Ubuntu and Corporate Social Responsibility in the South African Mining Sector

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DECLARATION

I, Sibusiso Cele, declare that this research project titled "Ubuntu and corporate social responsibility in the South African mining sector" was compiled by me. I have, however, acknowledged, attributed and referenced all ideas sourced elsewhere.

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Signed at Johannesburg on the 29th February 2023.

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ABSTRACT

All mining companies in South Africa invest in different forms of Corporate Social Responsibility (CSR) as part of their obligation as corporate citizens. However, these investments are not making a significant change in the reduction of frequent protests by mining communities, and these protests sometimes become violent. This paper therefore explores the possibility of embedding the concept of Ubuntu during the development of CSR strategy and implement it in way that will benefit both the local community and the mining company.

The study utilises the qualitative approach by interviewing mining communities to obtain their views of how mining companies can implement the CSR strategy. Samples were taken from different mining communities, representing a variety of commodities mining within the borders of South Africa.

The results indicate that constant engagements are required, with schedules of engagement forums drawn up by mining companies to enable communities to raise ideas of what the companies should invest in to benefit the communities. Decisions should also be communicated regularly to keep the community informed of the developments in their areas.

Keywords

Collaboration; Conflict reduction; CSR; Partnerships; Stakeholder theory; Ubuntu

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DEFENITION OF KEY TERMS AND CONCEPTS

Term	Definition
Corporate Social Responsibility - CSR	Investments made by organisations to local communities in which their operations are located.
Stakeholder Theory	The theory that emphasises the interconnectedness between a business and kinds of stakeholders.
JSE SRI Index	An index for tracking JSE listed firms that implement the triple bottom line principle of reporting
JSE	Johannesburg Stock Exchange
Gross Domestic Product -GDP	The total domestic production in terms of goods and services which a country makes is referred to as GDP.
Ubuntu	An African philosophy which emphasises humanity to others.

1. INTRODUCTION TO THE RESEARCH

An increase in conflicts between mining companies and communities have been seen in recent years, with protests causing disruptions, which result in temporary- or even permanent mine closures (Fraser, 2021). These protest by mining communities always grab headlines, which affects the reputation of the organisation (Brereton, Arts, & Sturmsan, 2016). These conflicts can be shaped by the strategies utilised by mining companies during the engagement with local communities (Haslam, 2021). This chapter introduces the background of the study and conceptualisation. The conceptualisation highlights to the reader the research problem, the purpose of the study, the research questions, delimitation and the significance of the study to better understand how Ubuntu can be incorporated to the implementation of corporate social responsibility (CSR).

The need for corporate image has attracted many organisations to engage in corporate social responsibility (CSR) activities (Bhatia & Makkar, 2019). Because of the possible effects it could have on company reputation and overall company performance, CSR has turned out to be a major topic of discussion within the academic circles and in organisations performance (Nyeadi, Adjasi, & Akoto, 2021). The emergence and spread of the environmental'- and social crises that many organisations have encountered over the past thirty years, has resulted in stakeholders growing more concerned with the social- and environmental effects that companies have on society (Yamane & Kaneko, 2021). These organisational effects on society resulted in stakeholders having an assessment of what constitute "good" and "bad" organisations, which then affects the organisations which they identify with or dissociate from. This therefore forces businesses to spend more money on CSR initiatives in an effort to improve stakeholder perception (Bardos, Ertugral, & Gao, 2020).

A study by Brugger *et al* (2022), finds that mining companies that have experienced conflict in their operational areas in the past are more inclined to take part in CSR initiatives. After they are carried out, CSR activities reduce hostilities. CSR does not, however, result in decreased levels of violence in communities where it has never been implemented. The latter may not initially "need" as much CSR to mitigate operational risks. These results provide credence to the theory that mining corporations participate in CSR initiatives to mitigate operational risks related to regional violence, but with very modest benefits (Bezzola, Gunther, Brugger, & Lefoll, 2022).

In South Africa it is mandatory for business organisations to apply the Triple Bottom Line”” approach as part of corporate governance (Kings Report 2022 & Pandor, 2015). The mandate is enforceable under international agreements like United Nations Global Compact Principles; the country’s constitutional Bill of Rights and several legislative acts such as the Occupational Health and Safety Act 83 of 1993, Public Finance Management Act 1 of 1999, Broad Based Black Economic Empowerment (BBBEE) Act 53 of 2003 and Companies Act 71 of 2008, just to mention a few.

A Triple Bottom Line approach compels companies to blend profit motives with social- and environmental responsibilities in any business operation. Aside from mandatory corporate governance compliance, CSR activities drive companies’ economic benefits, as well altruistic ones, for consumers and local communities (Ho, Lu, & Lucianetti, 2021).

The concept of Ubuntu, which is an African philosophy emphasises the interdependences of people, including humaneness (Waghid, 2020). This research or study is therefore focusing on the benefits derived from partnerships between mining firms and local communities when mining companies engage in CSR without the compliance intention and utilising it as a Public Relation (PR) instrument.

1.1. Background to the study

Corporate Social Responsibility (CSR) is a concept that emphasises the importance of a company's duty to operate in a way that considers the social-, economic- and environmental well-being of its stakeholders. This includes a company's obligation to invest in the development and growth of the communities in which it operates. In the context of the mining sector, CSR takes on an even more significant role, as mining companies often operate in areas where communities are particularly vulnerable to environmental degradation and economic instability (Jenkings & Yakovleva, 2006; Jonkute-Vilke, Staniskis, Jonkute, & Dukauskaite, 2011).

The spirit of Ubuntu, on the other hand, is a concept that comes from the African philosophy of Ubuntu, which emphasises the interdependence of all people (Lutz, 2009), and their responsibility to each other. At its core, Ubuntu is about treating others with kindness and respect, and recognising that one's own well-being is intricately linked to the well-being of others.

South Africa has faced particular and specific socioeconomic problems since 1994, which come as a result of the legacy of the apartheid government (Reddy, 2016), and this causes the country to be regarded as one of the most unequal nations on earth (Govender, 2016). In contrast to the majority of black South Africans who are poor and reside in rural areas, squatter camps, townships and informal dwellings, white South Africans are mainly rich (Madlanga, 2019). This socioeconomic predicament South Africa finds itself in suggests an unsustainable business climate for any government or enterprise, and if the situation is not under control, it might ultimately undermine the nation's efforts to bring social- and economic cohesion, causing the economy to become unstable (Mariri, 2012). The frequent protests which occur within mining communities is due to possible distrust between the mining firms and local communities, which see mining companies as exploiters of natural resources without giving back (Modise, 2023).

1.2. Research conceptualisation

1.2.1 Research problem statement

There is a lot of investment in CSR by mining companies, but most communities are very unhappy, implying that CSR may not be implemented appropriately and may not take the spirit of Ubuntu into account. These investments may be used as a public relations strategy for corporate reputation (Ajayi & Mmutle, 2021) and to obtain foreign direct investment (Nyeadi, Adjasi, & Akoto, 2021). The King IV report (KING IV, 2016) stipulates that all companies. without exception, need to invest in corporate social responsibility. This has forced companies to see CSR as a compliance issue rather than a need to change the living condition of local community in the spirit of Ubuntu.

The laws governing CSR in South Africa have been informed by the voluntary initiatives, such as the GRI (Global Reporting Initiative), which were issued by international bodies (Visser, 2005). However, the Department of Trade and Industry also developed the codes of practice which were published in February 2007 (Arya & Bassi, 2011). The 15 codes stipulate the investment of a corporation based on the company's overall capitalisation, with the first eight codes (code 000 to code 700) enacted to regulate large corporations, whereas the last seven codes (code 800 to 1000) enacted for small enterprises (Department of Trade and Industry, 2007).

Of interest to this study is code 700, which stipulates that CSR is a concept of corporate citizenship as a whole. It alludes to a business's obligation to act transparently and ethically and take responsibility for the effects of its choices and actions on persons and their environment. It covers concerns relating to the environment, society's health and wellbeing, and sustainable development (Arya & Bassi, 2011). It therefore requires companies to act ethically and this can reduce distrust currently experienced between mining communities and the mining companies.

Many researchers like Kang *et al* (2016) have investigated the financial benefits organisations obtain by investing in corporate social responsibilities which include the gain in market share through the JSE SRI index (Mehta, 2021). Organisations also invest in Corporate Social Responsibility as a form of compliance to the King's code of corporate governance, which stipulates that all JSE listed companies need to prove that they are investing in corporate social responsibility (KING IV, 2016). These strategies are looked at by local communities and other stakeholders as an exercise to only benefit the mining organisation. without consideration of the communities in which mining operations are located.

Communities can be persuaded to be part of operations but with proper engagement and assurance that their existence contribute to the growth of the operation (Kang & Hustvedt, 2017). Therefore, under investigation in this study is to look at how CSR can be implemented by mining companies to minimise the distrust, that lead to constant protests in the mining towns, between mining firms and local communities. Specifically, this study seeks to determine how imbedding the philosophy of Ubuntu in CSR programs by South African (SA) mining companies can minimise this distrust and frequent protests currently experienced in mining towns.

1.2.2 The purpose of the study

The purpose of this study is to investigate whether the philosophy of Ubuntu through local community development fosters collaboration between mining firms and local communities for mutual benefit.

The South African mining sector makes a huge contribution to the country's GDP, contributing 8.7 percent (Mineral Council SA, 2021). However, this contribution seems not to be filtering down to local communities due to lack of proper collaboration between mining companies and local communities (Fraser, 2021). This leads to distrust between mining communities and mining companies operating in the area, leading to constant protest, with Marikana 2012, which led to 34 miners being shot dead by police during protest being the biggest protest (Atal, 2017). After the Marikana massacre, the new owners of Lonmin Platinum, which is Sibanye Stillwater, asked the community to outline what assistance they required from mines to make their lives better, and one of their main requirements was proper community development (Letino, 2023).

Many of the studies conducted by researchers like Mehta (2021) has thus far looked at benefits of CSR in financial terms and how the image of the organisation can be enhanced through company contribution to local communities.

1.2.3 Research questions

The focus of this study is to investigate the relationship benefits companies can get by investing in the development of local communities without the compliance intention and utilising it as a PR instrument. The questions to be answered by this study are:

1. What is the role of partnerships in combatting conflicts between mining companies and local communities?
2. What is the effect of local community development on the performance of mining companies?
3. What are the appropriate strategies for incorporating Ubuntu in CSR programs?

The results of this research will assist current and upcoming investors to understand the benefits which they could attain by investing in communities where their operations are situated.

Due to the research methodology of this study (which used the interviews), it assumes that the experience of both mining communities and local mining companies (through the sustainability departments) provides good data to determine accurate outcomes.

1.3. Delimitations and assumptions of the research study

This study focuses on individuals working in the mining sector in their personal capacities rather than as company representatives, due to possible problems related to obtaining approvals. The researcher assumes that the experience of selected participants is adequate to reach a conclusion.

1.4. Significance of the research study

Most mining companies find it difficult to balance the need for economic gain for the organisation and the need to invest in CSR activities (Mcdonald & Young, 2012). CSR investments are made, but ideal strategies might need to be developed to foster collaboration between the companies and mining communities. This research looked at a different angle: how voluntary contribution to CSR by mining companies can be used as a tool to build long term relationships, and the spirit of Ubuntu could be an ideal philosophy to be used in the implementation of the CSR strategy. This can then drastically reduce distrust, which result in violent protests, between local communities and mining companies. These violent protests result in production delays which then affect the country's economic growth.

This research assists sustainability departments at different mining companies to develop new strategies of how they could work with local communities in the spirit of Ubuntu. This strategy could result in a meaningful contribution to both the company and local communities, creating a long-term collaboration for the mutual benefit of both parties.

1.5. Report outline

This paper is structured in a sequence which starts from the abstract, which serves as a summary of the whole paper and briefly highlighting important points. Chapter one introduces the research problem, to inform the reader what the researcher is aiming to achieve by conducting the study. Chapter two is the literature review and theoretical framework, where the researcher consults the previous studies performed by scholars in relation to the topic. Chapter three is the research methodology or -strategy, where the researcher provides the reader with methods and steps to be taken in collecting the information, including information analysis. Chapter four is a presentation of results of the information collected throughout the study. Chapter five is where the researcher discusses the research findings as part of the interpretation of the results collected during the study. Chapter six provides a summary and the conclusion of the research report including providing any recommendations.

