should be used in the best way possible to impact positively on human life and improve the wellbeing of the community.

The BBK community leaders, made up of the chieftainships in the communities surrounding the mine, represented the community in dealings with PPM, and developed a 'master plan' that would form the basis and framework for all socio-economic and environmental development.

Definition of terms

BBK	Bakgatla Ba-Kgafela
CDAs	Community Development Agreements
DMR	Department of Mineral Resources
IDP	Integrated Development Plan
LED	Local Economic Development
MPRDA	Mineral and Petroleum Resources Development Act

PPM Pilanesburg Platinum Mines

SLP Social and Labour Plan

SMMEs Small- Medium- and Micro-Enterprises

Assumptions

The following assumptions have been made regarding the study:

- PPM may not give full disclosure due to confidentiality of company information.
- The BBK respondents may be suspicious and not feel free to give their opinion due to a fear that they may be victimised.
- Historical sour relationships between the mines and communities may lead to biased feedback.

Literature Review

The aim of the literature review is to identify the community challenges and the need for mining companies to be involved in the well-being of the communities in which they operate. The section evaluates the Mining Charter's requirements, the Local Economic Development (LED) programmes, and municipal Integrated Development Plans (IDPs). It also briefly defines the purpose of the Mineral and Petroleum Resources Development Act No 28 of 2002 (MPRDA) (RSA, 2002). The SLP of the companies, which forms part of what the companies intend to do for the communities, is also discussed.

The main purpose of the MPRDA is to ensure transformation of the mining and production industry in South Africa (RSA, 2002). The MPRDA seeks that the lives of the people surrounding the mining communities are transformed through development

strategies. In order for this transformation to happen effectively, the prerequisite, according to MPRDA, is the submission of the Social and Labour Plan (SLP) so as to grant the mining company its mining rights (Cawood, 2004). The SLP stipulates that mines obtaining mining and production rights should implement and develop comprehensive Mine Community Development Plans, Human Resources Development Programmes, Housing and Living Conditions Plans, and Employment Equity Plans, and ensure job losses are reduced (Hamann & Kapelus, 2004).

These plans and programmes are intended to promote economic development while ensuring that there is creation of jobs for the communities. The management of upscaling and closure of mines is aimed at reducing the impact of economic turbulence, and depletion of the mineral. The Department of Mineral Resources (DMR) has therefore provided guidelines for the development and implementation of the SLP (Rogerson, 2011)

Definition of topic / background discussion

Mining companies have an obligation to invest in and develop communities; this is a major component of their social responsibility and key to the success of the business (Rogerson, 2011). If this obligation is met it helps companies to:

- acquire a social licence to operate a mine;
- have a competitive advantage over its peers; and
- create an environment conducive to business in which to operate.

All of these factors reduce risk and increase opportunity enhancement for mining companies.

Participation in community development and engagement creates goodwill that leads to transparency and a willingness to work together for the benefit of the community and the company (Hamann & Kapelus, 2004). Companies that fail to obtain this social

licence may be faced with restrictions to access resources, stoppages of operations, and community opposition due to unavailability of employment (Moffat et al., 2016).

LED Projects are aimed at ensuring that communities are uplifted and poverty is reduced in the areas where mining operations take place and from where most of the employees hail (Rogerson, 2011). These are identified in consultation with the local authorities and flow from the IDPs of the respective Local and District Municipalities of the host and labour source communities.

It is of paramount importance to acknowledge the expectations from both the mining companies and the communities' perspectives, so as to devise a solution that will satisfy all parties. The dynamics of the problems and the impact of expectations, relationships and business processes should be understood. The aim is to close this gap. However, a number of stakeholders, besides the community and the mining companies, play a role in community development and these stakeholders' expectations also influence the solutions intended to close this gap. These stakeholders are community leaders and influencers, government, NGOs / activists, investors, and peer mining companies. Discussions on each of these stakeholder groups follow.

Community

Community unrest has gripped South Africa's mining communities due to unhappiness and dissatisfaction. The members of one community have addressed the lack of transparency by Anglo American in relation to the building of schools (Jewett, 2016). More community unrest has been witnessed in the North-West province, the Bapo Ba Mogale community complained about the damage to their properties caused by the blasting at the mine. This came at a time where the mine was contributing to the community by building schools; the community felt they needed compensation for damage to their properties (Jewett, 2016). The community leaders, in most instances of

community unrest, are the primary negotiators with the mines on resolving these issues. In the case of PPM, the BBK is the chieftainship that negotiates with mines to resolve the community issues on behalf of the community.

Community influencers

In most of the communities there are community influencers who instigate violence and unrest in the communities under the pretence of representing the community interests. These community influencers do not necessarily agree with the community leaders or the chieftainship on the needs of the community and what the mining companies can do to develop the communities. Some of their requirements are genuine and others tend to address individual interest. When these individual interests are not met they promote unrest in the communities by staging road blockages and burning tyres in order to prevent employees from going to work (Evans, 2015).

Mining companies

The SLP for PPM is a resubmission in terms of the requirements of the Mineral and Petroleum Resources Development Act (MRPDA) (RSA, 2002). The development and submission of a SLP is a requirement of the MRPDA and sets out the social and labour programmes to be in place for the life of every mining right.

The objectives of the SLP are to:

- promote employment and advance the social and economic welfare of all South Africans;
- contribute to the transformation of the mining industry; and
- ensure that holders of mining rights contribute towards the socio-economic development of the areas in which they operate (RSA, 2002).

However, the mines cannot roll out the SLP without financial resources which emanate from production. The mines also need the support of the communities in relation to labour unrest that can lead to stoppages in production. Mining management's focus, when it comes to the community, is to ensure the communities surrounding the mines are developed, and that they are in constant engagement with the community leaders to ensure the needs of the communities are met. The mines often have to deal with unhappy sections within communities who complain of other sections being more developed than their own. This has been witnessed by PPM, which is surrounded by different communities made up of a number of chieftainships.

