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Assessing the Contribution of Mining Companies to the Development of Entrepreneurs.

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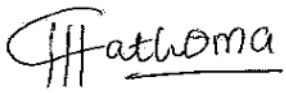
Thesis presented in partial fulfilment for the degree of Master of Business Administration to the Faculty of Commerce, Law, and Management, University of the Witwatersrand

March 2023

DECLARATION

I, Khuthalani Curtis Mathoma, declare that this research report entitled '**Assessing the Contribution of Mining Companies to the Development of Entrepreneurs**.' is my own unaided work. I have acknowledged, attributed, and referenced all ideas sourced elsewhere. I am hereby submitting it in partial fulfilment of the requirements of the degree of Master of Business Administration at the University of the Witwatersrand, Johannesburg. I have not submitted this report before for any other degree or examination to any other institution.



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ABSTRACT

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Thesis title: **Assessing the Contribution of Mining Companies to the Development of Entrepreneurs.**

This MBA thesis entitled “Assessing the Contribution of Mining Companies to the Development of Entrepreneurs” investigates the current state of entrepreneurship in South Africa, concentrating on the mining sector. The study analysed the extent to which mining companies have invested in entrepreneurship development in the areas where they operate, and the challenges that they face in promoting entrepreneurship in South Africa. A qualitative research approach and a case study design were employed, with data collected through face-to-face interviews with CSR and Enterprise and Supply Development representatives from gold and coal mining companies in Gauteng and Mpumalanga provinces, as well as beneficiaries and participants of the mining companies' CSR and Enterprise and Supplier Development programs. Thematic analysis was used to analyse the data.

The study found that entrepreneurship in South Africa faces numerous challenges, including lack of access to finance, inadequate business skills, limited market opportunities, and regulatory challenges. However, mining companies have made significant investments in entrepreneurship development in the areas where they operate through corporate social responsibility initiatives and enterprise and supplier development programs. Mining companies provide financial and non-financial support for entrepreneurship development, including funding programs, loans, mentorship, and training programs.

The study also found that mining companies face several challenges in promoting entrepreneurship in South Africa, among them is the absence of a culture of entrepreneurship in mining communities, limited access to finance and resources, and regulatory challenges. Despite these challenges,

beneficiaries, and participants of mining companies' CSR and ESD initiatives generally perceived the programs as supportive of the development of their entrepreneurial ventures. Finally, the study recommended strategies that mining companies can adopt to enhance their contribution to the development of entrepreneurship in the country. Overall, this study offers insightful information about the function of mining companies in promoting entrepreneurship and highlights the importance of their continued investment in entrepreneurship development in South Africa.

Key Words: Entrepreneurship, Qualitative Research, Corporate Social Responsibility, Enterprise and Supplier Development.

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I am especially grateful to my wife, Dr. Muvhuso Maimela, for her tolerance, understanding, and support throughout my degree program.

DEDICATION

I am devoting this work to:

- My wife, Dr. Muvhuso Maimela.
- The Almighty God – Jehovah, whose word and values revealed in the Bible supplied the much-needed encouragement and support in my life.

LIST OF ACRONYMS AND ABBREVIATIONS

BBBEE	Broad-Based Black Economic Empowerment
BEE	Black Economic Empowerment
CSR	Corporate Social Responsibility
ESD	Enterprise and Supply Development
GDP	Gross Domestic Product
MPRDA	Mineral and Petroleum Resources Development Act
NDP	National Development Plans
NGOs	Non-Governmental Organisations
SDG	Sustainable Development Goals
SLPs	Social and Labour Plans
SMEs	Small and Medium Enterprises

1 INTRODUCTION TO THE RESEARCH

1.1. Context of and background to the study

Realizing Sustainable Development Goals (SDGs) requires a considerable proportion of private development cooperation through private sector financing, philanthropy, and other forms, in addition to countries' budget revenues (Martin, 2016). While traditionally, the state was considered an exclusive agent for socio-economic development, business is now increasingly playing a more active role in social and community projects through corporate social responsibility (CSR) and enterprise and supplier development (ESD) programs (Siyobi, 2015).

In the case of the mining industry, Esteves (2008) argues that the long-term success of global mining companies depends on their ability to align their interests with the social goals of the local communities in which they operate. Mining companies can achieve this by creating employment opportunities for residents, infrastructure development, utilizing the services of local entrepreneurs, expanding both the labor and goods market, and injecting funds that will assist the development of local entrepreneurial projects (Sharma & Bhatnagar, 2015).

Eggert (2000) argues that the well-being of the local communities where mining companies operate can be enhanced and maintained by mining developments with economic benefits. Mining remains a critical contributor to many nations' economies, including South Africa. The South African mining industry is well-established and the fifth largest in the world in terms of GDP value (Chamber of Mines, 2012).

The significance of mining is reflected in South Africa's net exports, and a significant part of South Africa's minerals is designated for export, except for low-grade coal (Antin, 2013). According to Statistics South Africa (2019) official reports, the mining industry generated R527,5 billion in total sales in 2019, with 61% (R323,8 billion) sourced from foreign exchange.

In 2017, the mining sector contributed eight per cent to the country's nominal Gross Domestic Product (GDP) (Statistics South Africa, 2018). Platinum, Coal, Iron Ore, and Gold are worth $3.3 trillion (R36 trillion), making South Africa the world's richest mineral deposits (Business Report, 2014). As a result, the expansion of the mining industry is the key factor influencing South Africa's economic growth. (Biermann, 2001).

Mining continues to play a significant role in South Africa's economic development and has been the national economic key driver in the past 50 years (Crankshaw, 2002; Department of Minerals and Energy, 2008a; Mabuza, 2009). Botha (2004) points out that mining has always been the country's economic and development pillar. The mining industry is the second-largest employer, with a workforce estimated at over 1.3 million in 2015 (Chamber of Mines, 2012: 1).

Gold mining in South Africa has been and continues to be a significant contributor to the economy through foreign exchange earnings and has facilitated the establishment of the country's infrastructure, such as schools, colleges, roads, housing, and clinics (Chamber of Mines, 2014). For a very long time, South Africa dominated the world's gold production until 2009, when China took over that position and became the world's largest producer of gold (Statistics South Africa, 2009; Neingo & Tholana, 2016). Gold mining is the country's leading export and the largest single industry that provides millions of employment opportunities after the agricultural sector (Chamber of Mines, 2005).

There has been criticism, however, about the mining business not investing adequately in local communities to ensure sustainability and economic development (Lane, Guzek& Antwerpe, 2015; Siyobi, 2015). There has been numerous research on the impact of mining on local communities, but little attention has been given to the role of mining companies in promoting entrepreneurship. It is important to understand how mining companies can assist with the growth of entrepreneurs in South Africa, given the country's heavy dependence on the mining industry for economic growth and employment.

1.2. Research conceptualisation

The aim of this study is to assess the contribution of mining companies to the development of entrepreneurs in South Africa. Specifically, the study aims to:

- Investigate the current state of entrepreneurship in South Africa, with a focus on the mining industry.
- Analyse the extent to which mining companies have invested in entrepreneurship development in the areas where they operate through their CSR Initiatives.
- Identify the challenges that mining companies face in promoting entrepreneurship in South Africa.
- Recommend strategies that mining companies can adopt to enhance their contribution to the development of entrepreneurs in South Africa.

The study will adopt a qualitative research approach, using semi-structured interviews with key stakeholders in the mining industry, including representatives from mining companies. The sample size will be determined by the principle of saturation, where data collection will continue until no new information is obtained from the participants. Data analysis will be conducted using thematic analysis, which involves identifying patterns and themes from the data.

The findings of this study will contribute to the understanding of the role of mining companies in promoting entrepreneurship in South Africa and provide insights into the challenges and opportunities that mining companies face in this regard. The study will also provide recommendations for mining companies on how they can enhance their contribution to the development of entrepreneurs in South Africa, and ultimately contribute to the country's economic growth and development.

1.2.1. The research problem statement

Mining companies have been operating in various communities in South Africa, but there is a limited development of business activities that grow the local economy. Consequently, local community members rely solely on mining companies for employment, and as the population increases, the rate of unemployment also increases, perpetuating poverty and inequality. Moreover, mining operations lead to pollution, water contamination, safety issues, and a high rate of unemployment, which contribute negatively to the economic and social development of these communities. The lack of alignment between mining companies and the growth of local small to medium-sized businesses found in these communities is also attributed to weak leadership in local governance. Therefore, there is a need to explore the importance of mining companies to the growth of local entrepreneurs. There is a misalignment between mining enterprises and the growth of local small to medium-sized businesses in their areas of operation.

According to Esteves (2008), mining companies often operate in communities that lack strategies that promote the growth of its society and economy. A study by Siyobi (2015) revealed that corporate social responsibility and enterprise and supplier development programs of mining companies are often not fully integrated with broader country-level development plans, leading to the failure of these programs in effectively addressing social problems and delivering socio-economic development plans in South Africa. Lane, Guzek, & Antwerpen (2015) argued that South African mining companies require a deep understanding of shifting community and government expectations and a commitment to a high level of transparency and operational sustainability to address the demands of relevant stakeholder groups. They must also account for uniquely local issues with profound operational implications.

The South African government has developed policies such as the Broad-Based Black Economic Empowerment (BBBEE) to guide mining companies to empower communities where they operate (Kgoale & Odeku, 2019). However, some argue that policies such as BEE have benefited mostly the politically connected elites at the expense of the majority (Ponte et al., 2007). Mining-

affected communities are generally poor, with high rates of unemployment, and they are divided over mining development, as studies by Mzwakali (2017) and Gifford et al. (2010) revealed. Politicians, traditional leaders, and businesses usually capture land ownership and mining community trusts for their benefit.

Therefore, to play a holistic role in alleviating unemployment, inequality, and poverty in local communities, mining companies should do more than employ the residents of the communities where they operate. They should provide programs geared towards entrepreneurial development and support. This study aims to assess and examine the extent to which the mining industry's corporate social responsibility and enterprise and supplier development programs promote the development of entrepreneurs in local communities.