2. LITERATURE REVIEW

The idea of CSR has been developing in the world both theoretically and practically (Alves & Branco, 2020). In addition to being a well-researched subject, it has emerged as a key component for businesses as they work to incorporate a decorative image into their routines and cultures in order to achieve organisational goals. This chapter outlines the conceptual framework, theoretical framework and the empirical literature.

2.1 Conceptual framework

Many scholars argue that CSR is a moral obligation that companies have to society. In South Africa, CSR has a unique lens through the concept of Ubuntu, which emphasises the connection and interdependence between individuals and communities (Mnguni, Sabela, Masuku, & Niyimbanira, 2021; Ksiezak, 2017).

The mining industry is one of the most important sectors in the South African economy, with a significant contribution to the GDP. However, the industry has also been associated with numerous social, economic and environmental challenges that have impacted communities around mining areas. These challenges range from pollution, displacement and exploitation of workers to the destruction of natural habitats (Awolusi, 2016).

The concept of Ubuntu emphasises the interconnectedness and interdependence of individuals and communities. It is a philosophy that promotes the values of respect, compassion and harmony. Ubuntu demands that businesses operating in South Africa must pay attention to the social- and environmental impacts of their operations. Companies must engage in activities that promote the well-being of the communities where they operate, and not just focus on profit-making. Therefore, CSR in the mining sector in South Africa must be viewed through the lens of Ubuntu (Mnguni, Sabela, Masuku, & Niyimbanira, 2021; Ksiezak, 2017).

The mining sector must adopt a CSR framework that aligns with the principles of Ubuntu. This framework must involve engaging with communities through consultation, respect for cultural heritage and promoting sustainable development. Businesses must recognise that communities are not homogenous and have diverse needs and aspirations. Therefore, the engagement process must be inclusive and recognise the marginalised voices within the communities (Rudito, Famiola, & Anggahegari, 2022).

Businesses must also respect the cultural heritage of the communities in which they operate. Mining activities must not result in the destruction of archaeological and cultural sites. Instead, companies must work with communities to preserve and promote cultural heritage through community-based tourism activities(Smith & Brooks, 2018).

Sustainable development must also be at the core of the CSR framework. The mining sector must adopt environmentally sustainable practices that minimise the impact of their operations on the local ecosystem. This includes reducing carbon emissions, water conservation and responsible waste management (Bani-Khalid & Ahmed, 2017).

2.1.1 Corporate social responsibility

Corporate Social Responsibility (CSR) is an idea that has attracted increasing attention in the modern business world. It is the idea that companies should not only seek to make more profits, but also consider their impact on society and take responsibility for it. In South Africa, the mining industry is one of the key economic drivers of the country, contributing significantly to the national GDP. However, mining has also been associated with negative social- and environmental impacts (Latapí Agudelo *et al.*, 2019a; Majer, 2013).

The concept of Ubuntu is deeply rooted in African philosophy and emphasises the interconnectedness of all people and their environment. It emphasises the importance of maintaining a harmonious relationship with nature and respecting the dignity and rights of all human beings. This worldview is particularly relevant to CSR as it emphasises the need for companies to act in a socially and environmentally responsible manner (Lutz, 2009).

At its core, CSR is about companies accepting accountability for their effects on the environment and society (Latapí Agudelo *et al.*, 2019b). This includes ensuring that their operations do not harm the environment, as well as taking proactive steps to benefit local communities. In the mining sector, this could involve measures such as reducing water consumption, minimising waste, and providing employment and training opportunities for local communities (Pons *et al.*, 2021).

2.1.2 CSR and Ubuntu

Corporate Social Responsibility (CSR) and the spirit of Ubuntu are ideas that have attracted significant attention in recent times (Lutz, 2009; Ndiweni & Sibanda, 2020). Both ideas are important tools for fostering relationships between mining companies and local communities, with the aim of reducing protests and conflicts. In this paper, we argue that adopting the perspective of CSR in the spirit of Ubuntu is the most critical element in bringing mining companies and local communities together (Lutz, 2009; Steenkamp & Rensburg, 2018).

The CSR is a concept that emphasises the importance of a company's duty to operate in a way that considers the social-, economic- and environmental well-being of its stakeholders. This includes a company's obligation to contribute to the development and growth of the communities in which it operates. With reference to the mining sector, CSR takes on an even more significant role, as mining companies often operate in areas where communities are particularly vulnerable to environmental degradation and economic instability (Jenkings & Yakovleva, 2006; Jonkute-Vilke, Staniskis, Jonkute, & Dukauskaite, 2011).

The spirit of Ubuntu, on the other hand, is a concept that comes from the African philosophy of Ubuntu, which emphasises the interconnectedness of all people (Lutz, 2009), and their responsibility to each other. At its core, Ubuntu is about treating others with kindness and respect, and recognising that one's own well-being is intricately linked to the well-being of others.

There are several theoretical frameworks that can be used to understand CSR. One of the most influential is Carroll's CSR pyramid as shown in Figure 1 below, which identifies four key areas of responsibility for companies: economic, legal, ethical and philanthropic. At the base of the pyramid is economic responsibility, which refers to companies' obligation to be profitable and create value for their shareholders. This is followed by legal responsibility, which is the obligation to abide by all relevant laws and guidelines. Ethical responsibility refers to the need for companies to do what is right, even when it is not legally required. At the highest level of the pyramid is charitable duty, which is the voluntary contribution of resources to promote social well-being (Carroll, 2016).

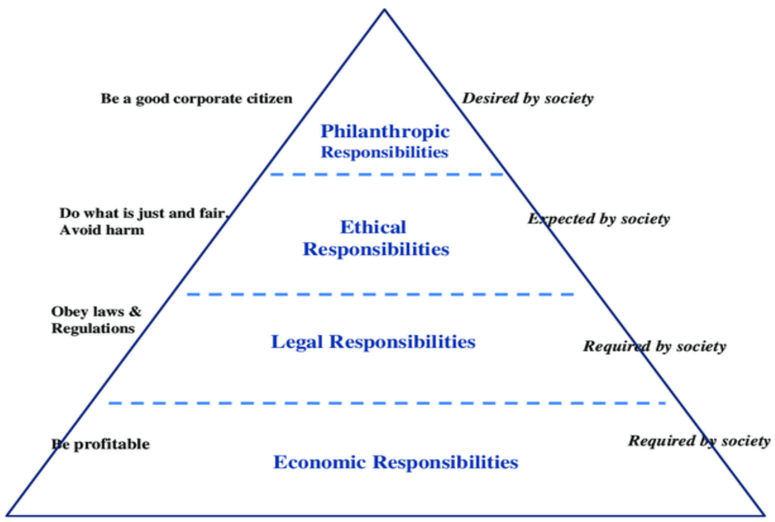

Figure 1 Carrolls CSR pyramid (Carroll, 2016)

In the mining sector in South Africa, companies have a variety of responsibilities under each of these categories. For example, economically, they must operate efficiently and sustainably to maximise profits while minimising harm to the environment. Legally, they must comply with regulations related to mining and environmental protection. Ethically, they must engage in fair business practices and ensure that their operations do not violate the basic human rights of local communities. Philanthropically, they have an obligation to support social well-being and give back to the communities in which they operate. (Bani-Khalid & Ahmed, 2017).

2.2 Theoretical framework

2.2.1 Stakeholder theory

For decades scholars have developed the idea that an organisation has stakeholders and these are group of persons with an interest in the organisation and which can determine the success or failure of the organisation (Freeman, Harrison, Wicks, Parmar, & De Colle, 2010). According to Meyer (2013). Organisations should not exist only to serve the interest of shareholders but ensure that all stakeholders' interests are considered (Meyer, 2013). Stakeholders include employees, local communities, government, creditors, shareholders, customer as illustrated in Figure 2 below:

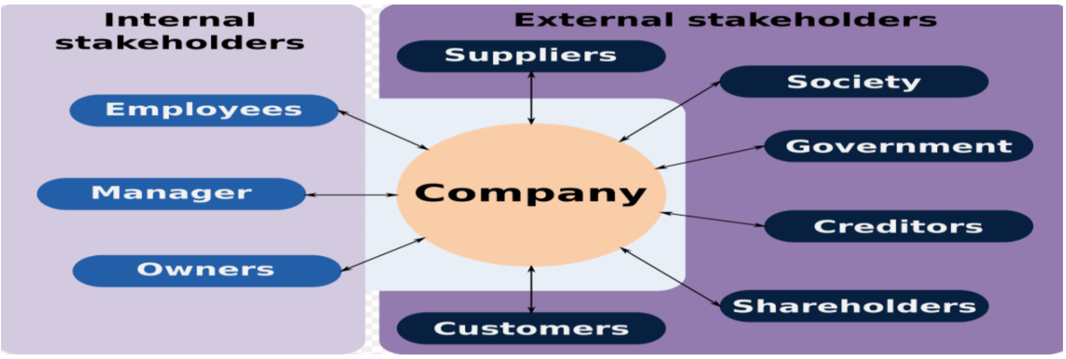

Figure 2: Stakeholder according to Freeman

Freeman's definition of stakeholders is in alignment with the African philosophy of Ubuntu which emphasises social cooperation with all community members (Makwara, Dzansi, & Chipunza, 2023). These two theories can be best utilised to bridge the trust gap existing between the mining companies and local communities, which then reduces conflicts (Kang & Hustvedt, 2017). This is achieved by engaging with local communities in a meaningful way and addressing their concerns.

The performance of CSR activities is not only a moral obligation of businesses, but also brings about various benefits to the businesses themselves. Local communities have a significant role to play in the success of a company's CSR activities, and hence, it is essential to persuade them to be loyal to CSR (Jonkute-Vilke, Staniskis, Jonkute, & Dukauskaite, 2011; Jenkings & Yakovleva, 2006).

First and foremost, it is important to recognise that businesses are directly impacted by local communities. The success and standing of a business are contingent upon the backing and allegiance of its various stakeholders, such as clients, staff, investors and the surrounding community. (Mena & Palazzo, 2015; Morsing & Schultz, 2006; Pedersen, 2006). When businesses engage in CSR activities that align with the values and needs of the community, they create a positive image and reputation within the community. Furthermore, they foster a sense of loyalty and trust among the community towards the business.

Secondly, effective communication and transparency play a significant role in persuading the local community to be loyal in CSR (Govindan, Kannan, & Shankar, 2014). Businesses need to communicate their CSR activities effectively and transparently to the local community. The community needs to understand how the company's activities benefit them, their environment and society as a whole (Ferri, Pedrini, & Minciullo, 2022; Ksiezak, 2017). By keeping the local community well-informed, businesses can win their support and loyalty towards CSR activities.

Thirdly, by including the community in the decision-making process, businesses can offer an inclusive strategy for influencing the local community to support CSR. Companies can engage in initiatives that address community representatives' needs and concerns by holding regular meetings with them to learn about their concerns. (Ferri, Pedrini, & Minciullo, 2022; Mena & Palazzo, 2015). A collaborative approach towards CSR activities can lead to a sense of ownership of such activities among the local community.

On the other hand, it is also essential to understand that some local communities may be skeptical of CSR activities (Connors, Anderson-MacDonald , & Thomson, 2017). They may perceive such activities as a marketing gimmick or an attempt to gain favourable publicity. In such cases, it may be challenging to persuade the community to be loyal in CSR activities. However, by demonstrating the tangible benefits of CSR activities, businesses can overcome this challenge and gain the support of the local community (Govindan, Kannan, & Shankar, 2014; Ksiezak, 2017).

It is essential for the mining industry to consider the needs of all stakeholders, which include local communities, the government, investors, environmentalists and labour unions (Hamann, 2010). The mining industry has a significant impact on the local community, the environment and the national economy. Hence, a transparent, effective and inclusive stakeholder consultation process is essential to ensure that the industry operates in a sustainable and responsible manner.