Through its LED programme (attached as a supplementary file), the mine has committed to developing the community through a number of programmes. It is imperative for the mines to keep track of their commitments so as to comply.

Figure 1 shows a Map of PPM and its surrounding communities, extracted from the PPM SLP. All these communities expect the mine to develop them in one form or another.

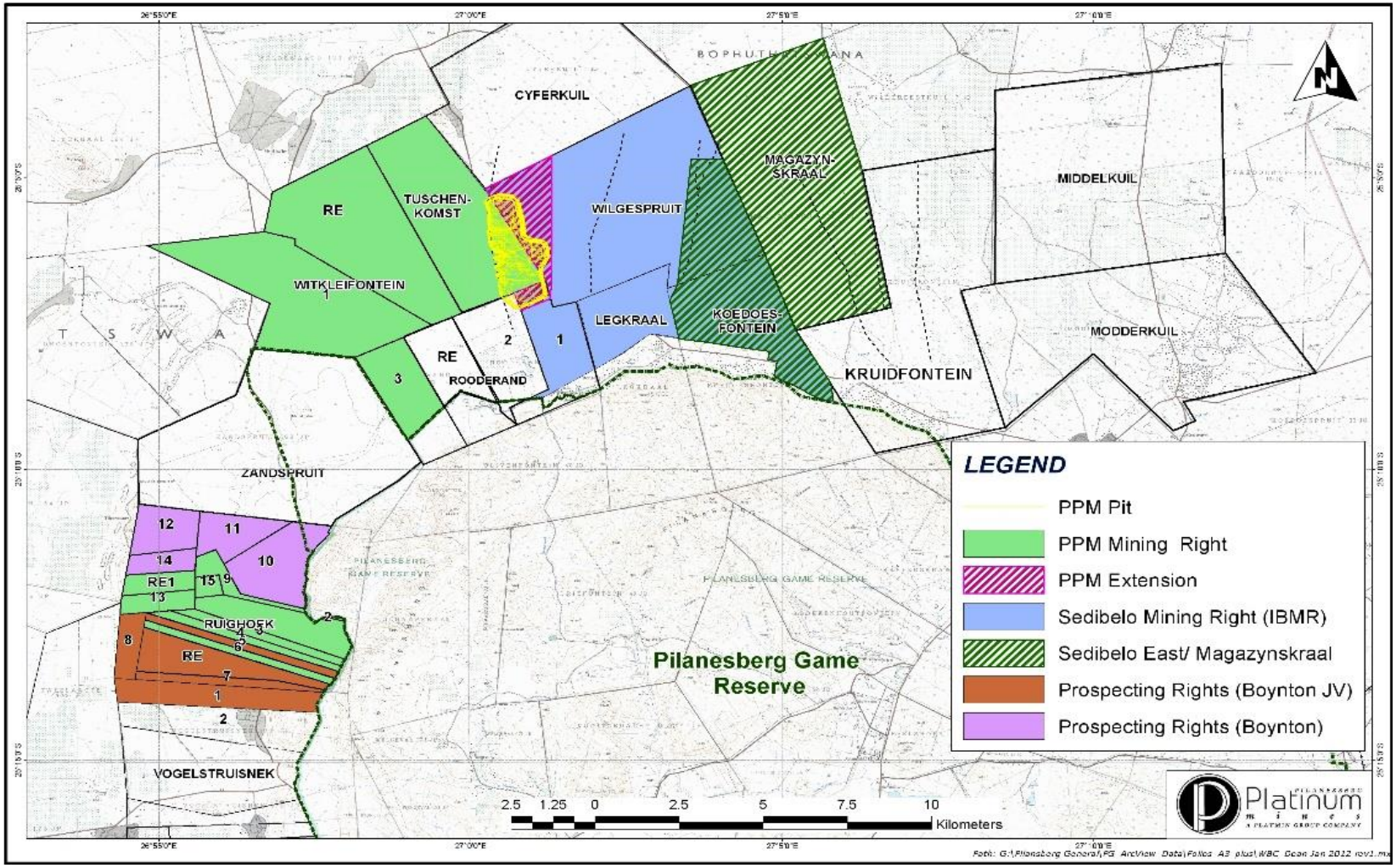


Figure 1: PPM Map

Government

The DMR, together with each municipality, develop IDPs every year to address community development. This is the main plan within the municipality that informs and guides all budgeting, decision-making, planning, management, and LED programmes to address the infrastructure development and service delivery needs of the communities. The DMR uses this IDP in conjunction with the companies' SLPs to monitor what the companies are doing for the communities (PPM's SLP is attached as a supplementary file).

According to the Mining Charter (RSA, 2016), mining companies are expected to spend a certain percentage of their profits on developing local communities and failure to do so may result in the mining licences being withdrawn, resulting in closure of mines and subsequent loss of employment for the local people. Amendments to the Mining Charter are not always well accepted by the mines, as seen with the Chamber of Mines disputing the recent amendments as they were not consulted (Omarjee, 2017).

PPM falls under the Moses Kotane Local Municipality; its IDP is attached as a supplementary file.

NGOs and activists

Concerns pertaining to environmental damage and disintegration of community structures due to mining rights, have been some of the issues that NGOs and activists have brought to the attention of mine management. This was evident in the Mineral Commodities Ltd, an Australian based company, case in which the community of Xolobeni village in the Wild Coast brought a dispute against the company, which led to the assassination of a well-known activist opposed to the mining, Sikhosiphi Bazooka Rhadebe (Jewett, 2016).

NGOs and activists use strategic and innovative ways of holding companies responsible. Advancement in internet and other related technology has created different forms of activism, which makes campaigns, recruitment of new members, and solicitation of funds for these causes, easier. Technology is being used to build relationships between local and international NGOs as well as increase awareness of social issues across a broad spectra of stakeholders (Spar & La Mure, 2003).