In conclusion, the problem of limited economic and social development in mining communities in South Africa is multifaceted, and it requires a comprehensive approach that addresses the unique challenges of each community. This study is focused on examining the importance of mining companies to the growth of local entrepreneurs as a means of reducing poverty, inequality, and unemployment. The research aims to provide recommendations to mining companies and policymakers to design and implement effective programs that will promote the growth of small and medium-sized businesses in local communities, leading to sustainable economic and social development.

1.2.2. The research purpose statement

The purpose of this study is to critically assess the contribution of mining companies to the development of entrepreneurs in local communities where they operate, as part of their corporate social responsibility, and enterprise and supplier development programs in the South African context. Specifically, this research examines the strategies used by mining companies to promote and support the development of entrepreneurial initiatives and the impact of such strategies on the growth of small and medium enterprises (SMEs) in these communities.

Mining companies have increasingly adopted corporate social responsibility (CSR) and enterprise and supplier development (ESD) programs to address the social, economic, and environmental challenges faced by the communities in which they operate. Such programs have been regarded as essential in promoting economic growth and development in these communities by creating jobs, improving living standards and reducing poverty (Porter & Kramer, 2006). By fostering an environment that nurtures entrepreneurship and enterprise development, mining companies can integrate their businesses with local SMEs and entrepreneurs to boost the economic potential of these communities (Mpahlwa, 2005).

While several international examples show the positive contribution of mining companies to the development of local communities through employment creation and increased employee incomes, the impact of mining companies' community development initiatives on the development of entrepreneurs has not been sufficiently explored (Leontief, 1936; Isard, 1951). Therefore, this study seeks to explore the role of mining companies in promoting small businesses and entrepreneurship as a priority area for the South African government's economic growth agenda (Mpahlwa, 2005).

This research will employ a mixed-methods approach to collect and analyse data on the strategies used by mining companies to support entrepreneurial initiatives in the South African context. The study will use both primary and secondary data sources, including interviews with mining company representatives and SME owners, government policy documents, and academic literature on CSR and ESD. The findings from this research will contribute to the existing body of knowledge on the contribution of mining companies to economic development in local communities, particularly in promoting the growth of SMEs and entrepreneurship.

In conclusion, the study aims to provide a comprehensive understanding of the role of mining companies in promoting entrepreneurial development in local communities, and the potential for such initiatives to contribute to economic growth and development in the South African context. By exploring the effectiveness of existing CSR and ESD strategies and identifying best

practices, this study seeks to inform policy and practice on how mining companies can better support the growth of SMEs and entrepreneurship in local communities, and ultimately contribute to sustainable economic development.

1.2.3. Objectives of the study

The study therefore seeks to meet the following three objectives from which supporting questions are posed to help guide the investigation:

- To examine the extent to which mining companies' CSR and enterprise and supplier development programmes facilitate the development of entrepreneurship in local communities.
- To appraise the contribution of mining corporations to entrepreneurship development.
- To investigate whether entrepreneurs from local community perceive mining companies CSR and ESD initiative as supportive towards the development of their entrepreneurial ventures.

1.2.4. The Research Questions

The key research questions of the study are:

- To what extent do mining companies contribute to the development of local entrepreneurs where they operate?
- How is the contribution of mining companies to developing entrepreneurs in local communities assessed?
- What has been the perception of local entrepreneurs and mining companies in the implementation of enterprise and supplier development programs?

1.3. Delimitations and assumptions of the research study

The study focuses on mining companies operating in South Africa and their contribution to the development of entrepreneurs in local communities. The study assumes that mining companies have a responsibility to contribute to the socio-economic development of local communities where they operate

through their CSR and enterprise and supplier development programs. The study further assumes that entrepreneurs in these communities can benefit from the initiatives of mining companies.

The study assessed the current state of alignment between mining companies and local small to medium-sized businesses in terms of procurement practices, corporate social responsibility initiatives, and entrepreneurship development programs. It will also analyse the impact of the lack of alignment on the growth of local small to medium-sized businesses and the broader socio-economic development of the communities whilst reviewing best practices and case studies of successful alignment between mining companies and local small to medium-sized businesses in other regions and contexts.

Finally, the study developed recommendations for mining companies, local governments, and other stakeholders on how to improve alignment and enhance the contribution of mining activities to local socio-economic development through drafting a research report of the findings, recommendations, and next steps, tailored to the needs and interests of different stakeholders, including mining companies, local governments, and development organizations.

1.4. Significance of the research study

The research study is significant as it aims to explore the extent to which mining companies' CSR and enterprise and supplier development programmes contribute to the development of entrepreneurship in local communities. The study further seeks to appraise the importance of mining firms to entrepreneurship development. and investigate whether entrepreneurs perceive mining companies' initiatives as supportive towards the development of their ventures. The findings of this study are expected to provide insights into the effectiveness of mining companies' initiatives in supporting entrepreneurship in local communities in South Africa.

1.5. Preface to the research report

This research report is the culmination of an extensive study aimed at assessing the contribution of mining companies to the development of entrepreneurs in South Africa. The report is structured into six chapters, including an introduction, literature review, research methodology, presentation and discussion of research findings, summary, recommendations, and conclusion.

Chapter one provides an overview of the mining industry globally and within the South African context. It presents the problem statement, research objectives, research questions, delimitations, and assumptions of the study.

Chapter two provides a comprehensive review of the relevant literature on corporate social responsibility and enterprise and supplier development. The chapter also examines past studies and the theoretical framework upon which the study is based.

Chapter three presents the research methodology utilized in the study. The chapter outlines the sampling strategy, data collection methods, and data analysis techniques employed to obtain the research findings.

Chapter four presents the findings of the study, which are based on in-depth interviews with entrepreneurs and mining company representatives. The chapter analyses the findings, identifies key themes, and discusses the implications of the findings.

Chapter five presents a summary of the research findings, conclusions drawn from the study, and recommendations for the mining industry and policymakers. The chapter discusses the implications of the findings for corporate social responsibility and enterprise and supplier development initiatives in the mining industry.

Finally, chapter six concludes the study by summarizing the research report's key findings, highlighting the study's contribution to knowledge, and making recommendations for future research.

In conclusion, this research study provides valuable insights into the role that mining companies can play in promoting entrepreneurship and driving sustainable economic growth in South Africa. The study's findings can inform policies and initiatives aimed at promoting entrepreneurship and sustainable economic growth in the mining industry and beyond.

2 LITERATURE REVIEW

2.0. Introduction

This chapter provides a comprehensive literature review on the contribution of mining companies to the development of entrepreneurs in South Africa. The purpose of this chapter is to review the existing literature on corporate social responsibility (CSR), enterprise and supplier development (ESD), and the role of mining companies in promoting local entrepreneurship. The chapter begins with an overview of CSR and its importance in the mining industry, followed by a discussion of ESD and its role in promoting entrepreneurship. The literature on the contribution of mining companies to local entrepreneurship, challenges faced by mining companies in promoting local entrepreneurship, and the effectiveness of mining companies' initiatives in supporting entrepreneurship are also discussed. Furthermore, the chapter reviews the South African context and government policies on local economic development, and the role of mining companies in South African entrepreneurship. Lastly, the chapter discusses the perception of local entrepreneurs towards mining companies' CSR and ESD initiatives, and the factors influencing their perception.

2.1. Corporate Social Responsibility (CSR)

2.1.1. Definition and explanation of CSR

Corporate Social Responsibility (CSR) refers to a company's responsibility to operate in an ethical and sustainable manner while considering the impact of its activities on the environment and society (Carroll, 1991). The concept of CSR has evolved over time, and companies are increasingly expected to go beyond mere compliance with laws and regulations and contribute to the betterment of society (Dahlsrud, 2008). The focus of CSR is not only on profit-making but also on the well-being of society and the environment (Husted & Allen, 2006). Companies are expected to address social and environmental issues while considering the interests of their stakeholders (Carroll, 1991).

2.1.2. The importance of CSR in the mining industry

The mining industry is associated with social and environmental challenges, including the displacement of communities, water pollution, and land degradation (Mudavanhu, Oghazi, & Agumba, 2020). CSR is therefore critical in the mining industry as it helps to mitigate the negative impacts of mining activities and promote sustainable development (Franks, 2011). CSR initiatives in the mining industry are expected to address the social and environmental challenges associated with mining while supporting the economic development of local communities (Naidoo, 2017).

2.1.3. CSR and entrepreneurship

The relationship between CSR and entrepreneurship has been explored in the literature. Researchers have argued that CSR can facilitate entrepreneurship by promoting economic development and social capital (Talukdar, 2013). CSR initiatives in the mining industry can contribute to the development of local entrepreneurs by providing training and development opportunities, access to finance and markets, and technical assistance (Mudavanhu et al., 2020). Furthermore, the establishment of small and medium-sized enterprises (SMEs) through CSR initiatives can create job opportunities, stimulate economic growth, and improve the quality of life of local communities (Sachs & Reid, 2006). The literature therefore suggests that CSR can play a crucial role in promoting entrepreneurship and sustainable development in mining communities.

Corporate social responsibility (CSR) and entrepreneurship have been recognized as important factors for sustainable development, particularly in the mining industry. CSR initiatives in the mining industry are aimed at balancing economic, environmental, and social interests to promote sustainable development (Chen et al., 2019). In this context, entrepreneurship can be viewed to achieve sustainable development through job creation, income generation, and poverty reduction (Acs et al., 2018). CSR initiatives can facilitate entrepreneurship by promoting economic development and social

capital, which can create a favourable environment for entrepreneurial activities (Talukdar, 2013).

The establishment of small and medium-sized enterprises (SMEs) is an important aspect of CSR initiatives in the mining industry. SMEs can play a significant role in creating job opportunities, stimulating economic growth, and improving the quality of life of local communities (Sachs & Reid, 2006). CSR initiatives can provide support to local entrepreneurs by providing training and development opportunities, access to finance and markets, and technical assistance (Mudavanhu et al., 2020). These initiatives can help to build the capacity of local entrepreneurs, thereby enabling them to create sustainable businesses and contribute to the economic development of their communities.