In the mining sector of South Africa, the best CSR stakeholder consultation process is the Multi-Stakeholder Initiative (MSI) approach (Sauer & Hiete, 2020; Mena & Palazzo, 2015). The MSI approach involves a partnership between different stakeholders, including mining companies, civil society organisations, government agencies, and local communities, to identify and address social and environmental issues related to mining. This partnership ensures that all stakeholders have equal participation in decision-making, resulting in better outcomes for all parties involved (Sauer & Hiete, 2020).

The MSI approach involves several steps, starting from conducting a needs assessment, identifying the stakeholders, setting evaluation criteria and defining the objectives and goals of the consultation process. The needs assessment phase involves identifying the social and environmental issues affecting the local community and the mining industry. This information is crucial in defining the sustainability objectives (Sauer & Hiete, 2020).

The second step, identifying stakeholders, is critical as it ensures that all stakeholders with a vested interest in the mining industry are involved. Government agencies, such as the Department of Mineral Resources and Energy, the mining companies and civil society organisations, must all be included in the consultation process. The involvement of local communities in the stakeholder consultation process is also essential as they are the most affected by mining operations (Siyobi, 2016; Govindan, Kannan, & Shankar, 2014).

Defining evaluation criteria is critical in ensuring transparency and legitimacy. The criteria must be objective and measurable, and the results made available to all stakeholders. The MSI approach also requires continuous evaluations to monitor progress and identify areas that require improvement(O'rourke, 2003; O'Rourke, 2006).

The consultation process's aims and objectives have to be in line with sustainable development concepts. The national economy, the environment and the social and economic well-being of the local community must all be supported by the mining industry's operations. (Jonkute-Vilke, Staniskis, Jonkute, & Dukauskaite, 2011; Hamann, 2010).

By implementing corporate social responsibility (CSR), businesses take into consideration the interests of multiple stakeholders and develop policies and activities that assure moral and socially responsible behaviour. (Ferri, Pedrini, & Minciullo, 2022). In recent years, there has been an increased concern about the impact of business activities on the local communities (Fernández-Gago, Godos-Díez, & Cabeza-García, 2020).

Proper CSR has numerous benefits for local communities. Firstly, it helps build a better relationship between businesses and their surrounding communities (Lee *et al.*, 2012). By adopting CSR practices such as supporting local charities, projects and employing local staff, businesses show a high level of commitment and corporate citizens' responsibility. This creates trust and positive relationships with communities, helping businesses to operate more smoothly, rather than facing opposition and rejection from community stakeholders.

Secondly, CSR practices improve the local economy (Nasser, 2013). For example, when businesses employ members of the community, they help reduce unemployment rates, which, in turn, raises the community's purchasing power. Additionally, by supporting local suppliers, businesses enhance the local economy by creating a demand chain for their products and services. As a result, local communities benefit from reduced dependence on foreign supplies and an increased standard of living.

Thirdly, proper CSR actions can directly impact local communities, particularly in areas such as education and health (Siyobi, 2016). Businesses can provide scholarships, sponsor education programs and invest in healthcare facilities within their areas. For instance, a business can establish a healthcare clinic for its employees and members of the surrounding community, reducing medical expenses and improving access to healthcare services.

However, it's necessary to clarify that there is a difference between proper CSR and the superficial implementation of CSR tactics (Jenkings & Yakovleva, 2006). For instance, a company may adopt CSR practices to increase its profits or brand reputation, but without truly caring about the local community. In such cases, although there may be the appearance of supporting local communities, there are no true positive outcomes, rendering the efforts useless.

2.3 Empirical Literature

2.3.1 Research problem analysis

Scholars like Ramlall (2012) have researched different strategies for successful implementation of CSR. In his paper Amodu (2020) argues about the strengthening of the stakeholder protection laws to advance CSR implementation. In a project conducted by Mcdonnald and Young, they followed the relationship between Alcoa (an Australian mining company) and Greening Australia in their implementation of the triple bottom line and concluded that proper stakeholder engagements yields better results (Mcdonald & Young, 2012). In the South African context a study was conducted by Mnguni e*t al*, (2021) incorporating Ubuntu into CSR in the Umhlathuze Municipality while with use of legitimacy theory as the basis for the study (Mnguni, Sabela, Masuku, & Niyimbanira, 2021). The study concluded that the partnership between local companies and the local community was unpredictable, which rendered the results erratic (Mnguni, Sabela, Masuku, & Niyimbanira, 2021). This study is then taking this research and focusing it in the mining industry with stakeholder theory utilised as the basis for reaching a conclusion.

When applied to CSR, the spirit of Ubuntu provides a framework for companies to operate in a way that considers the needs and interests of local communities (Ndiweni & Sibanda, 2020). Rather than simply viewing CSR as a box-ticking exercise or a way to boost PR, adopting the spirit of Ubuntu means genuinely engaging with local communities, listening to their needs, and working collaboratively to find solutions to shared problems.

2.3.2 Analysing the research gap

Community engagement is one of the most crucial components of corporate social responsibility (CSR), since it enables companies to forge closer bonds with the communities they serve. (Lee *et al.*, 2012; Majer, 2013). The growth of community loyalty is one of the main advantages of community engagement in corporate social responsibility (CSR) and can positively affect a company's brand and reputation.

The relationship between community engagement and community loyalty in CSR is quite close. When businesses engage with local communities through CSR initiatives, they can build trust and credibility with these communities (Kang & Hustvedt, 2017). This trust and credibility can lead to increased community loyalty, as community members are more likely to support and advocate for the business that has shown a commitment to social and environmental causes.

One example of community engagement in CSR is the involvement of companies in local volunteer initiatives. When businesses encourage their employees to volunteer in their local communities, they are able to build stronger relationships with these communities. This can lead to increased community loyalty, as community members appreciate the commitment of the business to the local area(Mirvis, n.d.).

Another example of community engagement in CSR is the investment of businesses in local economic development initiatives (Idemudia, 2011). When businesses invest in local economic development initiatives, such as job creation or training programs, they are able to build stronger relationships with local communities. This can lead to increased community loyalty, as community members appreciate the positive impact that the business is having on the local economy.

Overall, community engagement is a critical aspect of CSR, as it allows businesses to build stronger relationships with the communities they serve. When businesses engage with local communities through CSR initiatives, they can build trust and credibility with these communities, which can lead to increased community loyalty. By investing in local communities through CSR initiatives, businesses can not only build positive relationships with these communities, but also enhance their brand and reputation, which can have long-lasting benefits for the company (Rudito, Famiola, & Anggahegari, 2022)

Another one of the key components of effective CSR is stakeholder consultation, which involves engaging with stakeholders to understand their needs and expectations and incorporating that feedback into a company's CSR strategy (Sauer & Hiete, 2020).

Stakeholders can be defined as individuals or groups who have an interest or concern in a company's activities, products or services (Govindan, Kannan, & Shankar, 2014). These stakeholders can include customers, employees, shareholders, suppliers, government agencies, NGOs and local communities. For a company to effectively address the needs and expectations of its stakeholders, it is crucial to have a robust stakeholder consultation process in place (Morsing & Schultz, 2006).

There are several key steps involved in stakeholder consultation. The first step is to identify the relevant stakeholders for a particular CSR initiative. This can involve conducting a stakeholder mapping exercise to determine the different groups that may be impacted by a company's activities, as well as those who may have an interest or influence over those activities. Once the stakeholders have been identified, the next step is to engage with them in a meaningful way (Diale, 2014).

Effective stakeholder consultation involves creating opportunities for stakeholders to participate in the decision-making process, and to provide input and feedback that informs the development of a company's CSR strategy. This can involve organising focus groups, conducting surveys, hosting town hall meetings and other forms of engagement that are tailored to the specific needs and interests of different stakeholders (Jacobs-Mata, Mukuyu, & Dini, 2021).

The information gathered through stakeholder consultation can then be used to inform a company's CSR strategy. This may involve identifying areas where the company can improve its social- and environmental performance, developing new partnerships or collaborations with stakeholders, or creating new CSR initiatives that address the needs and expectations of different stakeholder groups (Diale, 2014).

Stakeholder consultation is a continuous process that necessitates constant interaction and contact with stakeholders rather than a one-time event. It is critical to keep lines of communication open with interested parties and to regularly inform them on the status of CSR projects. This guarantees that a company's CSR initiatives are in line with stakeholder expectations and helps to establish credibility and confidence among stakeholders. While many businesses may see CSR as an added expense, implementing proper CSR practices can result in numerous benefits for the organisation, including increased reputation, customer loyalty, and improved financial performance (Caulfield, 2013).

2.3.3 Propositions

2.3.3.1 Proposition 1: Partnerships minimises conflicts between mining companies and local communities.

There are several reasons why adopting the perspective of CSR in the spirit of Ubuntu is the most critical element in reducing protests between mining companies and local communities. Firstly, it builds trust (Kang & Hustvedt, 2017). By genuinely engaging with local communities and working to address their concerns, mining companies begin to build trust and goodwill. This trust is essential, as it lays the foundation for productive long-term relationships between companies and communities.

Secondly, it promotes shared value creation (Senooane, 2014; Lutz, 2009; Kang & Hustvedt, 2017). Adopting the spirit of Ubuntu means recognising that the well-being of mining companies and local communities are interdependent. By working collaboratively to find solutions to shared problems, both parties can benefit. For example, investing in education and skills training programs for local communities not only improves the economic prospects of those communities, but also ensures that mining companies have a skilled and reliable workforce.

2.3.3.2 Proposition 2: Local community development increases the performance of mining companies.

One of the most significant benefits of implementing proper CSR practices is the enhancement of the organisation's reputation (Yang, Basile, & Letourneau, 2020). In today's age of social media and viral communication, it is vital for companies to build a positive reputation by showcasing their dedication to social and environmental issues. Customers generally have a positive attitude towards companies that take steps to improve the community in which they operate. A good reputation can lead to greater sales, increased revenue, and higher share prices (Awolusi, 2016).

CSR practices can also lead to greater customer loyalty. Today's consumers are more ethically- and socially responsible and prefer purchasing products and services from companies that share their values. By implementing proper CSR practices, companies can demonstrate that they share their customers' values and therefore improve brand loyalty. Companies can also leverage CSR-related marketing strategies, such as cause-related marketing campaigns, to encourage customers to make purchasing decisions based on their ethical and environmental values (Awolusi, 2016).

Another significant benefit of proper CSR practices is improved financial performance (Awolusi, 2016). Companies that implement sustainable business practices are generally viewed more favourably by investors and are more likely to attract necessary capital. CSR practices can also lead to improved operating efficiency and cost reduction opportunities. For example, practicing sustainable waste management and resource conservation can result in a significant reduction in operational costs (Awolusi, 2016).

Furthermore, CSR can have a positive impact on employee engagement and retention (Ansari *et al.*, 2019; Lee *et al.*, 2012; Mirvis, n.d.; Roudaki J and Arslan M, 2017). Many employees want to work for companies that share their values and make a positive impact on society. By embracing CSR practices, companies can attract and retain top talent who are passionate and committed to improving social and environmental issues (Fernández-Gago, Godos-Díez, & Cabeza-García, 2020).

2.3.3.3 Proposition 3: Implementing proper strategies into the CSR program can yield better results.

Effective stakeholder consultation involves creating opportunities for stakeholders to participate in the decision-making process, and to provide input and feedback that informs the development of a company's CSR strategy. This can involve organising focus groups, conducting surveys, hosting town hall meetings and other forms of engagement that are tailored to the specific needs and interests of different stakeholders (Jacobs-Mata, Mukuyu, & Dini, 2021).

The information gathered through stakeholder consultation can then be used to inform a company's CSR strategy. This may involve identifying areas where the company can improve its social- and environmental performance, developing new partnerships or collaborations with stakeholders or creating new CSR initiatives that address the needs and expectations of different stakeholder groups (Diale, 2014).