A number of nationally- and internationally-based organisations have designed guidelines or standards that govern corporate responsibility. Some of these organisations are:

- UN Global Compact;
- Global Reporting Initiative (GRI);
- Voluntary Principles on Security and Human Rights;
- International Petroleum Industry Environmental Conservation Association; and
- Canadian Roundtables on Responsible Mining. (Kemp, Bond, Franks, & Cote, 2010).

These standards enhance the various stakeholder roles and expectations of company contributions to mining communities.

It is imperative that mining companies collaborate with NGOs towards social investment in the communities (Hamann, 2004).

Investors

Investors need evidence of companies' governance factors, as well as social and environmental commitments, before they make any investment decisions. One example is the IDC; investors' pre-requisite is that social performance and environmental standards require mitigation and evaluation before companies are given any finance. Some private banks also require these standards as a prerequisite. This is

likely to accelerate as access to information through technology increases (Haufler, 2010). Governance plays a major role in mining companies, ensuring fairness and transparency in their mining activities. Investors want to see proper governance and the history of the mining company's social responsibility before they invest funds into these companies. Investing in companies that are seen to be developing the local communities is a positive on investor's scoring mechanisms (Haufler, 2010).

Peer mining companies

Problems in community development are experienced by most mining companies; issues brought about by the communities around the mining companies are the same or related in nature. When there is community uprising at one mine, it is likely to spread to other mines, where communities demand the same thing from mining companies. In the North-west province in particular, where there are a number of mines, the communities around these mines are very close to each other, hence they know immediately of any unrest in the area. Sometimes a community blocks the roads to express their frustration on a certain issue and the neighbouring communities join in solidarity with the first.

According to the Chamber of Mines Chief Negotiator, Elize Strydom, community unrest is becoming common and making the lives of mine management very difficult. She states that the unrest is in all the mining sectors, with demands for jobs and community development, and resolving of environmental issues (Faku, 2017).

Should one mining house be in the news for poor environmental management, or labour unrest due to accidents or unfair practices, the other mining houses are at risk of being investigated for the same misconduct. Environmental injustice in the mining industry, due to lack of rehabilitation plans at the end of the life of the mine, has led to audits in a many of the mining houses to ensure compliance with standards of environmental rehabilitation (McDonald, 2004).

Conclusion of literature review



Figure 2: Stakeholder map

Figure 2 shows the various stakeholders that have an influence on and are affected by what happens at the mines and in the communities that surround them. The Government, through the DMR, has to monitor the progress of the developments in the communities, while the NGOs and activists are concerned about the environmental issues. Investors have to make sure the mines they invest in comply with legislation, adhere to plans, and are doing their part in community development. Peer companies need to work with each other on similar community issues. Community leaders and community influencers need to work together towards a common goal, and not against each other.

Figure 3 summarises the impact of community opposition due to companies not meeting community expectations. This could have a detrimental impact on mining companies' access to resources, access to capital, and the ability to operate.

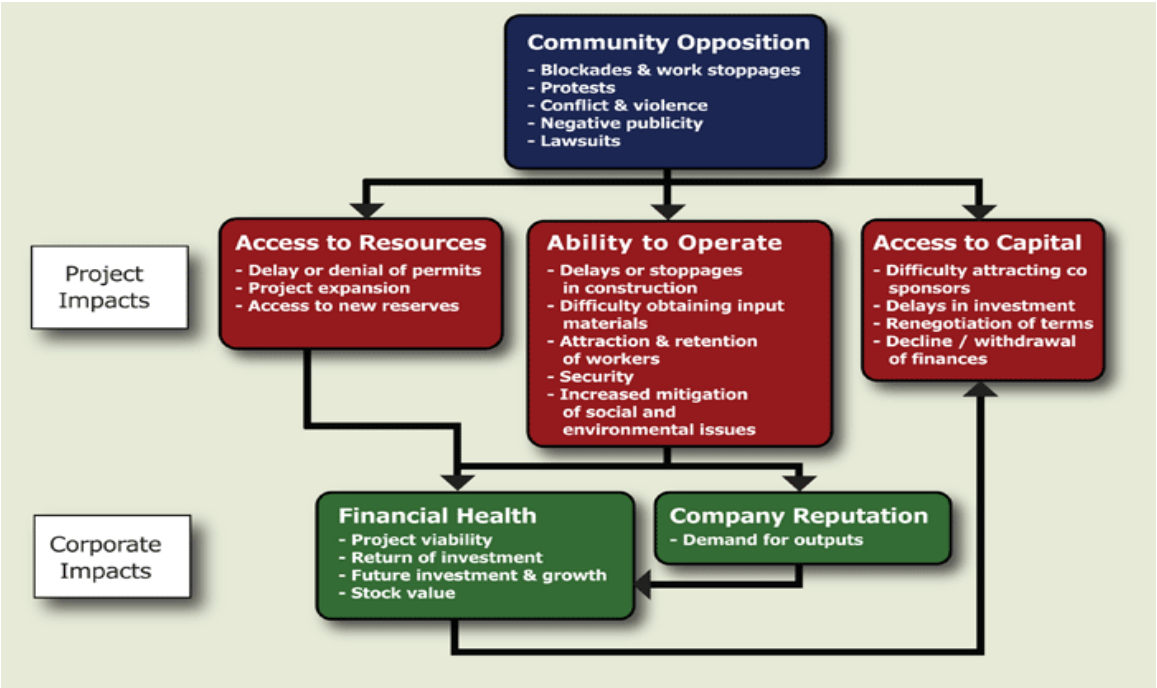


Figure 3: Impact of community opposition

In conclusion, the literature review shows that there are still a number of actions to be taken to close the gap between the mining companies and the mining communities. The sub-problems identified, and detailed in the next section, need to be resolved to assist in closing the gap. The negative results of not addressing this gap would be detrimental to both the mining communities and the mines. The stakeholders identified, need to play a role in their respective areas of expertise in order to address this issue. An understanding of the root causes of this gap would assist in its closure and aid the design of recommendations to the research problems.

Research question

- What is the gap between the expectations of the mining companies and the communities in which they operate, in relation to social responsibility; and what are the challenges that hinder community development?