In addition, CSR initiatives can promote social capital by building relationships between mining companies, local communities, and other stakeholders (Talukdar, 2013). These relationships can help to create trust, mutual understanding, and cooperation, which are essential for sustainable development (Porter & Kramer, 2011). By promoting social capital, CSR initiatives can create a favourable environment for entrepreneurial activities, thereby contributing to sustainable development in mining communities.

2.2. Enterprise and Supplier Development (ESD)

2.2.1. Definition and explanation of ESD

Enterprise and Supplier Development (ESD) refers to a company's initiatives aimed at developing and supporting small and medium-sized enterprises (SMEs) in its supply chain (Ernst & Young, 2015). ESD initiatives may include the provision of financial and non-financial support to SMEs, such as access to finance, training and development, and market opportunities (Ernst & Young, 2015). ESD is critical in promoting inclusive economic growth and addressing unemployment and poverty (Ernst & Young, 2015).

2.2.2. Impact of ESD on Entrepreneurship

There is a growing body of literature on the impact of ESD on entrepreneurship. Research has shown that ESD initiatives can have a positive impact on the growth and development of local businesses and suppliers (World Bank, 2018).

ESD initiatives can also create employment opportunities and reduce poverty in local communities (Munyaka, 2015). According to Tjipueja (2017), ESD initiatives can help to overcome the challenges faced by local businesses in accessing finance, developing skills and knowledge, and accessing markets. ESD initiatives can also help to promote local entrepreneurship by providing local businesses with the necessary support and resources to start and grow their businesses (Jenkins, 2017).

However, there are also challenges associated with ESD initiatives. For example, some critics argue that ESD initiatives can be paternalistic and can create dependency among local businesses (Matten & Moon, 2008). Others argue that ESD initiatives can be unsustainable, especially if they are not aligned with the needs and priorities of local businesses and communities (Jenkins, 2017). Despite these challenges, the literature suggests that ESD initiatives can have a positive impact on local entrepreneurship if they are well-designed and implemented in collaboration with local businesses and communities.

2.3. Mining Companies and the Development of Entrepreneurs

Mining companies have a significant impact on the local economy, particularly in developing countries. The industry can bring jobs and economic growth to the area, but it can also have negative impacts such as environmental damage and social disruption. To mitigate these negative impacts, mining companies have implemented various initiatives to support local entrepreneurship. The following section provides an overview of the literature on the contribution of mining companies to local entrepreneurship, the challenges faced by mining

companies in promoting local entrepreneurship, and the effectiveness of mining companies' initiatives in supporting entrepreneurship.

2.3.1. Mining Companies and ESD

Enterprise and Supplier Development (ESD) is an integral part of CSR and plays a crucial role in the mining industry. ESD refers to a set of initiatives that are designed to support the growth and development of local businesses and suppliers in the mining value chain (World Bank, 2018). The aim of ESD is to promote the growth of sustainable and competitive businesses, create jobs and reduce poverty in local communities (Munyaka, 2015).

Mining companies have recognized the importance of ESD in the development of local communities where they operate. Through ESD initiatives, mining companies can provide local businesses with the necessary skills, training, and financial support to enable them to participate in the mining value chain. ESD initiatives can also help local businesses to meet the quality and safety standards required by mining companies, which can increase their chances of being selected as suppliers (Tjipueja, 2017). The success of ESD initiatives in the mining industry depends on the extent to which mining companies collaborate with local businesses and communities (Jenkins, 2017). Collaboration ensures that ESD initiatives are aligned with the needs and priorities of local businesses and communities. It also ensures that the initiatives are sustainable and that they have a long-lasting impact on local entrepreneurship.

2.3.2. Mining Companies and Local Entrepreneurship

Mining companies can play a significant role in the development of local entrepreneurship by supporting the growth and development of local businesses and suppliers. Through CSR and ESD initiatives, mining companies can provide local businesses with the necessary support and resources to participate in the mining value chain (World Bank, 2018).

Research has shown that mining companies can contribute to the development of local entrepreneurship by providing local businesses with

access to finance, training and development, and business support services (Luning, 2017). Mining companies can also facilitate the creation of linkages between local businesses and the mining value chain, which can increase the competitiveness of local businesses and suppliers (Tjipueja, 2017). However, the contribution of mining companies to local entrepreneurship is not always straightforward. Mining companies operate in complex environments, and the challenges associated with promoting local entrepreneurship can be significant.

Several studies have explored the contribution of mining companies to local entrepreneurship. For example, Kistruck and Beamish (2010) examined the role of mining companies in promoting economic development in Peru. The study found that mining companies played a significant role in creating employment opportunities and fostering local entrepreneurship. Similarly, Mutoti and Bonga (2016) investigated the contribution of mining companies to local economic development in Zimbabwe. The study found that mining companies had a positive impact on the development of small businesses and the creation of employment opportunities.

In South Africa, several studies have also explored the contribution of mining companies to local entrepreneurship. For example, Banda and Nkoma (2019) examined the impact of mining companies on local economic development in Mpumalanga, South Africa. The study found that mining companies had a positive impact on the development of small businesses, particularly in the areas of transportation, catering, and security services. Similarly, Ndlela and Musengi (2019) investigated the contribution of mining companies to local economic development in the Limpopo Province of South Africa. The study found that mining companies had a positive impact on the development of small businesses, particularly in the areas of catering, transportation, and accommodation services.

Mining companies have the potential to contribute significantly to the development of local entrepreneurs. The most obvious way in which mining companies can support entrepreneurship is through the provision of employment opportunities. However, there are other ways in which mining

companies can support local entrepreneurship, such as through the development of local supply chains and the promotion of small business development. Mining companies can also support entrepreneurship through the provision of training and mentorship programs, which can help local entrepreneurs to develop the skills and knowledge necessary to succeed in their ventures. In addition, mining companies can provide access to finance through the establishment of loan funds or the provision of guarantees to local financial institutions.

A study conducted by Muro and Sikosana (2019) found that mining companies in Zimbabwe have made significant contributions to local entrepreneurship through various initiatives, including the provision of training, finance, and technical support. The study also found that mining companies had established linkages with local entrepreneurs and had facilitated the development of local supply chains. Similarly, a study by Limpitlaw and Wilsenach (2014) found that mining companies in South Africa had made significant contributions to the development of local entrepreneurs through the provision of financial and non-financial support. The study identified several successful enterprise development initiatives in the mining industry, including the Anglo American Zimele Fund and the Anglo American Khula Mining Fund.

2.3.3. Challenges faced by mining companies in promoting local entrepreneurship.

While mining companies have implemented various initiatives to support local entrepreneurship, they also face several challenges in promoting entrepreneurship in the communities where they operate. One of the main challenges is a lack of entrepreneurial skills and knowledge among the local population. Many communities lack the necessary skills and knowledge to start and run successful businesses, which can make it difficult for mining companies to support entrepreneurship (Asante-Sackey et al., 2016).

Another challenge faced by mining companies is a lack of access to finance. Many local entrepreneurs lack the necessary capital to start or expand their businesses, which can make it difficult for mining companies to support

entrepreneurship (Jenkins, 2014). In addition, mining companies may be reluctant to provide funding to local entrepreneurs due to concerns about the viability and sustainability of their businesses.

Despite the potential for mining companies to support local entrepreneurship, there are several challenges that these companies face in implementing effective enterprise development initiatives. One of the main challenges is the lack of skills and capacity among local entrepreneurs, which can make it difficult for them to take advantage of the opportunities provided by mining companies. Another challenge is the lack of coordination between mining companies and other stakeholders, including local government and community organizations. This can lead to duplication of efforts and a lack of alignment with broader development objectives.

Finally, there is typically a lack of confidence between mining companies and local people, which can make it difficult for these companies to effectively engage with local entrepreneurs. This lack of trust can be due to historical grievances related to the exploitation of natural resources, as well as broader issues related to social and economic inequality.

2.3.4. Factors contributing to challenges.

The challenges facing mining companies in promoting entrepreneurship in their host communities are often multifaceted and complex. Some of the key factors contributing to these challenges are outlined in this section.

a. Limited Access to Finance

Access to finance is often cited as one of the biggest challenges faced by entrepreneurs in mining communities. Many entrepreneurs lack the collateral required to secure loans from banks, making it difficult to finance their businesses.

b. Limited Access to Markets

Entrepreneurs in mining communities often struggle to access markets beyond their immediate community. This can be due to a lack of infrastructure, limited transportation options, and a lack of marketing skills.

c. Limited Access to Training and Education

Many entrepreneurs in mining communities lack the necessary skills and knowledge to run successful businesses. This can include basic business skills such as financial management, marketing, and human resource management.

d. Limited Access to Infrastructure

Mining communities are often located in remote areas with limited access to infrastructure such as roads, electricity, and water. This can make it difficult for entrepreneurs to start and grow their businesses.

e. Limited Support from Local Governments

Some mining communities may lack the necessary support from local governments to promote entrepreneurship. This can include a lack of funding, limited access to resources, and a lack of policies and regulations to support small businesses.

2.3.5. Strategies to overcome challenges.

Mining companies have employed various strategies to overcome the challenges faced in promoting local entrepreneurship in their host communities. Some of these strategies include:

a. Providing Financial Support

Many mining companies provide financial support to local entrepreneurs through grants, loans, or other forms of funding. This can help entrepreneurs to start or grow their businesses and access markets beyond their immediate community.

b. Providing Training and Education

Mining companies can provide training and education to local entrepreneurs to help them develop the skills and knowledge necessary to run successful businesses. This can include business skills such as financial management, marketing, and human resource management.

c. Supporting Infrastructure Development

Mining companies can invest in infrastructure development in their host communities, such as road and bridge construction, water and sanitation facilities, and access to electricity. This can help to create a more conducive environment for entrepreneurship.

d. Promoting Local Procurement

Mining companies can promote local procurement by sourcing goods and services from local suppliers. This can help to create local demand for goods and services and provide a market for local entrepreneurs.

e. Engaging with Local Communities and Stakeholders

Mining companies can engage with local communities and stakeholders to better understand their needs and priorities, and to identify potential opportunities for entrepreneurship. This can help to build trust and create a more supportive environment for entrepreneurship.