Stakeholder consultation is not a one-time exercise, but rather an ongoing process that requires regular communication and engagement with stakeholders. It's critical to keep lines of communication with interested parties open and to regularly inform them of the status of CSR projects. This guarantees that a company's CSR initiatives are in line with stakeholder needs and contributes to the development of credibility and confidence among stakeholders. While many companies may view CSR as an extra cost, putting in place effective CSR procedures can have a number of positive effects on the company's standing, client loyalty and bottom line. (Caulfield, 2013).

2.4 Summary and conclusion of literature review

In conclusion, the local community can be persuaded to be loyal in CSR activities through effective communication, transparency, collaboration and demonstrating the tangible benefits of such activities. By engaging with the community, keeping them informed, and involving them in decision-making processes, businesses can foster a sense of loyalty and trust among the community (Fernández-Gago, Godos-Díez, & Cabeza-García, 2020; Rudito, Famiola, & Anggahegari, 2022).

Proper CSR can provide a wide range of benefits for local communities if implemented with sincere intentions. The practices create positive relationships between businesses and communities, boost the local economy, and provide essential social services such as education and healthcare. Businesses adopting

proper CSR practices should realise that their actions are more than mere acts of profit-maximisation, but rather an ethical obligation to make a positive impact on the communities they operate in (Rudito, Famiola, & Anggahegari, 2022).
Stakeholder consultation is an essential component of effective CSR. By engaging with stakeholders and incorporating their feedback into a company's CSR strategy, businesses can better understand their impact on society and take steps to address the needs and expectations of different stakeholder groups (Sauer & Hiete, 2020).

Correct CSR practices can result in substantial benefits for organisations. These benefits include enhanced reputation, customer loyalty, improved financial performance, and increased employee engagement and retention. Thus, companies must embrace CSR practices as a critical component of their business strategy, not just as an added expense but as an opportunity to create value across the entire organisation (Jiang, Zhang, & Si, 2022; Bester, 2022).

CSR is an essential aspect of the mining sector in South Africa (Bester, 2022). Through the lens of Ubuntu, businesses must recognise their moral obligation to society, beyond profit-making. The CSR framework in the mining sector must involve engaging with communities through consultation and respect for cultural heritage (Makwara, Dzansi, & Chipunza, 2023).

3. RESEARCH METHODS

This paper seeks to explore whether CSR using the spirit of Ubuntu can be utilised by the mining sector in South Africa to minimise the constant strikes. These strikes happen because of mistrust between mining companies and local communities. This chapter assists in outlining all the steps required in conducting this research and outlines the methodology to be employed to assist in reaching the conclusion. This also includes the analysis tool to be used in reaching a conclusion.

3.1 Strategy of the research

Research strategy or research approach is used to set the direction in which the research should be conducted to achieve the set objectives of the study (Bryman, 2012). There are three research approaches used in research: quantitative, qualitative and mixed (Sekaran & Bougie, 2016). The quantitative research method uses statistical modelling, whereas the qualitative approach uses experiences of individuals or groups of people (Sekaran & Bougie, 2016). The mixed method uses the combination of both quantitative- and qualitative research approach. (Sekaran & Bougie, 2016).

This study utilised the qualitative approach, given the fact that this study tries to explore the experiences of communities residing within the mining industry. Initially the researcher examined the strategies employed by mining companies in their CSR implementation in order to come up with a set of questions to be used to interview local communities. The responses obtained during the interview with local communities will be used to advise mining companies to design the CSR strategy based on the need of the communities.

Research paradigms help to explain how researchers view the world problems and how they need to be tackled (Sekaran & Bougie, 2016).

These paradigms are:

- Positivism - A researcher believes there is an objective truth out there, and the world operates in a cause- and effect which must be determined by using a scientific approach (Sekaran & Bougie, 2016).
- Constructionism - This criticises the positivist and does not search for an objective truth but try to understand the rules people utilise to make sense of the world.
- Critical realism - The belief that continual research assists in progressing towards the goal while also believing that researchers are inherently biased. Critical realists then believe that the use of different methods eventually assists in understanding what is happening around us (Sekaran & Bougie, 2016).
- Pragmatism - This does not take a particular view of what is occurring around them and stresses the importance of theory and practice. This means that theory is derived from practice and practice is also derived from theory (Sekaran & Bougie, 2016).

The use of stakeholder theory in trying to determine whether there is relationship between honest implementation of CSR and reduction and reduction of protests in the mineral sector is how this study utilises the pragmatism paradigm.

The study used structured interviews by having a set of similar questions which were conducted either face-to-face or by using a telephone or video interview. The average interview lasted about 35 minutes. This ensured direct interaction between the interviewer and interviewee in order to enhance the quality of responses, including ensuring that all questions are answered. This strategy was also utilised by Mcdonald and Young (2012) in their study of Greening Australia and Alcoa to determine the benefit of mutual collaboration between stakeholders in the implementation of CSR, and the study revealed that these partnerships create social value for all stakeholders. The use of a structured interview was also used to enable the achievement of data triangulation.

3.2 Research design

A research design is a strategy or method for gathering, measuring and analysing data that was developed to address the researcher's questions (Sekaran & Bougie, 2016). Different strategies can be used in design. These can be cross-sectional, longitudinal, case study, comparative or experimental strategy (Sekaran & Bougie, 2016).

In order to obtain the desired information, the researcher interviewed participants by using a cross-sectional method rather than longitudinal, due to the need for this research to collect information from the respondent just once. This method is also called "one shot" because of no need to follow up the respondent's action for an extended period of time.

The interviews followed a structured process, as the required information is known in advance. All local communities faced the same kind of questions until the saturation point is reached where no new information is collected by the interviewer. The process used a face-to-face interview with participants residing closer to the researcher, and for participants living in other mining towns like Musina in Limpopo or Kathu and Postmasburg in the Northern Cape etc., the researcher used telephonic or video interviews with participants.

The advantages of face-to-face interviews are that they are flexible, which allows the interviewer to make follow-up questions. The interviewer is also able to read the body language and any other non-verbal cues of the respondent and act accordingly. The disadvantage with face-to-face interviews is the distance that needs to be covered to reach participants, given the geographical areas where mining companies and communities reside in South Africa.

The advantage of telephonic interviews is that participants from geographical areas further from the interviewer were reached easily. Telephonic interviews also assist with participants who might be uncomfortable facing an interviewer. The disadvantage of telephonic interviews could be the signal reception given the rural areas where mining operations are based. A respondent might also drop a call without notice.

The study utilised a combination of face-to-face, videos and telephonic interviews to cater for the disadvantages of either method to enhance the quality of data collection.

The study conducted by Mnguni e*t al* (2021) has utilised this form of qualitative in the city of Mhlathuze, with the aim of examining the partnership between local communities and Multinational Companies (MNCs) (Mnguni, Sabela, Masuku, & Niyimbanira, 2021). This enabled interactions with a bigger number of participants to reach the conclusion.

This method was utilised in this study due to the vast geographical area to be covered around SA mining towns and communities.

3.3 Research procedure and methods

3.3.1 Research data and information collection instrument(s)

A set of similar questions were constructed by the researcher to highlight the required output of the research with all participants asked until a saturation point is reached. At this point data collection was stopped for data analysis.

3.3.2 Data collection method

This is a process of collecting data in order to gain the insight regarding the selected research problem. Types of data collection instruments include surveys, focus groups, interviews, experiments and secondary data collection (Bryman, 2012).

This study selected interviews by the development of a structured interview questionnaire made up of 7 open-ended questions that were posed to interviewees face-to-face, telephonically or via video links. The aim of these questions was to explore in depth how the adoption of various Ubuntu driven CSR strategies or -

initiatives in local communities affects performance within the mining industry, and minimises conflicts with local communities.

During this research, structured interviews were used to obtain data. The interview technique was used to acquire primary data. The majority of interviews were performed one-on-one.

The qualitative findings obtained from structured interviews were conducted with n=12 purposively sampled study participants, however only n=9 responded. The sample comprised mining personnel, such as sustainability- and safety managers and union leaders, and local community representatives. The participants' responses were thematically analysed in Appendices 1 to 7.

According to Guest *et al.* (2011) & Warren (2020), thematic analysis involves the identification of themes and sub-themes from qualitative responses given by study participants during data collection in order to derive meanings and insights. This form of analysis comprises six steps namely:

- Data Familiarisation - which involves reading and re-reading the data to note any ideas coming from the data.
- Initial Code Generation - which is the initial step in qualitative research also known as "open coding".
- Search for Themes from Codes – this involves the back and forth interactive process across codes in search of common themes.
- Review of Potential Themes.
- Final Definition of Themes and Sub-Themes.
- Report Presentation.

Sampling is the process of choosing the most appropriate participants, from a pool, which are then used to represent the total population (Sekaran & Bougie, 2016).

For the purpose of the study, data was collected by taking notes during the interview process with different participants sampled from different mining companies and mining towns across South Africa. A set of questions were drafted by the interviewer, which was used to conduct an interview utilising the semi-structured method. This provided an allowance if there is a need for follow-up questions which were asked to participants to clarify any issues coming from their responses, hence the need for an interactive session between an interviewer and respondent. Data was collected until a saturation point is reached.

3.3.3 Data Analysis

Data analysis is the process of analysing and presenting data acquired through organised interviews and led by an interview schedule in a format that can lead to relevant findings and suggestions (Zikmund, 2015). The process of data analysis facilitated the answering of these research questions:

- What is the role of partnership in combating conflict between mining companies and local communities?
- What is the effect of local community development on the performance of mining companies?
- What are the strategies for incorporating Ubuntu in CSR programmes?

Responses from each question were then used to generate emerging themes and sub-themes during thematic analysis. For instance, the questions highlighted different CSR strategies and initiatives in practice by a cross section of mining stakeholders, and benefits and challenges thereof for both mining companies and local communities in the study area. In addition, participants shared views on which recommendations which can be adopted to facilitate the effectiveness of these CSR strategies or initiatives.

3.3.4 Response Rate Guideline

According to guidelines shown in Table 1, the response rate for the study is deemed excellent if two thirds of the sampled individuals availed themselves for interviews (Babbie, 2007).

Table 1: Guidelines of response rates

GUIDELINE OF RESPONSE RATE	
PERCENTAGE	**GUIDELINE**
50%	Adequate
60%	Good
70%	Very good
80%	Excellent

3.3.5 Population and sample

The mining sector in South Africa is made up of different commodities such as gold, diamonds, platinum group metals, chrome, manganese, iron ore, coal, copper etc. (Mineral Council SA, 2023). These mines are spread across a large geographical area and consist of small-scale and large multinational companies.

3.3.6 Population

The research covered community members who have been residing or working in the mineral industry.

Participants were also we requested to provide any possible participants which can be contacted for further interviews in order to achieve the required threshold for the study.

3.3.7 Sample and sampling method

Participants from different mining sectors, representing a variety of commodities, were interviewed. A structured interview was developed with similar questions. A series of interviews were conducted through the use of face to face, telephonic and video.

3.3.8 Ethical considerations

The process of conducting research might occasionally provide the researcher with unforeseen ethical problems (Liamputtong, 2008). As a result, researchers must adhere to a code of conduct and conduct themselves in a way that won't draw attention to the institution or organisation for which they are gathering data

(Sekaran & Bougie, 2016). This also covers the ethical treatment of those that the researcher utilises to gather data, which may include the most vulnerable members of society (Liamputtong, 2008).

3.3.8.1 Permission to conduct the study

Before the interview is conducted, the participants were briefed about the purpose of the interview and also given enough time to decide to participate in the study. This ensured that the participants remained at ease in order for them to consent to the study.

The Wits Business School ethics committee permission is a crucial stage in carrying out ethical qualitative research. The researcher first went through an ethics lecture that explained the principles of ethics during the study process. The permission assures that the research complies with ethical standards and protects the rights and welfare of participants.

3.3.8.2 Informed consent

This research relied on the experience of the individual participants selected in order to arrive at the conclusion. The participants were provided with the document stipulating all the risks and the benefits of participating in this study. They were also provided with an opportunity to request clarity on any questions they may have in order to make an informed decision to participate in the study.