Research Methodology

This section details the research methodology used in this study, highlighting its suitability. It describes the research instrument, the population and sample, the data gathering procedure and finally the reliability and validity of the research.

The study was qualitative, which was suitable for such a research project because the research was aimed at understanding the expectations of the different stakeholders: communities, community influencers, mining companies, government, NGOs and activists, investors and peer mining companies. Qualitative data aims to understand a research problem from the perspective of the stakeholders involved (Sutton & Austin, 2015).

Population and sample

The population in this research was inclusive of the community influencer s that have a vested interest in the development of the community, community leaders, community members, activists that have concerns on environmental issues, PPM management representatives as well as the DMR that represents the government's point of view on community development.

An attempt to get qualitative responses from the respondents was made through administration of individual questionnaires and conducting of one-on-one interviews, to avoid group opinion and understand the individual needs of the stakeholders.

The data collection for the community and the community leaders was done via questionnaires distributed with the help of the Community Liaison Officer of the PPM. PPM management, peer mining companies, NGOs and activists, and DMR data collection was done through one-on-one interviews.

The research instrument

Data was collected through questionnaires and interviews. Additional information was collected during and after the survey process as is attached as a supplementary file.

Below are sub-problems and questions that emanated from the different stakeholders referred to in Figure 2. These questions were used in the questionnaires and interview schedules.

Sub-problem 1

Communities expect mining companies to develop and invest in them. They anticipate positive developmental community results from mining activities. Historically, mining communities have been negatively affected by social or environmental impacts that are caused by mining activities. However, these immediate communities have the most to gain, should be part of environmental preservation initiatives, and benefit from development opportunities that arise (Kapelus, 2002).

The questions posed to the community leaders were:

- What are the community's expectations of the mining company?
- Was there any doubt that the mines were willing to develop the community?

Sub-problem 2

Besides the community-chosen leaders, other community influencers play a big role in mining communities and their development. These influencers have a vested interest in what the mining companies do for the communities. They usually do not have the same opinion as the community leaders; however, they are closer to the ground and better aware of what the community really needs.

The questions posed to community influencers were:

- What are the expectations of other community influencers?
- Do the community influencers represent community opinion or are they only concerned with personal interests?

Sub-problem 3

Mine management is under pressure to deliver on the Mining Charter requirements. These requirements are detrimental for the company's survival and need to be adhered to. The mining companies draft SLPs every five years to identify projects they are going to carry out for the communities. The SLP is based on the performance of the company; they are expected to use one per cent of their net profit on these projects. Hence, they expect the communities to understand that should the companies' profits be lower than anticipated, some community projects may not be feasible. Unfortunately, communities do not always appreciate the mining companies' position; however, community opposition can be avoided through creating tangible and direct benefits to the surrounding communities.

The questions posed to mine management were:

- What are the expectations of mining companies from communities?
- What challenges are the mines experiencing that are hindering them from meeting the community expectations?

Sub-problem 4

Governments put pressure on the companies to ensure they exercise responsible investment in the communities. Lack of governance and accountability, as well as increased corruption are due to ineffective government spending of revenue generated from mining activities (Esteves, Coyne, & Moreno, 2013). Government and their

departments are supposed to have a mutual interest in ensuring transparency in the public and private sectors (Haufler, 2010). In addition, governments track records of companies that comply with the SLP requirements and use them as partners when it comes to developing mineral and gas reserves (Hamann, 2004).

The questions posed to government representatives were:

- What is Government's agenda on social responsibility of mining companies?
- What support is being given, by Government, to the mining companies to ensure development in the communities happens?

Sub-problem 5

NGOs, activists and international bodies are becoming concerned about companies' social and environmental impact responsibility, including their community development contributions (Spar & La Mure, 2003).

The questions posed to activists were.

- What is the NGO agenda?
- What role do you play in the mining arena and what measures are you taking to ensure the community demands are met?
- What do you want to see in an ideal society?

Sub-problem 6

A lot of attention is being given to mining companies' corporate social responsibility as a prerequisite for investors to invest. Corporate social responsibility is becoming a concern of investors (Acutt, N. J., Medina-Ross, V., & O'Riordan, T. 2004).

The questions posed to investors were:

- Why are investors paying increasing attention to corporate social responsibility by mining companies?
- What are your expectations of mining companies?

Sub-problem 7

Peer company conduct is used as a measuring tool by mining houses. Numerous mines are experiencing the same type of community problems. Poor environmental and social conduct by peer companies leads to restricted access to resources (Hindley & Buys, 2012).

The questions posed to peer companies were:

- Should peer company conduct be used to judge or as a measuring stick to what happens at other mining houses?
- What community problems are experienced by peer mines?
- How can peer companies help each other?

Procedure for data collection

The data collection approach used to gather information from all the stakeholders was as follows.

- A questionnaire (attached as a supplementary file) was used on five community leaders to understand their expectations of the mines.
- Structured interviews (schedule attached as a supplementary file) of community influencers and community members were conducted in three mining communities.
- Structured interviews (schedule attached as a supplementary file) with two members of PPM mine management, the Chief Operating Officer and the

Stakeholder Relations General Manager, were performed to understand their plans for the communities and the challenges they have in meeting these plans.

- Structured interviews (schedule attached as a supplementary file) with the DMR, SLP Inspector and a municipality representative, were conducted to develop understanding from the Government's point of view.
- A questionnaire (attached as a supplementary file) was used with two activists or NGOs to ascertain their role in community development.
- Investors were excluded as efforts to obtain access to and interview any representatives of the investor stakeholder group were fruitless.
- A structured interview (schedule attached as a supplementary file) with a peer mining house was carried out to understand their issues with development in their surrounding communities. Permission was obtained for this representative to impart information.

Data analysis

The analysis of the data entailed a detailed examination of all the respondents' scripts, and thematic grouping of the data, according to similar expectation or response categories. Thematic analysis encodes qualitative data according to themes, which could be a pattern, underlying theme, or casually related information (Boyatzis, 1998).