2.3.6. Effectiveness of initiatives in supporting entrepreneurship

Several studies have explored the effectiveness of mining companies' initiatives in supporting entrepreneurship. For example, Kistruck and Beamish (2010) found that mining companies in Peru had been successful in fostering local entrepreneurship through the provision of training and mentoring programs. Similarly, Ndlela and Musengi (2019) found that mining companies in South Africa had been successful in promoting local entrepreneurship through the provision of business development services and funding.

However, other studies have found that mining companies' initiatives in supporting entrepreneurship have been less effective. For example, Asante-

Sackey et al. (2016) found that mining companies in Ghana had not been successful in promoting local entrepreneurship due to a lack of coordination and collaboration with local stakeholders. Similarly, Mallett and Winterton (2016) found that mining companies in Australia had not been successful in promoting local entrepreneurship due to a lack of engagement with local communities and a lack of focus on building local capacity.

In summary, while mining companies have made significant progress in promoting ESD initiatives, there is still room for improvement in terms of the effectiveness of these programs in supporting local entrepreneurship. This is particularly relevant given the challenges faced by entrepreneurs in mining communities, including limited access to capital, markets, and technical expertise. While there is evidence to suggest that mining companies have made significant contributions to local entrepreneurship through various initiatives, there is also evidence to suggest that these initiatives have not always been effective. One of the main reasons for this is the lack of alignment between these initiatives and broader development objectives.

A study by Kriel and Naidoo (2019) found that while mining companies in South Africa had established a range of enterprise development initiatives, these initiatives often lacked alignment with broader economic and social development objectives. As a result, the impact of these initiatives on local entrepreneurship was limited. Another challenge is the lack of sustainability of these initiatives. Many enterprise development initiatives established by mining companies are short-term in nature and do not provide the necessary support for local entrepreneurs to establish and grow sustainable businesses.

2.4. The South African Context

South Africa has a long history of mining, and it remains a crucial sector in the country's economy, contributing significantly to employment, foreign exchange earnings, and economic growth (Boshoff & Fourie, 2018). The mining industry in South Africa is one of the largest employers, accounting for approximately 8% of the country's total employment and 18% of total exports (Minerals Council South Africa, 2021). The industry is dominated by gold, platinum group

metals, and coal mining, but there are also significant operations in diamonds, iron ore, manganese ore, and other commodities (Department of Mineral Resources and Energy, 2021).

The South African government recognizes the importance of mining in the country's economy and has developed policies to promote the industry's growth while ensuring that mining companies contribute to local economic development. The Mineral and Petroleum Resources Development Act (MPRDA) of 2002, which governs the mining industry, places a significant emphasis on promoting local economic development through the mining industry (South African Government, 2002). The Act requires mining companies to develop Social and Labor Plans (SLPs) that outline how they will contribute to local economic development, including job creation, skills development, and community development initiatives (South African Government, 2002).

In addition to the MPRDA, the South African government has developed various policies and initiatives aimed at promoting local economic development, including the National Development Plan (NDP) and the Broad-Based Black Economic Empowerment (B-BBEE) policy. The NDP is a long-term development plan aimed at eliminating poverty, reducing inequality, and fostering economic growth in the country (National Planning Commission, 2012). The plan recognizes the mining industry's importance in achieving these objectives and calls for the development of partnerships between the government, mining companies, and local communities to promote sustainable economic development (National Planning Commission, 2012).

The B-BBEE policy is a government initiative aimed at promoting economic transformation by empowering previously disadvantaged groups, particularly Black South Africans, through ownership, management, and control of the economy (South African Government, 2003). The policy requires mining companies to comply with a set of criteria aimed at promoting the participation of historically disadvantaged groups in the mining industry (Department of Trade, Industry and Competition, 2021). These criteria include ownership, management control, skills development, and preferential procurement from

Black-owned businesses (Department of Trade, Industry and Competition, 2021).

The role of mining companies in South African entrepreneurship has been a subject of much debate and research. While mining companies have the potential to contribute significantly to local economic development and entrepreneurship, the reality is often more complex. Some studies have found that mining companies' efforts to promote local economic development and entrepreneurship have been limited, and that their initiatives have not always been successful (Dinbabo & Boshoff, 2017; Kgarume, 2019). Other studies have found that mining companies have played an essential role in promoting entrepreneurship in local communities, particularly through their enterprise and supplier development initiatives (Motsatsing & Tsheko, 2018; Mthombeni & Mbatha, 2017).

In summary, the mining industry is a crucial sector in the South African economy, contributing significantly to employment, foreign exchange earnings, and economic growth. The South African government has developed policies and initiatives aimed at promoting local economic development and entrepreneurship, including the Mineral and Petroleum Resources Development Act, the National Development Plan, and the B-BBEE policy. While mining companies have the potential to contribute significantly to local economic development and entrepreneurship, their efforts have been limited in some cases, and there is a need for more effective initiatives aimed at promoting local entrepreneurship in mining communities.

Additionally, in recent years, the South African government has been implementing policies aimed at promoting local economic development, particularly in historically disadvantaged communities. These policies include the Broad-Based Black Economic Empowerment Act, which seeks to promote the participation of previously disadvantaged individuals in the economy. As a result, mining companies in South Africa are required to comply with various regulations aimed at promoting local economic development, such as the requirement to have a certain percentage of their procurement spend allocated to locally owned businesses.

However, there is still a gap between policy implementation and actual impact on the ground. Some studies suggest that the implementation of local economic development policies in mining communities has been ineffective, as mining companies often do not fully comply with the regulations and do not prioritize the development of local entrepreneurs (Bowie et al., 2017; Williams & Mawere, 2019). In addition, some mining communities still lack access to basic infrastructure and services, making it difficult for local entrepreneurs to operate and compete with larger companies (Nkosi et al., 2018).

Despite these challenges, there are examples of successful initiatives aimed at promoting local entrepreneurship in mining communities. For instance, the Impumelelo Social Innovations Centre has recognized several mining companies in South Africa for their efforts in promoting local economic development, such as Anglo American's Zimele Enterprise Development programme, which provides funding and support to small and medium-sized businesses in mining communities (Impumelelo, 2017).

In summary, while there have been efforts by the South African government and mining companies to promote local economic development and entrepreneurship in mining communities, there is still a significant gap between policy implementation and actual impact on the ground. Mining companies need to prioritize the development of local entrepreneurs and comply with regulations aimed at promoting local economic development. Additionally, there is a need for more effective initiatives aimed at promoting local entrepreneurship in mining communities, particularly in terms of providing access to basic infrastructure and services.

2.4.1. South African Government Policies on Local Economic Development

In recent years, the South African government has introduced several policies aimed at promoting local economic development, particularly in areas where mining activities take place. One such policy is the Broad-Based Black Economic Empowerment (BBBEE) Act, which was introduced in 2003. The aim of this policy is to promote the participation of previously disadvantaged individuals in the economy and to redress the imbalances of the past. The

BBBEE Act requires mining companies to meet certain targets in terms of ownership, management, and procurement, with the aim of promoting the development of local entrepreneurs and businesses (Rosa et al., 2017).

In addition to the BBBEE Act, the South African government has also introduced several other policies aimed at promoting local economic development. These include the Integrated Development Plans (IDPs), which are developed at the local government level and aim to coordinate development initiatives across different sectors. The National Development Plan (NDP) is another policy aimed at promoting economic development, with a focus on infrastructure development, job creation, and education and training (National Planning Commission, 2012).

Despite these policies, there have been concerns that the benefits of mining activities have not been distributed equally among all members of the local communities. There have been concerns that local entrepreneurs and businesses have not benefited as much as they could have from mining activities (Mtegha et al., 2020). Some have argued that the policies introduced by the government have not been effective in promoting local economic development, and that there is a need for more targeted policies aimed at promoting entrepreneurship and small business development (Luzipo, 2015).

2.4.2. Role of SA Mining Companies on local Entrepreneurship

Mining companies in South Africa have a significant role to play in promoting local entrepreneurship and economic development. One way in which mining companies have attempted to do this is through the implementation of social and labour plans (SLPs), which are required by law as part of the mining license application process. SLPs are meant to outline the company's commitments to local communities in terms of social and economic development, including initiatives aimed at promoting entrepreneurship (Mtegha et al., 2020).

There has been some research on the effectiveness of SLPs in promoting local entrepreneurship. One study found that while SLPs have the potential to promote local economic development, there are several challenges that need

to be overcome. These challenges include a lack of capacity among local entrepreneurs, limited access to finance, and a lack of coordination between mining companies and local government (Kapelus, 2016).

In addition to SLPs, mining companies have also attempted to promote local entrepreneurship through enterprise and supplier development (ESD) initiatives. ESD initiatives aim to provide support to local entrepreneurs and businesses to help them grow and become more sustainable. Some mining companies have established business incubators and accelerators, while others have provided training and mentorship programmes for local entrepreneurs (Mtegha et al., 2020).

However, there have been criticisms of these initiatives, with some arguing that they are not effective in promoting entrepreneurship and economic development. One study found that while there has been an increase in the number of ESD initiatives implemented by mining companies, there is a lack of evaluation of the impact of these initiatives on local entrepreneurs and businesses (Mabokela et al., 2018). Another study found that there is a need for more tailored support for local entrepreneurs, considering the specific needs and challenges faced by these entrepreneurs (Kapelus, 2016).

There are still several challenges faced by mining companies in promoting local entrepreneurship in South Africa. For instance, there is a lack of trust between mining companies and local communities, which often leads to conflicts. This lack of trust can be attributed to historical factors such as the exploitation of resources by mining companies without adequate compensation for affected communities. Additionally, there is a perception that mining companies prioritize their own interests over those of the local communities.

Furthermore, there is a skills gap in the mining industry, which often results in mining companies bringing in skilled labour from outside the local community instead of investing in local skills development. This contributes to a lack of opportunities for local entrepreneurs to participate in the supply chain of mining companies. Despite these challenges, mining companies have implemented

various initiatives aimed at promoting local entrepreneurship in South Africa. For example, some mining companies have established enterprise development programs that provide support to local entrepreneurs. These programs include mentorship, training, and funding opportunities.