The researcher also drafted a consent form to be signed by the participants agreeing to voluntarily participate in the study.

3.3.8.3 Researcher integrity and professional conduct

Conducting qualitative research requires a researcher to conduct the research in a way that displays the trustworthiness and credibility of all the findings, by providing an accurate representation of the research.

In qualitative research, upholding the highest standards of ethics and professionalism is crucial. Throughout the course of the study, the researcher followed all ethical standards and research procedures. This entails accurately representing participant opinions, avoiding any type of plagiarism, and reporting results in an honest and transparent manner. Additionally, the researcher should respect others' intellectual property rights by properly crediting and acknowledging earlier efforts. Maintaining professionalism and building respectful and cooperative relationships with participants, colleagues, and stakeholders are also crucial.

Data management is also essential for assuring the security and accuracy of the gathered data. The researcher abided by all data protection laws and made sure that the information is only utilised for the investigation. The researcher ensured that there were no data breaches during the study, and the data obtained is securely kept using cloud platforms.

3.4 Research strengthens—reliability and validity measures applied

Martin (2010) states that in order to ensure the validity of the research findings, the dependability of the data obtained must be carefully evaluated. This approach was utilised to ensure the reliability of obtaining related outcomes when the reliability method is applied repeatedly, connects with the dependability used in the research. Only when the research instrument utilised measures what it is intended to measure with a small or acceptable margin of error is it considered valid. Through the use of standardised interview questions, dependability in qualitative research can be controlled. The interviews must be documented for the researcher to identify and fix any discrepancies and inaccuracies before doing data analysis.

In order to ensure that the study tool and/or instrument measures what is intended, Martin (2010) advises that the validity must be carefully examined. Studies of the qualitative variety frequently employ validity techniques including content, concurrent and face validity. Face validity uses a questionnaire instrument, and it necessitates that the questionnaire be pertinent to the subject's understanding. Concurrent validity evaluates and controls all respondent behaviour across all questions. Criterion validity aids in foreseeing dejected behaviour outside of the present context. To ensure that the research instrument is capable of answering the research question, the researcher will bounce it off industry- or subject matter experts for their professional opinion.

3.5 Research weaknesses—technical and administrative limitations

This research relied solely on experience from personnel to be interviewed in order to come up with themes to make a conclusion. SA mining companies are located in the rural areas and travelling to these areas posed a challenge to the researcher. Hence the use of a combination of both physical and telephonic or video interviews. Due to possible difficulties in obtaining approval from companies the participants were interviewed in the personal capacity.

4. PRESENTATION OF RESEARCH RESULTS AND ANALYSIS

4.1 Introduction

Chapter 3 covered the methodology used by the researcher to collect trustworthy data and information for analysis during the solution-finding process. The acquired data is analysed and assessed in this chapter in order to generate potential solutions to the problem statement. This chapter expands on the data analysis approach outlined in Chapter 1 and shows the results and conclusions acquired from data analysis. Aside from the analytical methodologies utilised, data analysis should follow an organised procedure to aid in the development of relevant interpretation, findings, and recommendations.

4.2 Demographic Analysis of Study Participants

4.2.1 Analysis of Demographics of Participants

Table 2 below provides a demographic analysis that profiled study participants in terms of gender, race, age, professional experience and qualifications. Individuals from the study sample that answered interviews consisted of 7 male and 3 female participants of mostly of black ethnicity.

Table 2: Demographic analysis of study participants

Respondent	Age	Gender	Highest Qualification	No. of years in community	Designation
R-1	30	Male	BSc Honours	30	Local Community Member
R-2	45	Male	B Tech	20	Union Leader
R-3	37	Female	MSc	14	Local Community Member
R-4	53	Male	B-Tech	5	Local Community Member
R-5	51	Male	MBA	18	Mining Personnel
R-6	NA	Female	NA	4	Community Engagement Forum Leader
R-7	36	Male	MBA	3	Mining Plant Manager
R-8	46	Male	B Tech in Safety Management	26	Deputy chairperson of NUM
R-9	43	Female	B Tech in Safety Management	12	Mining Personnel

All the participants are holders of post matric qualifications. The exception being a female who did not provide details of her qualifications. Of these, 3 were mining personnel holding various positions with 5 or more years of work experience. The remaining 6 were local community members or leaders.

R-4 was the oldest respondent. Although he had only lived in the research area for one year, the respondent possesses vast experience. The respondent was chosen because of his extensive knowledge in the mining business from other areas. Table 2 above shows the ages of the participants to the study.

R-1 has been a community member for his whole life and is well-versed in the CSR initiatives that have taken place in the area. Table 2 depicts an analysis of the participants' period of residency in the area.

The study group was purposefully sampled in order to ensure representation of different mining communities. The participants include people working in mining companies but participating as representatives of the community. These participants are either associated with mining processes of the PMGs, vanadium, manganese, diamond and iron ores or live in communities where such mining occurs.

4.3 Summary analysis of qualitative findings on research questions

This section presents qualitative findings on the three research topics that were asked in the study. These findings are based on replies from interviews that were conducted with nine participants. Every one of these study objectives was addressed by one or more interview questions that were included in the questionnaire that served as the instrument for collecting data.

A thematic analysis was performed on the responses to each interview question in order to find the primary themes and sub-themes that might give a more in-depth understanding of the subject matter of the research as well as insights into it.

Table 1: Summary results of the interviews with research participants

Research Question (RQ)	Themes from literature	Themes identified during the interviews
RQ1	Community Engagements Collaboration approach Partnerships and regular feedback	Stakeholder engagements Community meetings Stakeholder social performance Skills development Mutual relationship Leadership accountability Public private partnership
RQ2	Community loyalty Brand reputation Conflict reduction	Skills development Job creation programmes Public private partnership Environmental stewardship
RQ3	Voluntary initiatives Environmental stewardship Collaboration approach Leadership accountability Public relation	Stakeholder engagements Community needs assessment Leadership accountability and transparency Regular engagement and two-way feedback Partnerships Collaboration approach Alternative approaches mining company can use Infrastructure development

Research Question (RQ)	Themes from literature	Themes identified during the interviews

Source: Author derived 2023

4.3.1 Research Question 1: Role of Partnership in conflict management in CSR

Research question number 1 was addressed through interview questions 1,2, 3 and 7.

A review of participants' responses on interview question 1 led to identification of the main theme "Mining Activity", and sub-themes that are presented in Table 4 below.

Table 2: Types of mining activity where participants reside

	PGMs	Diamond	Limestone	Vanadium	Manganese	Iron
R1	√					
R2	√					
R3	√					
R4		√				
R5	√		√			
R6						
R7				√		
R8	√					
R9					√	√

Source: Author Derived (2023)

Interview question 1 inquired about the kind of mining activities that are taking place within the areas under study. Table 4 and Appendix 1 shows that a majority of participants - R1, R2, R3, R5 and R8 - either work for companies that are involved in the extraction and processing of minerals belonging to the Platinum Metals Group (PGMs) or reside in areas where this kind of mining takes place.

In contrast, the other participants work for companies or reside in areas involved in diamond (R4), limestone (R5), vanadium (R7), manganese (R9) or iron (R9) extraction and processing. All these mining companies have been operating in the study areas for a number of years, and have made efforts to invest in CSR initiatives in one way or another according to responses provided by the 9 participants.

Several participants' responses were given in response to interview question 2. A thematic analysis of these responses consequently uncovered the main theme 'CSR Forums', and several emerging sub-themes from this question were visually represented in Figure 3.

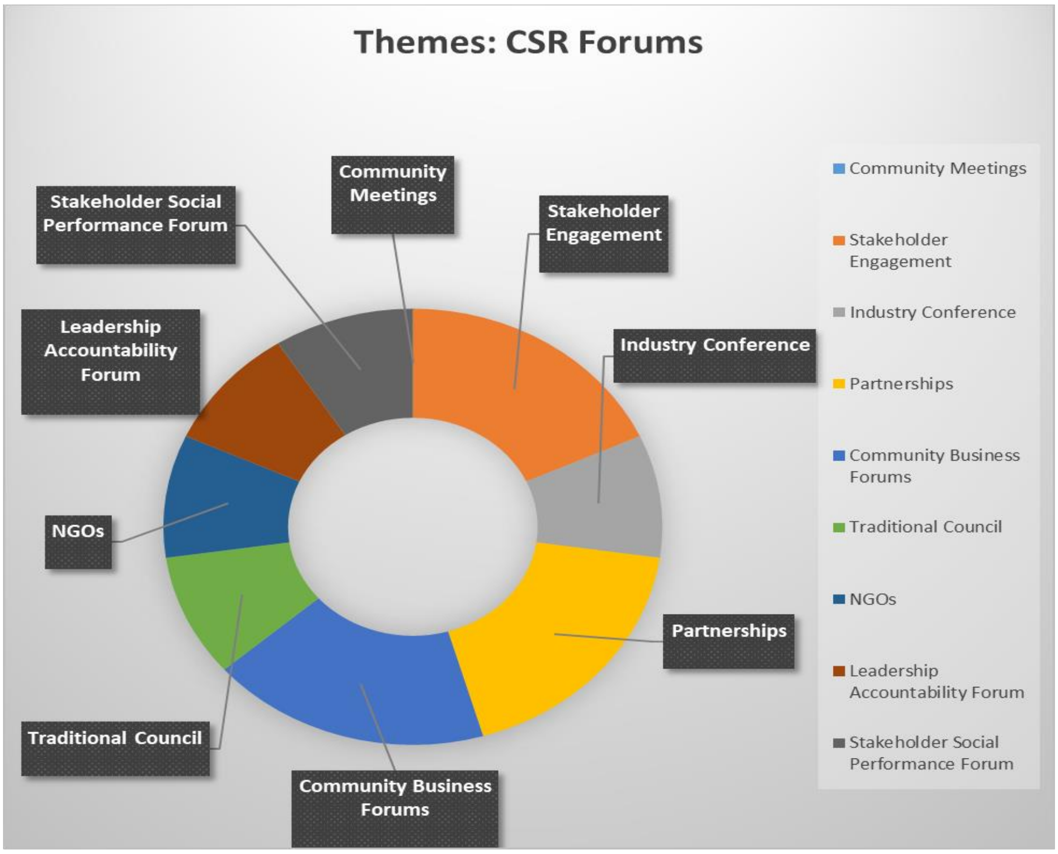

Figure 3:CSR forums

Source: Author Derived (2023)

Interview question 2 explored the nature of formal corporate social responsibility (CSR) forums that facilitate discussions between mining companies and local communities within the study areas. Fernando (2023) defines corporate social responsibility (CSR) forums as various platforms that business organisations and local communities utilise to exchange or share best ideas related to the effective implementation of corporate social responsibilities (CSR) initiatives. According to responses provided by interviewees (see Appendix 2), 8 participants are aware of various formal CSR forums that mining companies use to engage with local communities within the study areas. Examples of formal CSR forums mentioned by participants are:

- Meetings between local communities (or their representatives) and mining companies.
- Stakeholder Engagement Sessions involving NGOs, Business Forums, Leadership Accountability Forums and Traditional Councils.
- R-9 'Not aware'.

On the other hand, respondent R-9 was not aware about formal CSR forums that mining companies use to facilitate discussions.

Responses from question 2 revealed that mining companies comply with legal requirements for good corporate governance. This compliance is demonstrated by responses given by 8 out of the 9 participants. These participants stated that mining companies make use of formal forums to discuss various CSR issues with community representatives. The existence of these formal CSR forums is a critical factor in the timeous and effective delivery of planned CSR activities that can contribute to well-being of people and environment in areas where mining companies operate.

A thematic analysis was performed on the responses that the participants provided in response to interview question 3.

The result of this study was the discovery of the primary theme, which was titled "Frequency of CSR Interactions," as well as a number of emergent sub-themes, which are graphically depicted in Figure 4 below.