This was done for all the different stakeholders in the survey. For each stakeholder, the categorised responses were counted and then ranked in order of importance from one to five; one having a very high number of responses and five having a very low number of responses.

Limitations of the study

Although the study focussed on identifying the gap between mines and community members, during the interviews the respondents raised issues that had an impact on

their expectations and that threatened to derail the focus of the study. The researcher allowed the respondents to speak freely, while ensuring a focus on the purpose of the research was maintained.

These issues pertained to the chieftainship issues that affected the community (Bloom & Wales-Smith, 2018). Respondents highlighted the issue that the current chief was not the rightful heir and was making decisions for the community that did not necessary represent them. This was affecting the development of the communities and their interaction with the mines. This was a sensitive issue that affected some of the responses to the questions as respondents were afraid of victimisation.

Validity and reliability

The interviews and the process were performed systematically to ensure a degree of reliability and validity of the information. Validity stems from the trustworthiness of the research and the credibility thereof (Sinkovics, Penz, & Ghauri, 2008).

The conclusions drawn from the qualitative data was accurate and fair.

Presentation of Results

This section describes the profiles of the respondents that were interviewed. It presents the results obtained during the research in accordance with the sub-problems These results address the problem statement and answer the research question:

- What is the gap between the expectations of the mining companies and the communities in which they operate, in relation to social responsibility; and what are the challenges that hinder community development?

Results pertaining to community

The community leaders' results focused on identifying the expectations and needs of the communities, as highlighted by the community leaders. The community influencers' results focused on the expectations of the communities, as highlighted by the community influencers and the ordinary community members. This responds to sub-problems 1 and 2 respectively. Table I highlights the expectations as raised by the community leaders, influencers and the ordinary community members. The community leaders, influencers, and members' results were combined due to the similarities in the expectations even though the rankings differed between the community stakeholder groups.

Table I: Community rankings

Expectation	Rankings		
	Community Leaders	**Community Influencers**	**Ordinary community members**
Business opportunities to community members (SMMEs)	1	1	1
Develop schools and hospitals	1	1	2
Supply water and sanitation	1	2	3
Maintain community roads	2	3	3
Safe working Environment	3	2	2
Job opportunities	3	2	1
Skills development	4	1	1
Avoid environmental damage and pollution	5	5	5

Ranking of importance: 1-very high, 2-high 3-medium 4-low 5-very low

Table I shows the ranked responses from the different stakeholder groups in relation to what they regarded as important. One means the expectation is of high importance and

five means it is of least importance. For community leaders, development of schools and hospitals, supply of water and sanitation, and creation of business opportunities to community members (SMMEs) ranked most important while avoiding environmental damage and pollution was the least important expectation.

For community influencers, development of schools, hospitals, skills development and business opportunities were of very high importance while avoiding environmental damage and pollution was the least important expectation.

The ordinary community members had job opportunities, skills development and business opportunities as very high while avoiding environmental damage and pollution was the lowest.

Results pertaining to mine management

The third sub-problem focused on PPM expectations of the communities, from the mine management perspective, as well as challenges experienced by the mines when they try to develop the communities. Table II summarises these results.

Table II: Mine management rankings

Mine Expectations	Ranking	Mine Challenges	Ranking
Support growth of operation.	1	Community expects mine to be a surrogate government	2
Avoid blocking roads and disrupting production	2	Road blockages	1
Open and transparent engagements through formal structures.	3	Factions within community hinder development	4
		Political influences	5
Realistic demands	4	Community to be developed despite financial losses	2
		Jobs to be provided despite financial losses	3

Ranking of importance: 1-very high, 2-high 3-medium 4-low 5-very low

The mine management ranked avoiding road blockages and production disruptions as important, while expecting realistic demands was the least important expectation.

They ranked the road blockages as the biggest challenge to the mine while political influences were the least of their challenges.

Results pertaining to government and the DMR

The Government, represented by the DMR, focused on government expectations and requirements from the mines as tabled by the Mining Charter. This addressed the fourth sub-problem and is summarised in Table III.

Table III: Government rankings

Government expectations	Ranking
Mines should develop communities	1
Companies should comply to the Mining Charter	2
Mines should create jobs	3
Mines and communities to work together	4

Ranking of importance: 1-very high, 2-high 3-medium 4-low 5-very low

The DMR representative ranked the development of communities as the highest, while complying with the Mining Charter ranked the second most important expectation.

Results pertaining to NGOs and activists

The NGOs and activists results focused on their roles and agendas, in response to sub-problem five. Table IV details their expectations.

Table IV: NGO / activist rankings

NGO / Activist expectations	Ranking
Mines to avoid polluting the environment	1
Mines to rehabilitate land	2
Mines to stop damaging their houses.	3
Mines to improve roads	4
Job creation	5
Mines to build schools	5
Mines to build hospitals	5

Ranking of importance: 1-very high, 2-high 3-medium 4-low 5-very low

The activists ranked pollution and environmental issues as the highest followed by rehabilitation of land. Least important of their expectations was the building of schools and hospitals.

Results pertaining to peer mining companies

The results from peer mining companies focused on understanding the problems experienced, and looking for similarities and ways mines can help each other on community development issues. This related to sub-problem six and results are seen in Table V.

Table V: Peer mining company rankings

Peer mines' problems	Ranking
Community unrest	1
Community demands for jobs	2
Community demands for development	3
Create forums to address similar problems	3
Road blockages	4
Political influences	5

Ranking of importance: 1-very high, 2-high 3-medium 4-low 5-very low

The highest ranked problem among peer mines' were community unrest followed by the demand for jobs and community development issues. The lowest ranked among the problems were the political influences. The problems they experience were the same as the ones PPM is experiencing.

Summary of the results

The study found numerous differences in the expectations of the various stakeholders.