Another initiative implemented by mining companies is the establishment of local procurement policies. This requires mining companies to purchase goods and services from local businesses. This policy aims to support the growth of local businesses and stimulate local economic development. However, the effectiveness of these initiatives is still questionable, and there is a need for more comprehensive and coordinated efforts to promote local entrepreneurship in mining communities. This requires a collaborative effort between mining companies, the government, and local communities.

Several studies have been conducted on the role of mining companies in promoting entrepreneurship in South Africa. One study by Madingwana and colleagues (2018) focused on the contribution of mining companies to local economic development and entrepreneurship in the Northern Cape province of South Africa. The study found that mining companies play a significant role in promoting local entrepreneurship through their enterprise development programs and local procurement policies.

Another study by Nkosi and colleagues (2019) examined the effectiveness of mining companies' social responsibility initiatives in promoting local entrepreneurship in Mpumalanga province. The study found that while these initiatives have had a positive impact on local entrepreneurship, there is still room for improvement in terms of the effectiveness and sustainability of these initiatives.

A study by Chironga and colleagues (2015) highlighted the importance of collaboration between mining companies and local communities in promoting local entrepreneurship. The study emphasized the need for mining companies to involve local communities in decision-making processes and to ensure that local communities benefit from mining activities.

In summary, mining companies play a significant role in promoting local entrepreneurship in South Africa through their enterprise development programs and local procurement policies. However, there is still a need for more comprehensive and coordinated efforts to promote local entrepreneurship in mining communities. This requires a collaborative effort between mining companies, the government, and local communities.

2.5. Perception of Local Entrepreneurs

The perception of local entrepreneurs towards mining companies' CSR and ESD initiatives is an important factor to consider in understanding the impact of these initiatives on entrepreneurship development. While mining companies may have good intentions in implementing these programs, their success ultimately depends on the reception and engagement of local entrepreneurs.

Several studies have explored the perception of local entrepreneurs towards mining companies' CSR and ESD initiatives. For example, a study by Ramutsindela and Ntloko-Gobodo (2019) in South Africa found that while mining companies had implemented several ESD initiatives, local entrepreneurs did not perceive them as effective in promoting sustainable development in their communities. The study also found that there was a lack of consultation and collaboration between mining companies and local entrepreneurs, leading to a disconnection between the companies' initiatives and the actual needs of the community.

Similarly, a study by Fourie and Farquharson (2018) found that while mining companies had implemented several CSR initiatives in South Africa, local entrepreneurs were not aware of these initiatives, suggesting a lack of communication and engagement between mining companies and local communities. Factors influencing the perception of local entrepreneurs towards mining companies' CSR and ESD initiatives include the level of involvement and consultation with the community, the relevance and effectiveness of the initiatives, and the level of trust between the company and the community (Ramutsindela and Ntloko-Gobodo, 2019).

2.6. Mining Companies Perceptions on CSR and ESD

Corporate social responsibility (CSR) and economic and social development (ESD) initiatives are becoming increasingly important for mining companies as they seek to demonstrate their commitment to sustainable development and local community development. However, the effectiveness of these initiatives may be affected by mining companies' perceptions of their own programs. This section reviews literature on the perception of mining companies on the effectiveness of their CSR and ESD initiatives, factors influencing mining companies' perceptions, and implications of mining companies' perceptions on the success of their CSR and ESD initiatives.

2.6.1. Mining Companies on the perception of the Effectiveness of their CSR and ESD Initiatives

Studies have found that mining companies generally have a positive perception of the effectiveness of their CSR and ESD initiatives. For example, a study by Besada and Kagbara (2018) found that mining companies in Ghana had a positive perception of their CSR programs, with most respondents stating that their programs had a positive impact on the community. Similarly, a study by Mwanza and Gomes (2021) found that mining companies in Zambia perceived their CSR initiatives as effective in addressing social and economic challenges in the host communities.

However, other studies have found that mining companies may have a limited understanding of the needs and priorities of local communities, leading to ineffective CSR and ESD programs (Franks et al., 2014; Kemp & Owen, 2013). Mining companies may also focus on initiatives that are beneficial to their own operations rather than those that address the broader needs of the community (Labonne & Chase, 2011).

2.6.2. Factors Influencing Mining Companies' Perceptions of their CSR and ESD Programs

Several factors may influence mining companies' perceptions of the effectiveness of their CSR and ESD programs. One factor is the level of

stakeholder engagement in the development and implementation of these initiatives. Studies have found that greater stakeholder engagement can lead to more effective programs and positive perceptions of their impact (Gray & Sinclair, 2005; Kemp & Owen, 2013).

Another factor is the level of integration of CSR and ESD initiatives with the company's core business strategy. When these initiatives are viewed as integral to the company's overall mission and objectives, they may be more effective (Bansal & Song, 2017). The level of resources allocated to CSR and ESD initiatives may also influence mining companies' perceptions. Studies have found that companies that allocate more resources to these initiatives may have more positive perceptions of their impact (Garriga & Melé, 2013). Finally, the level of regulatory pressure and external scrutiny may also influence mining companies' perceptions of their CSR and ESD programs (Franks et al., 2014).

2.6.3. Implications of Mining Companies' Perceptions on the Success of their CSR and ESD Initiatives

The perception of mining companies on the effectiveness of their CSR and ESD initiatives may have significant implications on the success of these initiatives. Positive perceptions may lead to greater commitment and investment in these initiatives, while negative perceptions may lead to decreased investment and a lack of progress in achieving sustainable development goals (Mwanza & Gomes, 2021).

Moreover, mining companies' perceptions may influence the perceptions of other stakeholders, including local communities and regulatory bodies. Negative perceptions may lead to mistrust and conflict, while positive perceptions may lead to greater collaboration and support for these initiatives (Besada & Kagbara, 2018).

2.7. The Role of Stakeholders in Promoting Local Entrepreneurship

2.7.1. The role of stakeholders in supporting entrepreneurship in mining communities.

Stakeholders play a critical role in promoting entrepreneurship in mining communities. Some of the key stakeholders involved in promoting entrepreneurship in mining communities include:

a. Local Governments

Local governments can play a critical role in promoting entrepreneurship by providing funding, resources, and policies to support small businesses. They can also work with mining companies and other stakeholders to identify opportunities for entrepreneurship in their communities.

b. Non-governmental organizations (NGOs)

NGOs can provide support to local entrepreneurs by providing training and education, financial support, and other forms of assistance. They can also work with local governments and mining companies to identify opportunities for entrepreneurship and advocate for policies and regulations to support small businesses.

c. Community Organizations

Community organizations, such as cooperatives and community-based organizations, can provide support to local entrepreneurs by pooling resources and providing access to markets and infrastructure.

d. Mining Companies

Mining companies can play a key role in promoting entrepreneurship in their host communities by providing financial support, training, and education, and promoting local procurement.

Promoting local procurement has the potential to create a positive economic impact in mining communities. By purchasing goods and services locally, mining companies can create jobs, support local businesses, and stimulate economic growth. This approach has been adopted by some mining companies in South Africa, such as Anglo American, which has committed to sourcing 70% of its goods and services locally by 2025 (Anglo American, 2018).

However, there are challenges associated with local procurement. One of the main challenges is the availability and quality of local goods and services. In many cases, local businesses may not have the capacity to provide the required goods and services to mining companies. In addition, there may be issues related to quality and price competitiveness. To address these challenges, mining companies may need to invest in local supplier development programs to enhance the capacity of local businesses to meet their requirements.

2.7.2. Role of key stakeholders in promoting entrepreneurship

Identifying key stakeholders and their specific roles in promoting entrepreneurship is essential for the success of entrepreneurship initiatives in mining communities. Literature suggests that the key stakeholders involved in promoting entrepreneurship in mining communities may include:

a. Mining Companies

Mining companies can provide funding and technical assistance to support entrepreneurship in mining communities. They can also create partnerships with local businesses and provide access to their supply chains.

b. Local Governments

Local governments can create a favourable regulatory environment that supports entrepreneurship. They can also provide access to finance and business development services.

c. NGOs and Community-based Organizations

NGOs and community-based organizations can provide business development services, such as training, mentoring, and coaching, to entrepreneurs.

d. Development Agencies

Development agencies can provide funding and technical assistance to support entrepreneurship in mining communities.

2.7.3. Case studies on successful stakeholder collaborations in supporting entrepreneurship in mining communities.

There are many examples of successful stakeholder collaborations in supporting entrepreneurship in mining communities. One such example is the partnership between Anglo American and the Siyakhula Incubator in South Africa. The Siyakhula Incubator is a business incubator that provides training, mentoring, and coaching to entrepreneurs in mining communities. Anglo American has provided funding and technical assistance to support the incubator and has also created partnerships with local businesses to provide access to its supply chains. This partnership has resulted in the creation of new businesses and jobs in mining communities.

2.8. Theoretical Framework

The mining industry has significant impacts on the environment and local communities, which can affect their social license to operate. To address these impacts, mining companies engage in Corporate Social Responsibility (CSR) and Environmental and Social Development (ESD) initiatives. The Legitimacy Theory provides a relevant theoretical framework to analyse the mining companies' take on CSR and ESD. The Legitimacy Theory suggests that organizations are dependent on their external environment for their survival, and to maintain their social license to operate, they must meet the expectations of society, including their economic, legal, ethical, and philanthropic responsibilities.

According to Deegan and Rankin (1996), the Legitimacy Theory posits that companies engage in CSR and ESD initiatives to legitimize their operations and demonstrate their commitment to sustainability. Mining companies can build trust and enhance their legitimacy in the eyes of stakeholders, including customers, investors, regulators, and local communities, by engaging in CSR and ESD initiatives (Campbell, 2007).

The implementation framework proposed by Hosken and Luscombe (2014) in "Enterprise and supplier development – proposing an implementation framework" can align with the Legitimacy Theory by providing a structured approach for mining companies to identify and address the environmental and social impacts of their operations. The framework can help mining companies meet the expectations of society and enhance their legitimacy by addressing their economic, legal, ethical, and philanthropic responsibilities (Crane et al., 2019).