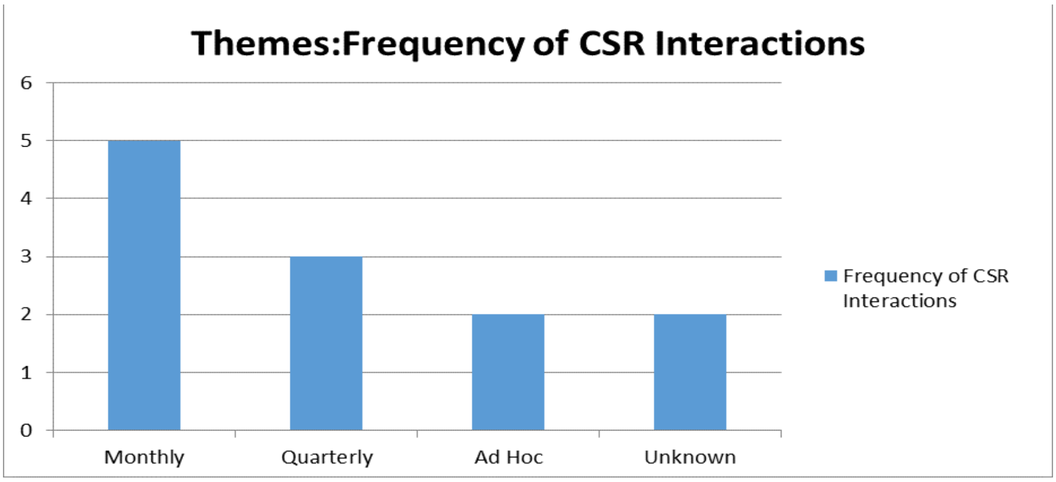

Figure 4: Frequency of CSR interactions

Source: Author Derived (2023)

Research question 3 looked at the frequency of CSR engagements or discussions between mining companies and local communities. Even though literature regarding corporate governance stipulates that establishment of CSR committees is mandatory, there is lack of guidance on the frequency of meetings. Participants' responses are summarised in Figure 3 & Appendix 3.

Based on the responses in Appendix 3, a majority of CSR engagements or discussions between mining companies and local communities take place on a monthly basis (5 responses) followed by ad hoc (2 responses) and quarterly meetings (3 responses).

In addition, to quote R-1, the variance in frequency "often depends on the company's commitment to community engagement, the scale of its operations, Amandelbult complex have monthly meeting scheduled with the stakeholders since it has more footprint and there are several affected stakeholders interested in the development". Two participants R-3 & R-4 – were reportedly unaware about the expected frequency of CSR engagements or discussions between mining companies and local communities within their areas.

Responses to the above interview question that were provided by participants were thematically analysed. Figure 5 is a visual representation of sub-themes that emerged from the main them 'Extra CSR Initiatives'.

Figure 5: Extra CSR initiatives

Source: Author Derived (2023)

All participants made various recommendations (shown in Appendix 7) regarding extra CSR initiatives that can be adopted by mining companies in order to assist in the satisfaction of local community needs. These recommendations are as follows:

- More environmental conservation programmes.
- Fulfilment of CSR commitments.
- Maintenance of cordial and sustainable relations between mining companies and local communities.
- Skills transfer and training on indigenous plants and animals and disaster management.
- Upskilling of youths.
- Increased educational bursaries to local students and CSR consultative processes between mining companies and local communities.

4.3.2 Research Question 2: Strategies for allocating CSR Investments

For the purpose of answering research question 2, which was "What is the effect of local community development on the performance of mining companies?" the ten people who participated in the study were only asked interview question 4, which was the only survey question.

The replies that were provided by the people who participated in the survey were analysed using a method called theme analysis. Figure 6 provides a summary of the numerous sub-themes that emerged as a result of this, which led to the primary subject of "CSR Investments."

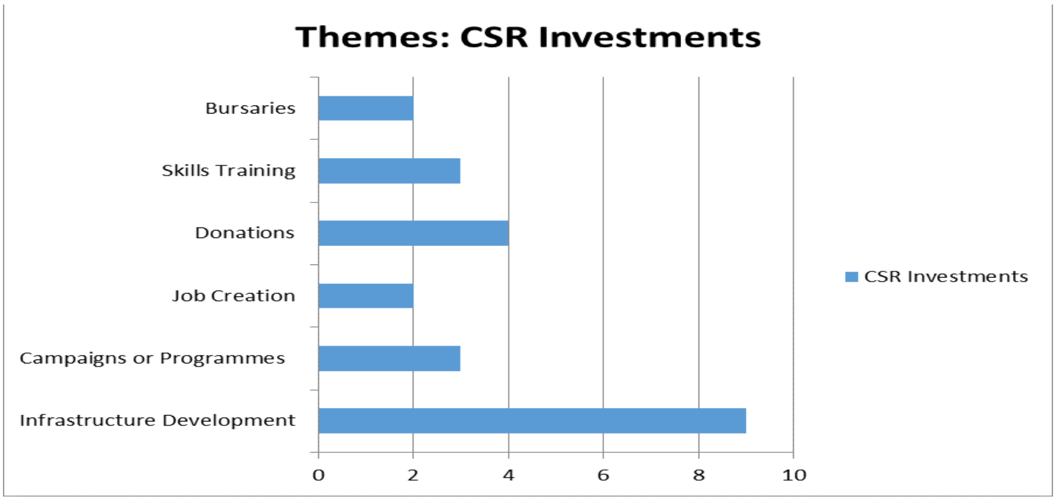

Figure 6: CSR Investments made by mining companies

Source: Author Derived (2023)

Interview question 4 explored the nature of CSR investments that mining companies have made or are implementing within local communities that formed part of this study. Beattie (2023); King Report (2002) & Pandor (2015) discuss at length various CSR investments that business organisations can undertake in local communities in order to facilitate or enhance the well-being of employees, consumers, local communities and environments. Examples of the CSR investments are: programmes or campaigns that promote environmental conservation and sustainability; observance of human, consumer and labour rights; funding of philanthropic or infrastructure activities and alleviation of poverty and unemployment in communities.

According to participants' answers presented in Appendix 4, mining companies have thus far invested in the following CSR activities within the study area:

- Infrastructure Development of schools, hospitals, local clinics, roads, water provision, libraries and multipurpose buildings.
- Funding of various cultural- and recreational facilities and campaigns or programmes that promote education and training, health awareness, training SMMEs, school computer literacy projects, environmental conservation, job creation, local youth cadet and tree planting program, refurbishment of schools and bursaries for best students, small business development, disaster management, vehicles for municipalities etc.
- Donations in form of school shoes, laboratory equipment to local schools and agricultural equipment to municipalities.
- Creation of employment opportunities for local residents,

The above outlined CSR investments show how high levels of commitment to CSR by mining companies within the study areas. Through these CSR investments, mining companies are contributing towards meeting the basic needs and sustainability development of local communities. R1 stressed this point by saying that "It's important for mining companies to tailor their CSR initiatives to the specific needs and priorities of the communities they operate in, fostering sustainable development and positive long-term relationships."

4.3.3 Research Question 3 – Strategies for incorporating Ubuntu in CSR Programmes

The study utilised interview questions 5 & 6 to answer research question 3 (What are the strategies for incorporating Ubuntu in CSR programmes?). Participants' responses were subjected a thematic analysis in order to identify common themes and sub-themes.

When the replies to the questions provided above were analysed, the primary topic that emerged was "Strategies for allocating CSR Investments," and numerous sub-themes were identified. These sub-themes are graphically depicted in Figure 7 below.

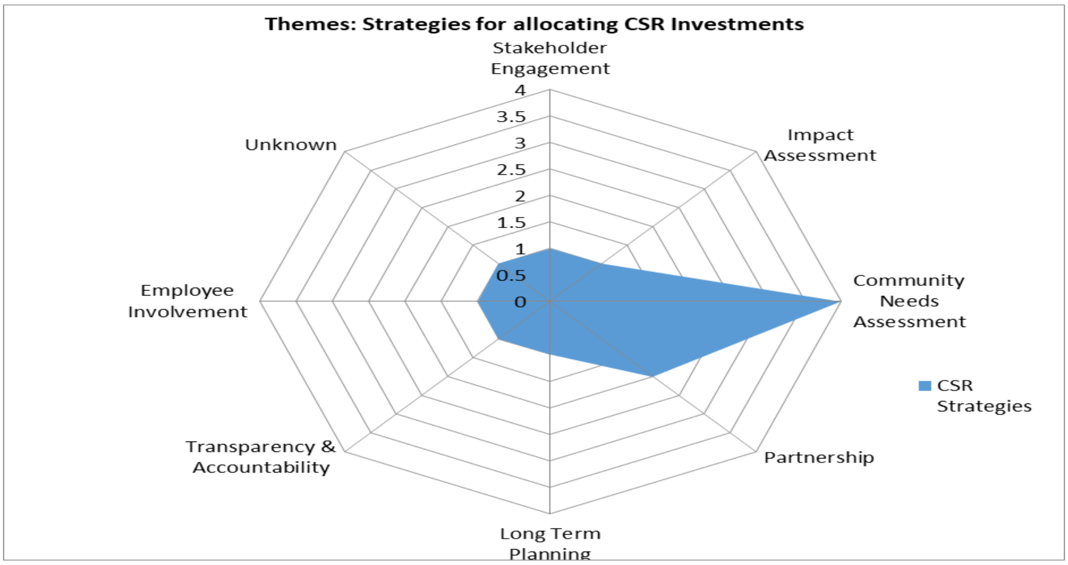

Figure 7: Strategies for allocating CSR investments

Source: Author Derived (2023)

Question 5 gathered information on various strategies that mining companies in the study areas utilise to allocate CSR investments. Mindell (2023) describes CSR strategies as "all plans that organisations develop in order to design, implement and monitor corporate social responsibility (CSR) initiatives in their areas of operations". Effective CSR strategies are characterised by these aspects:

- Brainstorming sessions between organisations and potential beneficiaries aimed at identifying focus areas or priority needs.
- Designing programmes that align organisation's priorities with those of beneficiaries.
- Communication and Evaluation of CSR activities by means of appropriate performance indicators.

Figure 7 and Appendix 7 provide a summary of responses from participants on this question. Six participants (R1; R4; R5; R6; R7 and R7) indicated that mining companies consult and collaborate in various ways with local community members before any CSR investments are allocated. According to these participants, mining companies only invest in activities that have been identified and prioritised based on outcomes of joint community needs assessments in areas where they operate. R-1 added that mining companies adhere to principles of transparency and accountability to build trust with local communities, and avoid misuse of funds earmarked for CSR investments. By contrast, three participants (R-2; R-3 and R-9) had no idea about the strategies that mining companies use to allocate CSR investments within their study areas.

Findings from question 5 indicate that there are some strategic frameworks that mining companies follow when allocating CSR funds and resources for CSR activities or initiatives within the study area.

The sub-themes that emerged from the core subject of "Approach to allocating CSR Investments" are displayed in the following figure. These sub-themes are based on the responses that participants provided to the previous interview question.