- Community leader's expectations emphasised the community, rather than individuals; however, ordinary community members focused on themselves and their families, hence jobs were more important to them.
- The activists' expectations, unlike all the other stakeholders were concentrated on environmental issues rather than community development.
- On the other hand, the DMR's expectations were governed by the Mining Charter, which they use to regulate and monitor community development.
- The mine management concerns were directed towards the lack of recognition for what they had done for the communities.

It was therefore imperative that similar expectations be grouped together and ranked in order of importance for all parties in the survey.

Discussion of the Results

The first part of this section touches on the responses obtained from the different stakeholders for purposes of understanding their part or interest in the development of the communities surrounding the mines. The research was qualitative; therefore, the discussion focused on the different perceptions so as to appreciate their reasoning and understanding of the subject matter. This was done in response to the sub-problems.

Additional or different points brought up by the respondents, but not highlighted in the literature review, are also discussed.

Finally a conclusion is provided in the form of a summary of the discussion, based on the problem statement.

Discussion pertaining to community leaders and influencers

Development of schools, hospitals and community roads

Development and building of schools and hospitals in the community proved to be the expectations that were of very high importance to community leaders and influencers; however, the ordinary community members regarded job opportunities and skills development as very high on their agenda.

Community members felt that mines should improve the education facilities and the hospitals as the employees and their families will need these facilities. The current facilities available are unable to cater for all community members.

The community influencers and the community members felt that skills development was very important. All the stakeholders agreed that the business opportunities was very important and would also improve employment around the area and reduce the dependency for employment at the mines.

Safe working environment

Safe working environment for the employees, the majority of whom were community members was of medium importance to community leaders, but of higher importance to community influencers and ordinary community members.

The respondents felt that the mines were not doing enough to make the safety of employees a priority. This led to numerous accidents that could have been avoided.

They felt the mines care more about profits and production than the lives of the people that work for them.

Environmental damage and pollution

The community leaders felt that environmental damage and pollution caused by the mines during blasting were of least importance. This sentiment was the same for the other group of respondents, the other community influencers and ordinary community members also felt this was not of priority. All the respondents in the community stakeholder group, however, had the same sentiment in relation to mines not ensuring that their homes are safe from damages caused by blasting. They further contended that the mines need to compensate them for the cracks in their houses. From the literature review, there have already been disputes with the mines over environmental degradation issues (Jewett, 2016).

Job opportunities and skills development

Provision of jobs to the community and developing of skills ranked high for the ordinary community members and the community influencers while it ranked medium for community leaders. The community leaders, community influencers as well as the ordinary community members all felt the mine was not doing enough to give employment to the community's young people. They felt that the mine was bringing in people from outside the community to fill positions at the mine that could have been filled by local community members. They stated that the mine advertised jobs in national and regional newspapers first, instead of the local community papers. Most of the respondents felt that if the skill cannot be found locally, skills development initiatives should be undertaken by the mine to upskill the community members and hence avoid looking elsewhere for the skills. They believed that the mine could build a skills training centre in the community as one of their SLP projects, to be used to train various skills such as welding, plumbing, electrical, boiler-making, etcetera.

The respondents blamed the mine for the high unemployment rate among the youth in the area as well as the high crime rate. They suggest that if the youth are employed, they will be kept busy and this would result in low crime rate around the community.

Water and sanitation facilities

The supply of water and sanitation facilities was ranked high among the community leaders; however, it ranked medium among the community influencers and ordinary community members. The community leaders felt that the mine had an obligation to the community to ensure there was proper piping and access to clean water as well as decent sanitation facilities to community members. They revealed that there were community members that fetch water in buckets, adding that the water was not purified. In addition, there were people who still used pit latrines, which are unhygienic and can lead to disease.

Business opportunities to community/tenders

The subject of business opportunities for the community members ranked high among all the community respondents. They were of the opinion that tenders at the mines should consider local businesses first, before being given to outside community members. The community leaders emphasised the importance of the mine promoting and supporting SMMEs in the community to enable them to grow their businesses. They felt the mine was quick to state that the community did not have the right businesses for the mines' needs; yet, they were not willing to incubate local businesses and grow them into companies that can deliver the goods and services that the mine required. The respondents felt that the mine should not use outside companies without trying to empower a local company to do the same job. The community influencers pointed out that the tenders at the mine were given to the people that were connected to either the community chiefs or mine management. They felt that in order to be awarded a tender at the mine, the community member needed to know someone at the mine.

Most of the respondents felt that the same approach with jobs at the mine should be taken when it comes to tenders; local people first and only if the requirement is specialised could it be given to an outsider. In addition, the outsider awarded the tender should upskill a local person to take over from them.

Discussion pertaining to mine management

High on mine management's expectations was the issue of community instigated blockages on roads leading to the mine, which in turn led to disruptions in production. This had a ripple effect in slowing the execution of community projects. They were of the opinion that in order for the mines to generate income and maintain the number of jobs, the community leaders have an obligation to ensure access to the mine is kept clear so as to allow employees to come to work and keep production going.

Management felt that on occasion the community's demands were unrealistic, costing millions of rand, and if these demands were not met, due to lack of funds, then there was community unrest. They felt that they can only be held accountable for the development of the community that has been tabled on the company SLP. Financial provision was made annually towards various community development programs in line with the SLP. Any demands beyond this scope have to be met by the government, or wait to be tabled on next year's SLP.

Mine management said they were willing to help the community, as more than 60 per cent of their work force resides there. They felt that they were being put under pressure, by both the community and the DMR, to attend to community needs even when profits are non-existent due to a drop in production or other unforeseen circumstances.

Among mine management's biggest challenge was that the communities expected the company to undertake responsibilities that should in fact be executed by Government. Some of the challenges that management faced was the rising of factions within the communities, which hindered the company delivering on its planned community development programmes. In addition, political influence had its challenges for the organisation, specifically should a difference of opinion and objectives between the political and tribal leadership, within the same community, exist.

Mine management felt that open and transparent engagements through formal structures in the community should be encouraged. As an organisation, mine management believed they have seen value and returns through the community investments and developments as they continue with upliftment programmes in the community.