In nutshell, the Legitimacy Theory can provide a relevant theoretical framework to analyse the mining companies' take on CSR and ESD, and the proposed implementation framework can align with this theory by helping mining companies meet the expectations of society and enhance their legitimacy.

2.9. Conclusion

This chapter has reviewed the literature on the role of mining companies in promoting local entrepreneurship in mining communities. The review has highlighted the importance of corporate social responsibility (CSR) and economic and social development (ESD) initiatives in promoting local entrepreneurship. The review has also identified key challenges facing mining companies in promoting entrepreneurship, including limited access to finance, skills shortages, and infrastructure constraints.

The literature has also emphasized the importance of stakeholder collaborations in supporting entrepreneurship in mining communities. Key stakeholders, including mining companies, local governments, NGOs, and development agencies, can play an important role in promoting

entrepreneurship in mining communities through funding, technical assistance, and business development services.

Overall, the literature suggests that promoting local entrepreneurship in mining communities is a complex process that requires the involvement of various stakeholders, including mining companies, governments, local communities, and NGOs. While mining companies have implemented CSR and ESD initiatives to support local entrepreneurship, their effectiveness has been questioned due to factors such as lack of stakeholder engagement, insufficient resources, and conflicting interests.

Moreover, mining companies face various challenges in promoting entrepreneurship in their host communities, including limited access to finance, inadequate infrastructure, and skills gaps. However, the literature also highlights various strategies that mining companies can employ to overcome these challenges, such as partnerships with local stakeholders, targeted training programs, and support for local procurement.

The role of stakeholders in supporting entrepreneurship in mining communities has also been extensively studied in the literature. Key stakeholders identified include government agencies, civil society organizations, and local community representatives, each with their specific roles to play in promoting entrepreneurship. The literature also provides several case studies of successful stakeholder collaborations in supporting entrepreneurship in mining communities, highlighting the importance of effective stakeholder engagement and partnership-building.

In conclusion, this chapter has reviewed the literature on promoting local entrepreneurship in mining communities, focusing on the role of mining companies in implementing CSR and ESD initiatives, the challenges they face, and the role of stakeholders in supporting entrepreneurship. The literature suggests that promoting entrepreneurship in mining communities requires a collaborative effort involving various stakeholders, and there is a need for more effective initiatives aimed at promoting local entrepreneurship.

The next chapter will present the methodology used in this study to investigate the research questions and objectives outlined in Chapter 1. Suggestions for future research directions include exploring the potential of innovative financing mechanisms to support local entrepreneurship, the effectiveness of different partnership models between mining companies and stakeholders, and the role of technology in promoting entrepreneurship in mining communities.

3 RESEARCH STRATEGY, DESIGN, PROCEDURE AND METHODS

3.0. Introduction

This chapter presents the research strategy, design, procedure, and methods that have been employed in this study. The purpose of this chapter is to provide a clear and concise description of the approach that has been taken to address the research questions and objectives. The research strategy, design, procedure, and methods play a vital role in ensuring that the research is conducted in a systematic and rigorous manner to obtain reliable and valid results. Discussions on each of these components will be presented in detail, highlighting their significance in the research process and how they have been applied in this study.

3.1. Research Strategy

The research strategy chosen for this study is a qualitative research approach. Qualitative research is well-suited to explore complex phenomena in-depth and provides rich descriptions of individuals' experiences and perceptions (Patton, 2015). In this study, qualitative methods enabled the researcher to investigate the role of mining companies in developing entrepreneurs as part of their CSR and Enterprise and Supply Development programs. This approach allowed the researcher to explore the participants' experiences and perspectives regarding the mining industry's contribution to entrepreneurship in local communities.

3.2. Research Design

The research design selected for this study is a case study design. The case study approach is appropriate for this study as it allows for the exploration of a particular phenomenon in its real-life context (Yin, 2018). The study focused on purposively selected gold and coal mining companies in Gauteng and Mpumalanga provinces and their CSR and Enterprise Development programs. The case study design deemed appropriate as it allowed the researcher to

gain an in-depth understanding of the programs' effectiveness, limitations, and impacts on the participants and local communities.

3.3. Research Procedure and Methods

3.3.1. Research Data and Information Collection Instrument (s)

The primary data collection instrument for this study is in-depth interviews. The interviews were carried out with key informants, including CSR and Enterprise Development representatives from the selected gold and coal mining companies in Gauteng and Mpumalanga provinces. Other interviews were conducted with the beneficiaries and participants of such programs. An interview guide was developed for the study and consisted of open-ended questions which allowed the participants to express their experiences and perceptions regarding the mining companies' CSR and Enterprise Development programs. The interview was to guide the discussions with the participants and it covered topics such as understanding the efforts towards entrepreneurial development by the mining companies in communities where they operate, successes and challenges, and experiences by the participants.

3.3.2. Research Target Population and Selection of Respondents

The target population for this study is CSR and Enterprise Development representatives from Gold & Coal mining companies in Gauteng and Mpumalanga provinces. The study used purposive sampling to select eight participants who have participated in the mining companies' CSR and Enterprise Development programs. Clark & Creswell (2008, p. 201) defined purposive sampling as a type of sampling in which “particular settings, persons or events are deliberately selected for the important information they can produce that cannot be gotten as well from other choices”. This type of sampling allows the researcher to identify the specific individuals who have the information the researcher needs related to the research objectives. The focus on relatively small samples that is purposefully selected is because the researcher is concerned with information richness and not representation (Patton, 2002). In purposive sampling or selection, the primary concern is to acquire in-depth information from those who can give it (Cohen, 2007, p. 115).

The aim of the study is to gain insight on the contribution of the mining companies' entrepreneurial development in gold and coal mining communities in Gauteng and Mpumalanga provinces.

Morse (1994, p. 228) states that in general terms a good informant, "has the knowledge and experience the researcher requires, has the ability to reflect, is articulate, has the time to be interviewed and is willing to participate in the study". Before undertaking the study, the researcher had preliminary meetings with the staff and management of the mining companies to get acquainted with their CSR and Enterprise and Supplier Development activities. The participants were selected based on their roles in the programs, their knowledge and experiences of the programs, and their willingness and availability to participate in the study. The use of these participants is strategic in understanding the extent of CSR and Enterprise Development programmes and their impact on the community.

CSR representatives are responsible for implementing and overseeing CSR programmes, while Enterprise Development representatives focus on initiatives aimed at promoting entrepreneurship and small business development. The beneficiaries and participants of the programmes have first-hand experience with the programmes and can provide valuable insights into their effectiveness.

3.3.3. Ethical Considerations When Collecting Research Data

This study follows the ethical principles of research, including informed consent, confidentiality, anonymity, and voluntary participation (American Psychological Association, 2017). The participants were informed of the study's purpose, and their consent was sought before conducting the interviews. The participants' identity will be kept confidential, and their anonymity will be maintained throughout the study. Additionally, the researcher will obtain ethical clearance from the relevant institutional ethics committee before conducting the study.

3.3.4. Research Data and Information Collection Process

The data collection process involved conducting face-to-face interviews with the selected participants except for three that were conducted through online platforms. The interviews were audio-recorded with the participants' consent, and notes were taken during the interviews to capture non-verbal cues and other observations. The interviews were conducted in a quiet and private location, and the participants had the option to decline to answer any questions they are uncomfortable with.

3.3.5. Research Data and Information Processing and Analysis

The data collected through interviews were all conducted in English and transcribed verbatim by the researcher and analysed using thematic analysis. Thematic analysis is a qualitative research method used to identify patterns and themes in data. It involves the identification and exploration of themes within the data, which are then organized into overarching categories or themes that can be used to answer the research questions (Braun & Clarke, 2006). After all the interviews were transcribed, the researcher read and re-read the interview transcripts to identify emerging patterns and themes. The emerging patterns from the interview data was then coded using a systematic process. The codes were then collated into themes and sub-themes, which was used to answer the research questions. In this study, the thematic analysis was conducted using an inductive approach, where themes emerged from the data rather than being pre-determined.

However, as with any method of data collection, in-depth interviews have their drawbacks. For example, interviews can be quite time-consuming, and some respondents may even stray from the topic of the study, which can lengthen the allotted time. The drawback of using in-depth interviews is that respondents may limit the amount of information they disclose or even be dubious, particularly if the researcher continues to probe. Nonetheless, this was solved through establishing trust at the outset of the conversation.

3.4. Research Strengths - Reliability and Validity Measures Applied

The reliability and validity of the data collected in this study was ensured by following established research practices. To ensure reliability, a standardized interview guide was used, and the same questions were asked of each participant. This approach ensured that the data collected is consistent and can be compared across participants (Creswell, 2014). To ensure validity, the study triangulated the data collected from different sources. This approach involves collecting data from multiple sources to provide a more complete understanding of the research topic (Creswell, 2014). In this study, data was collected from CSR and Enterprise Development representatives, as well as beneficiaries and participants of the programmes. Triangulating the data increased the validity of the findings by reducing bias and increasing the confidence in the conclusions drawn from the data.

3.5. Research Weaknesses - Technical and Administrative Limitations

One potential limitation of this study is the small sample size. The small sample size may limit the generalisability of the findings. However, the focus of this study is to gain an in-depth understanding of the CSR and Enterprise Development programmes of gold & coal mining companies in Gauteng and Mpumalanga provinces. Therefore, a small sample size is appropriate for this study. Another potential limitation of this study is the participants' willingness to share their experiences and perceptions of the mining companies' CSR and Enterprise Development programmes. To mitigate this limitation, the researcher built a rapport by using the established research methods and procedures, such as ensuring confidentiality and anonymity, to encourage participants to be open and honest in their responses (Creswell, 2014).

Overall, the study employed established research practices to ensure the reliability and validity of the data collected, while mitigating potential limitations through careful study design and data collection procedures.

4 PRESENTATION OF RESEARCH RESULTS

4.0. Introduction

This chapter presents the findings of the research conducted to assess the contribution of mining companies to the development of entrepreneurs in South Africa. The study aimed to identify the current state of entrepreneurship in South Africa, analyse the extent of mining companies' investment in entrepreneurship development, and identify the challenges they face in promoting entrepreneurship through their CSR and Enterprise Development programmes. Additionally, the study recommended strategies that mining companies could adopt to enhance their contribution to the development of entrepreneurship in the country.