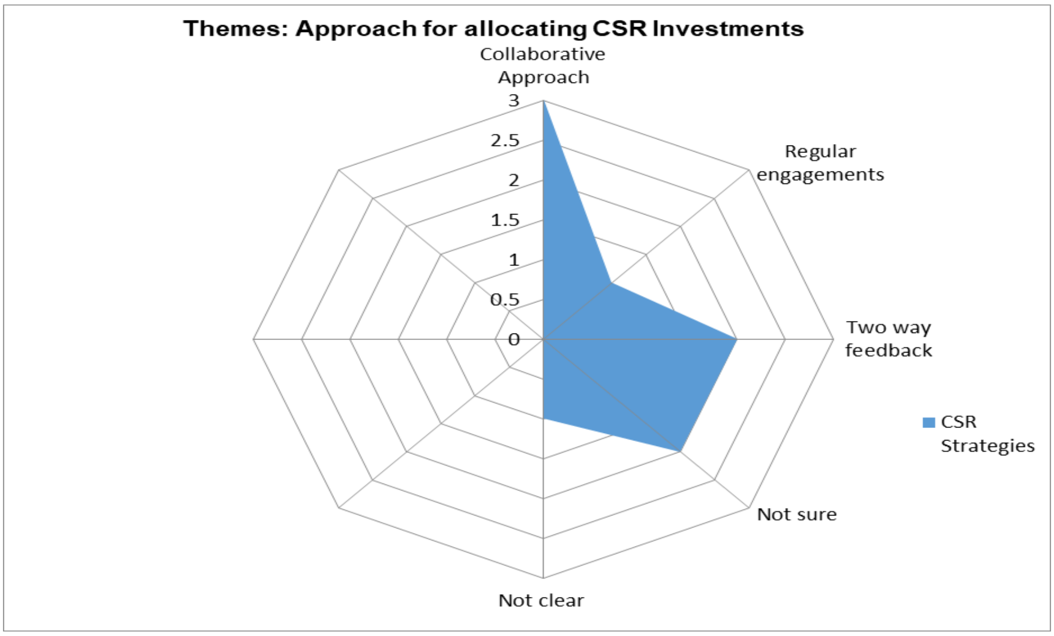

Figure 8: Approach to allocating CSR investments

Source: Author Derived (2023)

Participants were asked to provide an overview of CSR strategies that mining firms may implement in order to fulfil the needs of the various communities located within the research regions. Here is a summary of responses illustrated in Figure 8 of what participants had to say:

- R-1,2 & 7 – Collaboration between mining companies and local communities.
- R-3 – Frequent engagements between mining companies and local communities.
- R-4 & R-8 – Two-way feedback approach between mining companies and local communities.
- R-6 – Community driven approach CSR strategies.
- R-5 – Not clear.

On the other hand, participants like R-5 and R-9 either failed to answer the question in a satisfactory manner or did not know the answer – "The current approach is working as far as far as Anglo in concerned and should be maintained if not enhanced." (R-5) The answer was not clear as to what method Anglo uses and "Not sure" (R-9) (Appendix 6). In conclusion, it appears that the community prefer collaborative approach method to allocating CSR Investments.

4.4 Conclusion

In Chapter 4, a thematic analysis was performed on the qualitative data that was gathered from interviewing nine participants on mining CSR. As a result of the study, numerous primary themes and sub-themes that were connected to mining CSR were discovered, which led to an improved comprehension of the research topic. In Chapter 5, qualitative findings from the preceding chapter were addressed in further detail.

5. DISCUSSION OF RESEARCH FINDINGS

5.1 Partnerships between mining companies and local communities

The analysis of the data collected during interviews highlight that most mining companies do not pay attention to the frequency of interaction between them and the communities. This could be due to the fact that there is no guidance from legislation on how interactions need to take place. This leaves the communities unaware on when the next meeting will be held. This creates frustration among community members, because of lack of opportunities to voice their concerns to the mining company. If the company can draft an annual schedule of meetings to take place within the year, communities might have no reason to protest at company gates. They might wait for the upcoming meeting to raise their concerns with the organisation. Having schedules also allow communities to plan for meetings and be able to raise ideas of more initiatives which are required by the community, as per the responses provided by participants in question 6. This therefore makes the community feel part of the organisation.

It is interesting to note that the data collected during this study also collaborate the study conducted by Young and Mcdonald (2012) when they investigated possible benefits of mutual collaboration in the implementation of CSR between Alcoa and Greening Australia, which found that engagements between the stakeholders was beneficial to all parties, and recommended the development of stakeholder engagement framework for the whole country.

The findings of this study imply that attendance of all stakeholders addresses the issue of lack of transparency raised by participants when responding to questions 5, 6 and 7 of the interviews, where the participants advised against companies dictating to the communities about investments to be allocated to the communities. Responses from communities validate the fact that if companies can work together with local communities in the spirit of Ubuntu, the results could be a significant shift in perception from communities on the real purpose of the existence of these mining companies. This is also collaborated by literature which highlighted the importance of proper engagements with all stakeholders who have a stake in the organisation.

For the mining companies to ensure good partnership with local communities, the study suggests that mining companies should incorporate the public-private partnership and enhance mutual relationships. This can be achieved by assisting local communities through provision of skills to enable them to start their own small businesses which can then be utilised by mining companies in the infrastructure development in those communities. This benefits the brand reputation of the company while achieving the skills benefit to the local community.

5.2 Local community development and mining companies' performance

It is interesting to note that participants residing close to one of the big mining companies showed satisfaction with the manner in which the mine was engaging communities. This is the reason why this mine does not experience frequent protests, which affect production to the mine and creates a bad reputation, from the communities. This implies that taking good care of local communities by mining companies can significantly benefit the mining company. This impact on reputation affects investments, as investors would be reluctant to invest in such mining companies. The study by Mnguni *et al* (2021) collaborate this study, where they investigated the benefits of CSR implementation by Multinationals companies in the city of Umhlathuze. They concluded that the use of the Zulu proverb *izandla ziyagezana* (hands wash each other - literal translation meaning do to others what you would like other to do to you) means that by working together with local communities, multinationals benefit by having uninterrupted operations due to stoppages emanating from protesting local communities.

The themes coming from this study (e.g. partnerships, engagement and collaboration) show that local communities would like to work together with mining companies for the benefit of all stakeholders. This means that mining companies need to take a leadership role in developing local communities by working in the spirit of Ubuntu. Frequently occurring protests on routes leading to mining companies can have huge implications with regard to production losses when employees are blocked from accessing the working areas. The study therefore suggests that mutual relationships is the key during the development of local communities.

5.3 Proposition 3: Strategies for allocation of CSR investments

Results of the study highlight the need for companies to revisit their CSR implementation strategies by taking the communities along during the development process. This could be done through engagement with communities during the strategic development session or performing a survey where communities can be asked about the best strategies to be utilised to satisfy the communities. The strategy can then be communicated to all affected stakeholders during the stakeholder engagement forums and keep the communities informed on regular basis. It is interesting to note that the study validates the proposals made by Sauer and Hiete (2020) where they highlight the need for an organisation to conduct a needs assessment through engagements with local communities. This initially needs the identification of all stakeholders, setting evaluation criteria and defining objectives of the CSR strategy.

Themes identified during the study (e.g. collaboration, engagements, leadership accountability) corroborate with those identified in literature, which highlight the importance of continual engagement with local communities and use of the feedback to continuously updating the company's CSR strategy. The study highlights the need for mining companies to take a leadership role and be accountable to the community. This will result in loyalty to the company by local communities, which enhances the brand value of the organisation. Having a good brand assists in bringing in investors which then results in increased bottom line.

One of the themes coming out of the study is a suggestion by communities that voluntary initiatives should be a strategy utilised by mining companies during infrastructure development for the communities. This then suggest that local communities expect the mining companies to take a leadership role in collaboration with mining companies during the development of the CSR strategy.

6. SUMMARY, CONCLUSION, LIMITATION AND RECOMMENDATIONS

6.1 Summary

Mining companies in South Africa continue to invest in CSR as per the requirements stipulated by legislation. These investments include provision of bursaries to local communities, building of local clinics and schools and providing employment to local communities including the building of local roads. These investments are crucial to the economic growth of the communities and contribute immensely to the development of the local communities. However, perception still exists within mining communities that these companies have no interest in developing communities but are investing in CSR to meet the minimum requirements stipulated by the legislation (Seloa & Ngole-Jeme, 2022). This perception is created because communities see mining companies as dictating how the investments should be made without consulting the local communities.

These research results therefore provide an opportunity for mining companies to review the strategies used to implement the CSR program. This can be done by incorporating the spirit of Ubuntu through proper engagement with all stakeholders before the investments are made.

6.2 Conclusion

Despite the various CSR initiatives implemented by mining companies, results show that mining companies can do more regarding the extent or scope of CSR investments by reviewing their implementation strategies in order to increase potential benefits to local communities. This can be done by proper engagement with local communities in a transparent manner, by meeting communities to discuss their needs and address their concerns which can also include their environmental concerns and how to address them.

The stakeholder theory emphasises the need for proper and transparent engagement between an organisation and its stakeholders (Govindan, Kannan, & Shankar, 2014), which is directly related to the spirit of Ubuntu. It emphasises the interconnection of communities for the benefits of all stakeholders (Lutz, 2009; Ndiweni & Sibanda, 2020).

The results of this study have shown that incorporating the spirit of Ubuntu in the implementation of CSR initiatives can produce meaningful change in how communities perceive the intention of mining companies, thereby reducing the trust gag existing between companies and communities.

6.3 Limitations

During data analysis the researcher noticed that there is one extra question which could have been added to interview questions, which "how often does this mining community experience protests?", but time could not allow the researcher to amend the interview and restart the interview process. This data could have been used to compare the responses coming from the participants with frequency of protests. This question will have to be included for future studies the researcher will undertake.

The geographical distance between these mining communities posed a significant challenge to the researcher due to time limits to access participants. This study relied only on experiences of local communities through their engagements with mining companies. The research was designed to limit the data collection after reaching a saturation point but due to difficulties getting to more participants this goal was not achieved. It would be necessary to conduct further studies to include a larger pool of participants to obtain accurate results.

6.4 Recommendations

The researcher recommends that further studies be conducted were a larger pool of participants can be selected to achieve a goal of reaching a saturation point. The value of this study can also be enhanced by the inclusion of an extra question, “how often does this mining community experience protests?”. This question will assist in tracking the progress of companies which are implementation a correct strategy including comparing results obtained by implementing a particular strategy.

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Appendices

Appendix 1: Identification Mining activity

Analysis of Research Question 1- What kind of mining activity is happening in this area?

Table 1: Identification Mining activity

Respondent	Responses	Mining Activity
R-1	The type of mining activity happening in the area is both open cast and underground mining of PGM's	PGM
R-2	Processing of platinum metals group	Metal Groups
R-3	Mining of PGMs	PGM
R-4	Diamond mine	
R-5	Several Mines Mining the PGMs and Chrome Metal. PPC is mining limestone to manufacture cement with	PGM and Limestone
R-6	Platinum mining	Platinum
R-7	Mining of vanadium	Vanadium
R-8	Processing of platinum metals	Platinum
R-9	Manganese and Iron ore	Manganese an Iron Ore
R-10	NA	
R-11	NA	
R-12	NA	

Source: Author Derived (2023)

Appendix 2: Theme – Formal CSR Forums

Analysis of Research Question 2- What formal forum is used for CSR discussion between the mining company and the community?

Theme – Formal CSR Forums

Respondent	Responses	Sub Themes Identified
R-1	Corporate social responsibility (CSR) discussions between a mining companies and the community take place through various channels. Common formal forums include community meetings, stakeholder engagement sessions, and industry conferences. Additionally, some companies (e.g. Amandelbult Complex) established dedicated platforms, such as advisory committees or online forums, to facilitate ongoing dialogue with the community.	Community Meetings; Stakeholder Engagement sessions; Industry Conferences; Advisory Committees & Online Forums
R-2	Tripartite meeting (Employer, regulators and labour representative) and community forum	Tripartite Meeting
R-3	The social performance department meets certain community representatives on particular occasion based on the needs.	Community Meetings
R-4	Corporate affairs team put together to drive the social responsibility plan. Headed by a senior manager corporate affairs and sustainable impact.	
R-5	There is a partnership established by each respective mine where issues common to both parties are discussed.	Partnership
R-6	-NGOs -Business Forums -Leadership Accountability Forum	NGOs; Business Forums; Leadership Accountability Forum

R-7	Bakwena Traditional Forum & Community Business Forum	Traditional Forum & Community Business Forum
R-8	Community Stakeholder Social Performance Forum	Stakeholder Engagement
R-9	Not aware	
R-10	NA	
R-11	NA	
R-12	NA	

Source: Author Derived (2023)

Appendix 3: Themes – Frequency to discuss CSR Activities

Analysis of Research Question 3 – How often is the interaction to discuss CSR activities between your community and the mining companies in this area?