Discussion pertaining to government

The DMR representative emphasised that the government expects the mines to develop the communities in which they operate; it has an obligation towards the communities and should be involved in their upliftment. Furthermore, the roles of the DMR was first to facilitate the implementation of community projects committed to by the mining companies, and second to check compliance with progress made on projects, for the duration of the life of the mine.

The Mining Charter was amended to address community development aggressively, and to ensure that employees at the mine have tangible benefits while the mining right holder is in operation. The DMR representative states that Government had seen minimal impact in terms of large scale SMME development, and a lot of community projects that were not sustainable.

Targets set by the DMR, through the SLPs submitted by mines, should be met, failing which mining licenses would be withdrawn.

The DMR was of the opinion that mines should give jobs to community members before recruiting people from outside the community. Tenders that arise at the mines should first be given to communities before considering other companies.

Furthermore, the DMR found that little skills training is being given to community people. The mines could help achieve this by building and supporting skills centres in the community. The respondent said it was imperative that the community leaders and the mines work together to identify the community's needs.

The DMR believed that the mines should play a role in empowering communities directly with resources and skills, and reduce pure monetary injections. The mines should be an extension of government's limited financial and other resources, and assist government in community upliftment.

Discussion pertaining to NGOs / activists

High on the activist's expectations were the issues of land degradation, environmental pollution, as well as land rehabilitation. They felt that the measures implemented by the mines to eradicate dust emissions produced in the mining process were insufficient. They believed that employees or communities that live close to the mine are exposed to dust, and land degradation caused by mining affected the communities' livestock and farms around the mining area.

Another issue that was important was the tarring of the roads in the communities as the condition of the roads were damaging the communities' vehicles and also led to a lot of dust.

Of medium importance was the damage to houses surrounding the mines as a result of blasting. The activists stated that the mine does not notify the community before a blast so that they can prepared for it.

The activists held that it was the mines' responsibility to ensure that the people living in the mining communities are not exposed to anything that will affect their health.

Discussion pertaining to peer mines

Peer mines in the North-west province were experiencing similar problems and expectations from the mining communities, reporting that the communities expected them to develop the roads, build schools, create jobs, build hospitals and give tenders to the local small companies.

The peer mine respondents elaborated; should the communities' demands not be met, they experienced community unrest and road blockages, which prevented employees from going to work and had a negative effect on production targets.

A respondent from a gold mine said that the community's expectations were sometimes unrealistic. The community had entitlement issues, believing that the land on which the mine is situated is the land of their ancestors; hence, the mine belonged to the community too. Owing to the entitlement issue, community members wanted compensation from the mines for almost everything.

Peer mines were concerned that communities do not understand that mines' profitability is low and they have embarked on a retrenchment process.

Conclusion

This discussion demonstrated that the expectations of communities and mines differ when it comes to community development; it was clear that there was misalignment in the understanding of each other's needs. Stakeholders, such as the DMR, activists, and peer mines had similar expectations of the mines. The mines were willing to develop and assist the communities as long as communities understood that the assistance could only take place when there is sufficient profit being made at the mine.

The discussion identified that the expectations of community leaders and community influencers are not necessarily the same in terms of priority. The community influencers, who were much closer to the ground, understood the needs of the ordinary community members better than the community leaders.

Activists were more concerned about environmental issues, which affect the community, than developmental issues. This was evident in the prioritisation of current land ownership issues, pollution and the rehabilitation of the land after mining is complete.

DMR, on the other hand, understood that mines can go through unprofitable periods; however, when there are sufficient profits being made, mines should be willing to

develop and improve the communities where they are situated. They emphasise that a large gap in engagement between the communities and mining houses persists.

Finally, drawing from the discussion with the community respondents, the plans that the mine had for community development were not understood by the community. This could be due to communication not being effectively disseminated, or the mine not disclosing its plans to the right people.

Conclusions and Recommendations

This section highlights the conclusions of the research study that was conducted in relation to the research questions that were originally formulated during the literature review.

It provides recommendations to the various stakeholders in the mining industry in the hopes that it would help to close the gaps that have been identified. The recommendations demonstrate a way forward in relation to aligning the expectations of the different stakeholders.

Finally, suggestions for further research are made, based on the respondents' recommendations, as well as findings from the research.

Research conclusions

This study was carried out for the sole purpose of understanding the expectations of the mining communities around the mines, and to identify the gap between the expectations of the mines and the mining communities. This research study was relevant given the current community unrest and the DMR's focus on community development around the mining towns, with particular emphasis on mines assisting with the development of the communities around them.

Despite the fact that the mining industry has an obligation to develop the communities that surround the mines, the perception among the community members was that the mines were not doing enough for their communities, and that the mines' focus was only on making profits, while neglecting the surrounding communities. The study discovered that in the communities themselves there was no consensus on what the mines should assist them with. The community leaders had their own expectations, which they claimed to represent the people's expectations. However, based on the responses of community influencers, who are not necessarily chosen leaders or chieftainship, as well as the ordinary community members, different expectations were divulged. The community influencers believed that the community leadership, consisting of the Bagatla chieftainship, did not have the community's interests at heart. Instead, the community leaders were pushing their own personal agendas, trying to extract what they could from the mining company.

However, the research indicated that development of schools, hospitals and community roads was one issue that all the stakeholders agreed upon.

With regard to environmental issues like air and water pollution and damage to houses, the mines responses were that departments existed in their structures whose sole purpose was to monitor dust emissions and water pollution, and ensure no damage to housing occurs due to a blasting or other mine activity.

The mine management reiterated that they budget to take care of the community, as gazetted in their SLPs; a requirement that has an impact on their operating licence. The plans outlined in the organisation's SLP focused on

- education (skills development programmes),
- bursaries, learnerships and internships,
- economic development (assisting several SMMEs to create sustainable income generating initiatives thus creating secondary employment),

- infrastructure development (internal roads, bulk water supply, building and refurbishing of school infrastructures), and
- community health (health awareness programs, assisting with maintenance and augmentation of health infrastructures for host communities).