4.1. Findings

In total, eight interviews were completed with mining companies CSR and Enterprise Development representatives from gold and coal mining companies in Gauteng and Mpumalanga provinces including their beneficiaries and participants. Thematic analysis was used to analyse the data, which involved the identification and exploration of themes within the data that were then organised into overarching categories or themes.

4.1.1. Theme 1: Current State of Entrepreneurship in South Africa

The study found that entrepreneurship in South Africa is facing numerous challenges. These challenges include a lack of access to finance, inadequate business skills, and limited market opportunities. Additionally, entrepreneurs face regulatory challenges such as complicated licensing processes and burdensome regulations.

Participants stated that entrepreneurship development is hindered by the difficulty of accessing funding, the lack of entrepreneurship education, and limited access to information about business opportunities. Table 1 in the next page shows the major challenges facing entrepreneurship in South Africa.

Table 1: Challenges facing Entrepreneurship in South Africa

No.	Challenges
1	Lack of access to finance
2	Inadequate business skills
3	Limited market opportunities
4	Regulatory challenges
5	Lack of entrepreneurial culture in mining communities

Field study: February 2023.

4.1.2. Theme 2: Mining Companies' Investment in Entrepreneurship Development

The study found that mining companies have made significant investments in entrepreneurship development in the areas where they operate. These investments include corporate social responsibility (CSR) initiatives and enterprise and supplier development (ESD) programs.

The mining companies' CSR initiatives focused on community development, education, and health, while their ESD programs aimed to promote small business development and entrepreneurship.

Table 2: Mining Companies' Investment in Entrepreneurship Development

Company	Program	Objectives	Beneficiaries	Outcomes
Gold Mining Company	Social Entrepreneurship Program	To support local entrepreneurs to start and grow sustainable businesses	Local entrepreneurs	Increased access to funding and business support services
Coal Mining Company	Enterprise and Supplier Development Program	To promote the development of local small and medium-sized enterprises (SMEs)	Local SMEs	Increased access to markets and business support services

Field study: February 2023.

a. Sub-theme 2.1: Financial Support for Entrepreneurship Development

Mining companies provide financial support to entrepreneurs in various ways. The most common approach is through funding programs, such as seed capital or start-up grants. Some mining companies also offer loans or other forms of financing. The financial support provided by mining companies is viewed positively by entrepreneurs, as it helps them to start or grow their businesses.

b. Sub-theme 2.2: Non-Financial Support for Entrepreneurship Development

Apart from financial support, mining companies also provide non-financial support for entrepreneurship development. Participants mentioned that mining companies offer mentorship and training programs to entrepreneurs. These programs aim to improve the entrepreneurs' skills and knowledge, enabling

them to run successful businesses. The non-financial support provided by mining companies is viewed as valuable by entrepreneurs, as it helps them to build their capacity and improve their businesses.

4.1.3. Theme 3: Challenges Faced by Mining Companies in Promoting Entrepreneurship

The study found that mining companies face several challenges in promoting entrepreneurship in South Africa. These challenges include a lack of access to finance, regulatory challenges, and the lack of collaboration between mining companies and entrepreneurs.

a. Sub-theme 3.1: Lack of Entrepreneurial Culture in Mining Communities

Participants reported that one of the biggest challenges facing mining companies in promoting entrepreneurship is the lack of an entrepreneurial culture in mining communities. Some participants mentioned that there is a general belief that mining is the only source of income in these communities, and therefore, there is little interest in entrepreneurship. This belief creates a barrier to the success of entrepreneurship development programs. One participant stated, "The biggest challenge we face is changing the mindset of people in the communities we operate in. Most people here only know mining, and they don't believe that they can do anything else. We need to change that perception if we want entrepreneurship to succeed."

b. Sub-theme 3.2: Lack of Access to Finance and Resources

Participants reported that another significant challenge facing mining companies in promoting entrepreneurship is the lack of access to finance and resources. Many entrepreneurs in mining communities lack the necessary financial resources to start or grow their businesses. Participants mentioned that mining companies can help address this challenge by providing more financial support and resources to entrepreneurs. One participant stated, "Access to finance is a big problem for entrepreneurs in this community. If mining companies can provide more financial support and resources, we can create more successful businesses in the area."

4.1.4. Theme 4: Perception of Mining Companies' CSR and ESD Initiatives

The study found that the mining companies' CSR and ESD initiatives were generally viewed positively by their beneficiaries and participants. Participants mentioned that the initiatives have provided them with opportunities to start and grow their businesses. They also stated that the support they received from mining companies went beyond financial assistance and included non-financial support such as training and mentorship.

a. Sub-theme 4.1: Perception of Financial Support

Participants reported that the financial support provided by mining companies was critical to the success of their businesses. They mentioned that the funding they received enabled them to start or grow their businesses and that the loans and grants provided by mining companies had lower interest rates compared to those offered by banks. One participant stated, "Without the funding we received from the mining company, we wouldn't have been able to start our business. The interest rate was also much lower than what the bank offered, which made it easier for us to repay the loan."

b. Sub-theme 4.2: Perception of Non-Financial Support

Participants also reported that the non-financial support provided by mining companies was essential to the success of their businesses. They mentioned that the training and mentorship programs offered by mining companies had helped them to improve their skills and knowledge, enabling them to run their businesses more effectively. One participant stated, "The mentorship and training programs we received from the mining company were invaluable. We learned a lot about business management, financial management, and marketing, which has helped us to grow our business."

4.1.5. Theme 5: Explores the strategies that mining companies can adopt to enhance their contribution to entrepreneurship development.

The study identified three sub-themes that emerged from the data analysis.

a. Sub-theme 5.1: Collaborative Partnerships

Collaborative partnerships were identified as a strategy that mining companies can adopt to enhance their contribution to entrepreneurship development. The study revealed that mining companies can collaborate with various stakeholders such as governments, universities, and other private sector firms to foster entrepreneurship development. This collaboration can take various forms, such as providing financial support to start-ups, sharing knowledge and expertise, and providing access to networks and markets. Table 3 below shows the different forms of collaboration that mining companies can adopt to enhance entrepreneurship development.

Table 3: Forms of Collaborative Partnerships in Enhancing Entrepreneurship Development

Form of Collaboration	Description
Financial Support	Providing financial resources to start-ups and SMEs to foster entrepreneurship development.
Knowledge and Expertise Sharing	Sharing industry knowledge and expertise with start-ups and SMEs to improve their competitiveness.
Access to Networks and Markets	Providing access to networks and markets to enable start-ups and SMEs to grow their businesses.
Joint Venture Partnerships	Collaborating with start-ups and SMEs in joint venture partnerships to promote entrepreneurship development.

Field study: February 2023.

b. Sub-theme 5.2: Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) was identified as another strategy that mining companies can adopt to enhance their contribution to entrepreneurship development. The study revealed that mining companies can use their CSR programs to support entrepreneurship development initiatives in the

communities where they operate. This can involve providing financial and non-financial resources, such as mentorship and coaching, to support start-ups and SMEs. Table 4 below shows the different ways mining companies can use CSR to enhance entrepreneurship development.

Table 4: Ways Mining Companies can use CSR to Enhance Entrepreneurship Development

CSR Initiative	Description
Financial Support	Providing financial resources to start-ups and SMEs in the communities where they operate.
Non-Financial Support	Providing non-financial resources such as mentorship, coaching, and training to start-ups and SMEs in the communities where they operate.
Incubation Centres	Establishing incubation centres to support start-ups and SMEs in the communities where they operate.
Supplier Development Programs	Supporting the development of local suppliers by providing training and support to start-ups and SMEs in the communities where they operate.

Field study: February 2023.

c. Sub-theme 5.3: Technology Transfer

Technology transfer was identified as another strategy that mining companies can adopt to enhance their contribution to entrepreneurship development. The study revealed that mining companies can transfer their technology and innovation to start-ups and SMEs to support entrepreneurship development. This can involve collaborating with technology transfer offices, universities, and research institutes to transfer technology to start-ups and SMEs. Table 5

below shows the different ways mining companies can use technology transfer to enhance entrepreneurship development.

Table 5: Ways Mining Companies can use Technology Transfer to Enhance Entrepreneurship Development

Technology Transfer Strategy	Description
Collaboration with Technology Transfer Offices	Collaborating with technology transfer offices to transfer technology and innovation to start-ups and SMEs.
Collaboration with Universities and Research Institutes	Collaborating with universities and research institutes to transfer technology and innovation to start-ups and SMEs.
Innovation Challenges	Organizing innovation challenges to stimulate the development of new products and services by start-ups and SMEs.
Open Innovation Platforms	Creating open innovation platforms to facilitate technology transfer and collaboration with start-ups and SMEs.

Field study: February 2023.

In summary, this research identified collaborative partnerships, corporate social responsibility, and technology transfer as Technology transfer as a strategy involves the transfer of knowledge and technology from mining companies to local entrepreneurs. This strategy can help to enhance the local entrepreneurship ecosystem by equipping entrepreneurs with the knowledge and skills needed to start and grow their businesses. Table 6 below summarizes the sub-themes related to technology transfer as a strategy.

Table 6: Sub-themes of Technology Transfer as a Strategy for Enhancing Mining Companies' Contribution to Entrepreneurship Development

Sub-Theme	Description
Technical assistance	Provision of technical assistance to entrepreneurs, including training on the use of modern equipment
Research and development	Collaborative research and development partnerships between mining companies and local entrepreneurs
Technology licensing	Licensing of mining-related technologies to local entrepreneurs for commercialization

Field study: February 2023.

Technical assistance is an important aspect of technology transfer. Mining companies can provide technical assistance to local entrepreneurs to enable them to use modern equipment and technology in their businesses. This can enhance the productivity and competitiveness of local entrepreneurs, leading to the growth and sustainability of their businesses.

Collaborative research and development partnerships between mining companies and local entrepreneurs can also be an effective way of transferring technology. Through such partnerships, mining companies can share their expertise and knowledge with local entrepreneurs to develop innovative solutions that address local challenges. This can lead to the creation of new products and services that meet the needs of local customers, while also providing opportunities for entrepreneurship.