Themes – Frequency to discuss CSR Activities

Respondent	Responses	Sub-Themes
R-1	The frequency of interactions between mining companies around Thabazimbi local municipality and local communities regarding corporate social responsibility (CSR) activities vary widely. It often depends on the company's commitment to community engagement, the scale of its operations, Amandelbult complex have monthly meeting scheduled with the stakeholders since it has more footprint and there are several affected stakeholders interested in the development. Others (e.g. Limberg, Rhino mine, Somancor) may engage more frequently, especially if there are ongoing projects or issues that require constant communication. Timely updates and transparent communication contribute to building trust between the mining company and the community. The specific schedule and frequency are typically outlined in each company's community engagement plan, which is designed to ensure ongoing collaboration and address community concerns. It's important for companies to maintain open lines of communication to foster a positive and mutually beneficial relationship with the local community. (Stobierski, 2021)	Monthly & Ad Hoc

R-2	Frequency of meeting is quarterly	Quarterly
R-3	Frequency unknown	
R-4	Meeting scheduled on monthly basis but ad-hoc meetings take place as per requirements.	Monthly & Ad Hoc
R-5	Meeting are monthly but there are Ad hoc meetings when urgent matters arise.	Monthly
R-6	Quarterly	Quarterly
R-7	Monthly	Monthly
R-8	Every Three Month	Quarterly
R-9	Not aware	
R-10	NA	
R-11	NA	
R-12	NA	

Source: Author Derived (2023)

Appendix 4: Theme identified – CSR Investments

Analysis of Research Question 4- According to your knowledge, in the past few years what are some of the CSR investment made by the mining companies in this community?

Theme identified – CSR Investments

Respondent	Responses	Sub Themes
R-1	Mining companies around Thabazimbi Local municipality often invest in various corporate social responsibility (CSR) initiatives to contribute positively to the communities like Thabazimbi, Northam, Moruleng, Regorogile, etc. where they operate. Some CSR investments around operational are includes: 1. Infrastructure Development: Funding or directly contributing to the construction of schools, hospitals, roads, and other essential infrastructure projects that benefit the community. 2. Education and Training: Supporting education programs, scholarships, and vocational training to enhance the skills and employability of community members, this is in partnership with social performance department by identifying communities in need and recommending training needs. 3. Healthcare Services: Establishing or supporting healthcare facilities, clinics, and awareness campaigns to improve the health and well-being of the local population (e.g. Northam clinic, Thabazimbi clinic, Amandelbult hospital and collaboration with public health department in AIDS awareness's. 4. Environmental Conservation: Investing in environmental sustainability projects, such as water conservation, and wildlife protection, to mitigate the impact of mining activities	Infrastructure Development; Bursaries; Campaigns or Programmes; Job Creation

	5. Job Creation: Providing employment opportunities for local residents, either directly within the mining operations or through associated industries and supply chains. 6. Community Development Programs: Initiatives focused on enhancing the overall quality of life, including social programs, cultural preservation, and recreational facilities. 7. Support for Small Businesses: Offering financial assistance, training, or mentorship programs to local entrepreneurs through Zimele Project and small businesses to stimulate economic development. 8. Community Consultation and Participation: Actively involving the community in decision-making processes related to mining activities, seeking input on CSR projects and addressing concerns. It's important for mining companies to tailor their CSR initiatives to the specific needs and priorities of the communities they operate in, fostering sustainable development and positive long-term relationships.	
R-2	Schools and local clinic were contributed by the mining companies	Infrastructure Development
R-3	Donation of items like shoes to local schools. Provision of employment to local communities	Donations
R-4	Investment in road infrastructure, schools, clinics, provision of water infrastructure, training and development of SMMEs. Ensure that local people are recruited into the mines.	Infrastructure Development
R-5	The mining company we know put money in road infrastructure in the villages, invested in libraries and computer rooms in schools, build a clinic, and a clinic, and a multi-purpose building.	Infrastructure Development
R-6	Building of clinic Donation of lab equipment at local schools	Infrastructure Development; Donations

	Donation of agriculture equipment to local municipalities	
R-7	Building of clinics Building of playground facilities Supply of water in the community	Infrastructure Development
R-8	Cadet program for the youth Donating and planting of trees to the community Refurbishment of schools Giving out bursary for the best student in the community	Campaign or Programmes
R-9	Different companies have contributed to: 1. Disaster management activities for houses damaged by the storm. 2. Providing vehicles for the municipality 3. Bursaries 4. Small Business Development	Donations; Bursaries; Skills Training
R-10	NA	
R-11	NA	
R-12	NA	

Source: Author Derived (2023)

Appendix 5: Theme – CSR Strategies used by Mining Companies

Analysis of Research Research Question 5 – Which strategies are the mining companies using in allocating those CSR investments?

Theme – CSR Strategies used by Mining Companies

Respondent	Responses	Sub-Themes
R-1	Amandelbult Complex together with surrounding mines employs various strategies to allocate Corporate Social Responsibility (CSR) investments effectively. Some common strategies include: 1. Stakeholder Engagement: Engaging with local communities through tribal authorities, NGOs, government agencies, and other stakeholders to understand their needs and priorities. This helps in identifying key areas for CSR investment that align with community expectations. 2. Impact Assessment: Conducting thorough impact assessments to evaluate the potential social, environmental, and economic effects of mining activities. This informs the prioritisation of CSR initiatives that address identified challenges and contribute to sustainable development. 3. Community Needs Analysis: Regularly assessing the specific needs of the local community through surveys, consultations, and ongoing dialogue. This ensures that CSR investments directly address the most pressing issues faced by the community. 4. Partnerships and Collaboration: Collaborating with local organisations, non-	Stakeholder Engagement; Impact Assessment; Community Needs Analysis; Partnerships; Long Term Planning; Transparency and Accountability; Employee Involvement

	profits, and government agencies to leverage expertise, resources, and knowledge. Partnerships enhance the effectiveness of CSR initiatives and contribute to a more holistic approach to community development. 5. Long-Term Planning: Developing long-term CSR plans that extend beyond the operational life of the mining project. This approach emphasises sustained and meaningful contributions to the community, fostering lasting positive impacts. 6. Transparency and Accountability: Maintaining transparency in the allocation of CSR funds, disclosing information n about projects, and being accountable to stakeholders. This builds trust with the community and ensures that CSR investments are utilised as intended. 7. Employee Involvement: Involving employees in CSR decision-making and implementation, fostering a sense of responsibility and engagement among the workforce. By combining these strategies, mining companies are optimising their CSR investments to create meaningful and sustainable benefits for the communities affected by their operations.	
R-2	Social Labour Plan	
R-3	Unknown	
R-4	Corporate affairs office is responsible for channelling the investments according to the need's analysis. Monthly forums, where dedicated project managers ensure that	

	projects are on time and on budget. Project managers liaise with communities on regular basis to provide feedback.	
R-5	Our company adopted a co-creation approach where both parties discuss and agree on the needs of a community, rank the needs and allocate budget on the top needs.	Community Needs Assessment
R-6	Allocate based on the priority of the community needs.	Community Needs Assessment
R-7	It is based on the needs of the community; the traditional council would put items to a vote.	Community Needs Assessment
R-8	They involve traditional committees and council.	Partnership
R-9	Not sure	
R-10	NA	
R-11	NA	
R-12	NA	

Source: Author Derived (2023)

Appendix 6: Theme: CSR Approaches that satisfy community needs

Analysis of Research Research Question 6 – Which approach can the mining companies use which can satisfy this community?

Theme: CSR Approaches that satisfy community needs

Respondent	Responses	Sub-Themes
R-1	Mining companies can adopt a collaborative approach by engaging with local communities, addressing environmental concerns, and contributing to sustainable development. Implementing responsible mining practices, transparent communication, and sharing economic benefits can help build positive relationships with the community.	Collaborative Approach
R-2	Recognition and treatment of all stakeholders is paramount.	Collaborative Approach
R-3	Frequent engagement with mining communities to align on what the needs of the communities are.	Regular Engagements Approach
R-4	Regular feedbacks between stakeholders. Transparency Training and skills development Ensure formal and informal jobs are created for local communities Re-investing into the community	Two-way Feedback Approach
R-5	The current approach is working as far as far as Anglo in concerned and should be maintained if not enhanced.	
R-6	To allow the community members to come up with strategies to allocate the CSR.	Community Approach
R-7	Ensuring that the members of the traditional council are fairly elected and preferred candidate by community.	Collaborative Approach

R-8	To participate in the community forums and giving feedback whether negative or positive.	Two Way Feedback Approach
R-9	Not sure	
R-10	NA	

Source: Author (2023)

Appendix 7: Theme: Extra CSR Initiatives

Analysis of Research Research Question 7 – What other extra initiatives do you believe mining companies must employ to satisfy the local community?

Theme: Extra CSR Initiatives

Respondent	**Responses**	**Sub-Themes**
R-1	Mining companies should prioritise environmental stewardship by implementing effective environmental management practices, minimising ecological impact, and investing in land reclamation. Additionally, fostering community development through education, healthcare, and infrastructure projects can contribute to the overall well-being of local residents. Regular dialogue and collaboration with community members to understand and address their specific needs and concerns are also essential for building trust and positive relationships.	Environmental Stewardship; Infrastructure Development
R-2	Recognition and treatment of all stakeholders is paramount.	
R-3	Mining companies fulfilling the commitments as stipulated in their process and procedures.	
R-4	Develop and maintain good healthy relationships between stakeholders. Knowledge transfer of local plants and species Creation of an environment where local communities can access good quality water. Assistance with the installation of renewable energy to local communities (solar and wind power)	Cordial Stakeholder Relationships; Infrastructure Development

R-5	The mine can also engage in the upskilling the kids from the host community to ensure that there are skills to source from in the community.	Skills Training
R-6	Assess meaningful engagements with the community to understand their challenges and perception about mining.	Dialogue & Consultation
R-7	They should be humble enough to listen and not dictate to the community.	
R-8	To teach and make communities aware in terms emergency situation e.g. Fire, gas explosion involving mining areas.	Skills Training
R-9	More focused on the formal education bursaries for local children	Bursaries
R-10	NA	
R-11	NA	
R-12	NA	

Source: Author Derived (2023)

Appendix 8: Sample consent to perform the study.

UNIVERSITY OF THE WITWATERSRAND JOHANNESBURG

Wits Business School

Sculpting global leaders

Consent form to participate in research study titled:

Corporate Social Responsibility through the lens of Ubuntu within the mining sector in South Africa

By Sibusiso Cele

I......CTM NKALUS...... agree to participate in this study and agree to the following:

	Please write **Yes/No**
The research explanation was provided to me and I understand	Yes
I understand that I participate in this study on voluntary basis	Yes
I understand and agree that the interview audio will be recorded	Yes
I understand that my participation will remain anonymous (names or any identifying information will be protected by the researcher)	Yes
I understand that the researcher may use my direct quotation in their report.	Yes
I understand that other researchers may use the information collected from me provided they obtain clearance as stipulated in the law	Yes

Name of participant: CTM NKALUS

Signature: ....

Date: 27/11/23

Appendix 9: Completed interview

Name	Age	Gender	Highest Qualification	No. of years in the community	Title in the community
CTM NKALE	51	MALE	MBA	18	WORKER

NO	QUESTIONAIRE	ANSWER
1	What kind of mining activity is happening in this area?	Several mines mining the PGMs and chrome metal. PPC is mining limestone to manufacture cement with.
2	What formal forum is used for CSR discussion between the mining company and the community?	There is a partnership established by each respective mine where issues common to both parties are discussed.
3	How often is the interaction to discuss CSR activities between your community and the mining companies in this area?	Meetings are monthly but there are ad hoc meetings when urgent matters arise.
4	According to your knowledge, in the past few years what are some of the CSR investment made by the mining companies in this community?	The mining company we know put money in road infrastructure in the villages, invested in libraries and computer rooms in schools, built a clinic, and a multipurpose building.
5	Which strategies are the mining companies using in allocating those CSR investments?	Our company adopted a co-creation approach where both parties discuss and agree on the needs of the community, rank the needs and allocate budget on the top needs.
6	Which approach can the mining companies use which can satisfy this community?	The current approach is working as far as Anglo is concerned and should be maintained if not enhanced.
7	What other extra initiatives do you believe mining companies must	The mines can also engage in upskilling the kids from the host

	employ to satisfy the local community?	community to ensure that there are skills to source from in the community.