They understood the importance of community development given that it means that the mine remains operational. Mine management had reports, audited by the DMR, on the progress of the projects.

The only time that the mine was not able to implement its obligations to the community was when there were financial constraints within the organisation, in which case any commitments not achieved in a particular financial year were deferred to the next financial year.

The company should create stakeholder engagements, both formally and informally, to enable communications and to better trust relations with the communities. Disgruntled community members were a challenge for mine management as they led the community unrest. Unrest, road blockages, protests, negative publicity and lawsuits, as highlighted in Figure 1, was the result of the unmet expectations of the community. Community opposition had a huge impact on mine productivity due to delays or denial of permits and access to new reserves. It also had a negative impact on employment as a result of mine closure, which led to increased social and environmental issues.

Government should provide aggressive support, in terms of looking at proposed projects, the value chain of the projects, and the secondary employment created or the potential thereof. Through a consultative and advisory approach, the DMR should create a platform for communities and mines to examine realistic means of creating job opportunities through the company's procurement practices and strategy.

The study also showed that the peer mining houses have the same problems and expectations as PPM; communities expected the same kind of developments as other communities in other areas are getting.

Funds from investors was withdrawn or delayed as community issues affect the company's reputation, financial wellbeing, and future growth.

Recommendations

This section endeavours to provide recommendations, developed during the research process, which could close the gap identified in the research problem.

Community forums

The majority of the community respondents highlighted that a community forum is needed; one which represents the community and could develop a strategic plan that addresses the issues that affect the community. They stated that their developmental needs are not being addressed by the mines. The forum would also follow up on projects that have started and ensure proper use of resources as well as timeous completion of community projects. This forum can prioritise the projects in order of criticality in the community and together with the mine present their projects to the DMR. The DMR would play the role of overseer in order to ensure completion of projects and avoid mismanagement of funds.

On the issue of skills development, the community forum should be used to identify skills shortages in the area and at the mine; the ones that need urgent attention should be given first preference. The mine could fund a skills development centre in the community that would be used to upskill people. The community respondents stated that should job opportunities at the mine arise requiring these particular skills, the people who have been developed should get first preference for these jobs.

On the issue of business opportunities at the mine, the respondents suggested that the forum can also be used to keep a data base of small businesses in the community and whenever there are opportunities to provide goods are services at the mine, the names of relevant companies are provided, from which the mine makes its selection.

Environmental issues

The issue of dust emissions pollution, water pollution, and damage to houses in the community was an environmental problem highlighted by activists. Despite the actions taken by the mine, an independent company is required to oversee such issues and ensure that the mines comply and do not expose employees and the community to any possible dangers. This independent company can audit the mines on a monthly or bi-monthly basis and make recommendations.

Community development best practice committee

The respondents from peer mines suggested that mines should engage with one another through a committee that looks at best practices to address community unrest and other development issues as the problems in the different mines are the same. If a solution has worked for one mine, it could be used at the other mines to solve similar issues.

Overall, an integrated approach between the mining companies and local government is necessary. When government and private companies collaborate and work closely with other stakeholders, a significant difference can be made.

Regular feedback to community leaders, in terms of what the mine is able to deliver at a particular time, as well as challenges the organisation is likely to face when implementing some of the commitments made to the community, should take place regularly. Mine management should empower community leaders by ensuring that they

understand mining operations and how business challenges have a direct impact on community upliftment projects.

Skills training and development

Mine management, in conjunction with the DMR and other businesses, could start skills development training in the communities, based on the needs of all the businesses in and around the community. This training should be sponsored by the businesses and monitored by government. When job opportunities arise in the community or at the mines, people with the relevant skills should be sought first in the communities, before searching for applicants outside of the community.

Technical high schools

Most mining communities do not have technical high schools. The government with the help of the mines could build a technical high school focusing on technical subjects for pupils not able to proceed with mainstream education beyond Grade 10. This technical high school should be positioned to serve the mining community; pupils with technical skills could be beneficial to most mines and industries in and around the community.

Suggestions for further research

This research study focused on identifying the gap between the expectations of mining companies and communities in relation to the development of communities and social responsibility. Since this was a qualitative study, it focused on trying to understand whether the different stakeholder's expectations are the same or if there is misalignment of expectations.

There is potential for future research to consider broadening the scope of the study to include other businesses, besides the mines, in the particular communities. There are manufacturing and steel industries in most of these communities and further study

could examine their contribution to the communities and the possibility of teaming up with the mining companies in terms of skills and SMME development.

Furthermore, those companies, from outside the community, that supply the mines could be included in the study to ascertain a means of developing small companies in the communities to gain specialised skills to service the mines.

There is the potential for further research to come up with solutions to bypass the chieftainship politics that are gripping the communities. The study could focus on how to help the community leaders to sort out any problems hindering a focus on the development of the community, and move away from internal clashes and self-serving agendas. (Bloom & Wales-Smith, 2018)

On environmental issues, a further study could be undertaken to ascertain the impact of the mines on the surrounding environment. This could range from, the effect of dust on employees and the community, to the impact of blasting activities on the houses in the community, and the rehabilitation of the land.

Conclusion

This study highlighted the existing dynamics in the mining industry. Of significance was the number of groups within the community that felt a sense of entitlement to the mines through historical ties of land ownership. This land ownership issue was highlighted by most of the community respondents, who felt that they had a right to whatever the mines produced as well as some kind of claim on the land.

Although the study aimed to understand the gap between the community and the mines on issues of development, some respondents brought up issues of infighting in the communities over the chieftainship itself. They claimed that the current chieftainship was incorrect; this had a direct impact on occupation of land, to which the mine had been issued mining rights, but the community did not want to move.

On the one hand, the community blamed the mine for a lack of development. On the other hand, while it was difficult to obtain information from mine management on their expectation of the community, it was of interest that mine managements' reasons for not meeting community demands was not because of unwillingness on the mines' part, but the community divisions that were delaying the start of some projects.

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