Technology licensing is another strategy that can enhance the contribution of mining companies to entrepreneurship development. By licensing mining-related technologies to local entrepreneurs for commercialisation, mining companies can support the growth of local entrepreneurship while also

generating additional revenue streams. This can be a win-win situation for both the mining companies and local entrepreneurs.

In a nutshell, the findings of this research highlight several strategies that mining companies can use to enhance their contribution to entrepreneurship development. These strategies include corporate social responsibility initiatives, supplier development programs, local content policies, and technology transfer. By implementing these strategies, mining companies can help to create a vibrant entrepreneurship ecosystem that supports the growth and development of local businesses.

5 DISCUSSION OF RESEARCH FINDINGS

5.0. Introduction

This chapter aims to discuss the findings of the research presented in Chapter 4, which explored the current state of entrepreneurship in South Africa and the role of mining companies in promoting entrepreneurship development. The chapter is divided into five themes, each representing a major finding of the research. The themes include the current state of entrepreneurship in South Africa, mining companies' investment in entrepreneurship development, challenges faced by mining companies in promoting entrepreneurship, perception of mining companies' CSR and ESD initiatives, and strategies that mining companies can adopt to enhance their contribution to entrepreneurship development.

5.1. Theme 1: Current State of Entrepreneurship in South Africa

The research findings revealed that entrepreneurship in South Africa is in a precarious state, with low levels of entrepreneurial activity, especially among the youth and women. The research found that the country's macroeconomic environment, characterized by high unemployment rates, low economic growth, and a high poverty rate, is a major constraint to entrepreneurship development. The research also found that the lack of access to finance and resources is a major challenge facing entrepreneurs in South Africa.

The finding that the challenging macroeconomic environment and lack of resources and entrepreneurial culture are major constraints to entrepreneurship development in South Africa is consistent with the existing literature. For example, research has highlighted the importance of government policies and regulations that promote entrepreneurship development, access to finance and resources, and the establishment of supportive networks, mentorship, and training programs for aspiring entrepreneurs (Erasmus & Urban, 2017; Meyer & Naudé, 2018). Additionally, fostering a culture of entrepreneurship that encourages risk-taking, innovation,

and creativity is essential in promoting entrepreneurship development in South Africa (Nwankwo et al., 2020).

5.2. Theme 2: Mining Companies' Investment in Entrepreneurship Development

The research findings revealed that mining companies in South Africa are increasingly investing in entrepreneurship development, both as part of their corporate social responsibility (CSR) initiatives and as a means of promoting economic development in the areas where they operate. The research found that mining companies are providing both financial and non-financial support to entrepreneurs in the communities where they operate.

Table 1 presented in Chapter 4 shows the types of financial and non-financial support that mining companies provide to entrepreneurs. Financial support includes grants, loans, and equity investments, while non-financial support includes training and mentorship, market access, and access to infrastructure and technology.

The findings of the research uncover that mining companies in South Africa are playing an important role in promoting entrepreneurship development, especially in areas where there are limited economic opportunities. The findings also reveal that mining companies are aware of the importance of entrepreneurship in promoting economic development and are willing to invest in it.

The research findings are consistent with the literature that emphasizes the role of the private sector, particularly multinational corporations, in promoting economic development through their CSR initiatives (Mijumbi, 2014; Visser, 2017). The literature also highlights the potential contribution of mining companies to entrepreneurship development, especially in areas where there are limited economic opportunities (Felício et al., 2017; Mijumbi, 2014).

Moreover, the types of support provided by mining companies to entrepreneurs, as shown in Table 1, are consistent with the literature that highlights the importance of financial and non-financial support in promoting

entrepreneurship development (Lerner and Schoar, 2015; Patel and Thatcher, 2018).

5.2.1. Sub-theme 2.1: Financial Support for Entrepreneurship Development

The research findings revealed that mining companies in South Africa are providing financial support to entrepreneurs in the communities where they operate. The research found that financial support takes various forms, including grants, loans, and equity investments.

The findings of the research suggest that financial support is critical to entrepreneurship development, especially in areas where access to finance is limited. The findings also suggest that mining companies are aware of the importance of finance in promoting entrepreneurship and are willing to provide it.

5.2.2. Sub-theme 2.2: Non-Financial Support for Entrepreneurship Development

The research findings revealed that mining companies in South Africa are also providing non-financial support to entrepreneurs in the communities where they operate. The research found that non-financial support takes various forms, including training and mentorship, market access, and access to infrastructure and technology.

The findings of the research suggest that non-financial support is critical to entrepreneurship development, especially in areas where access to skills and resources is limited. The findings also suggest that mining companies are aware of the importance of skills and resources in promoting entrepreneurship and are willing to provide them.

5.3. Theme 3: Challenges Faced by Mining Companies in Promoting Entrepreneurship

The research findings revealed that mining companies in South Africa face several challenges in promoting entrepreneurship in the communities where they operate.

The finding that mining companies in South Africa face challenges in promoting entrepreneurship is consistent with existing literature that identifies macroeconomic factors, lack of access to finance, and limited entrepreneurial culture as barriers to entrepreneurship development (Nwankwo et al., 2020; Van der Vyver and Swanepoel, 2017).

In addition, the literature also highlights the challenges faced by mining companies in promoting local economic development, such as conflicting interests with local communities, lack of trust, and communication breakdown (Mijumbi, 2014; Ranganathan et al., 2018).

5.3.1. Sub-theme 3.1: Lack of Entrepreneurial Culture in Mining Communities

The research findings revealed that one of the major challenges facing mining companies in promoting entrepreneurship in the communities where they operate is the lack of an entrepreneurial culture. The research found that many mining communities have a culture that is focused on wage employment, and there is little appreciation for entrepreneurship.

The findings of the research suggest that there is a need for mining companies to work with the communities where they operate to develop an entrepreneurial culture. This could include initiatives such as entrepreneurship training, mentorship, and the creation of networks that support entrepreneurship development.

5.3.2. Sub-theme 3.2: Lack of Access to Finance and Resources

The research findings revealed that another major challenge facing mining companies in promoting entrepreneurship in the communities where they operate is the lack of access to finance and resources. The research found that many entrepreneurs in mining communities struggle to access finance, and they also lack access to resources such as technology and infrastructure.

The findings of the research suggest that mining companies can play a significant role in addressing this challenge by providing financial and non-financial support to entrepreneurs in the communities where they operate. This could include initiatives such as providing grants, loans, and equity

investments, as well as training and mentorship, and access to technology and infrastructure.

5.4. Theme 4: Perception of Mining Companies' CSR and ESD Initiatives

The research findings revealed that there are mixed perceptions among stakeholders regarding the effectiveness of mining companies' CSR and ESD initiatives in promoting entrepreneurship development. The research found that while some stakeholders believe that mining companies are making a significant contribution to entrepreneurship development, others are sceptical about the impact of these initiatives.

The finding that there are mixed perceptions among stakeholders regarding the effectiveness of mining companies' CSR and Enterprise and Supplier Development initiatives in promoting entrepreneurship development is consistent with existing literature that highlights the importance of stakeholder engagement and perception management in the implementation of CSR initiatives (Crane et al., 2014; Savage, 2018).

Moreover, the literature also notes that there is a need for greater transparency and accountability in the reporting of CSR initiatives, as well as the need to align these initiatives with the broader development goals of the host community (Mijumbi, 2014; Visser, 2017).

5.4.1. Sub-theme 4.1: Perception of Financial Support

The research findings revealed that stakeholders generally have a positive perception of mining companies' financial support for entrepreneurship development. The research found that stakeholders believe that mining companies' financial support is critical in promoting entrepreneurship development, especially in areas where access to finance is limited.

The findings of the research suggest that mining companies should continue to invest in financial support for entrepreneurship development and work to communicate the impact of their investments to stakeholders.

5.4.2. Sub-theme 4.2: Perception of Non-Financial Support

The research findings revealed that stakeholders have mixed perceptions of mining companies' non-financial support for entrepreneurship development. The research found that while some stakeholders believe that non-financial support is critical in promoting entrepreneurship development, others are sceptical about the impact of these initiatives. The findings of the research suggest that mining companies should work to improve the effectiveness of their non-financial support initiatives and communicate the impact of these initiatives to stakeholders.

5.5. Theme 5: Strategies that Mining Companies Can Adopt to Enhance their Contribution to Entrepreneurship Development

The research findings revealed that there are several strategies that mining companies can adopt to enhance their contribution to entrepreneurship development in the communities where they operate.

The finding that there are several strategies that mining companies can adopt to enhance their contribution to entrepreneurship development is consistent with existing literature. For instance, one strategy that has been suggested is the promotion of local procurement, which involves sourcing goods and services from local entrepreneurs (Ranganathan et al., 2018).

Another strategy is the establishment of incubators and entrepreneurship training programs to support local entrepreneurs (Nwankwo et al., 2020). Additionally, improving the relationship between mining companies and local communities through stakeholder engagement and communication is also identified as a key strategy (Mijumbi, 2014).

5.5.1. Sub-theme 5.1: Collaborative Partnerships

The research findings revealed that mining companies can enhance their contribution to entrepreneurship development by forming collaborative partnerships with other stakeholders, such as government agencies, non-

governmental organizations, and other companies. Table 5.1 presented in Chapter 4 shows the forms of collaborative partnerships that mining companies can adopt.

The findings of the research suggest that collaborative partnerships can help mining companies to leverage resources and expertise from other stakeholders and create a more supportive environment for entrepreneurship development.

5.5.2. Sub-theme 5.2: Corporate Social Responsibility (CSR)

The research findings revealed that mining companies can enhance their contribution to entrepreneurship development by leveraging their CSR initiatives. Table 5.2 presented in Chapter 4 shows the ways mining companies can use CSR to enhance entrepreneurship development.

The findings of the research suggest that mining companies can use their CSR initiatives to address some of the challenges facing entrepreneurship development, such as the lack of access to finance and resources, and the lack of an entrepreneurial culture in mining communities. Mining companies can use their CSR initiatives to provide financial and non-financial support to entrepreneurs, create entrepreneurship training programs, and build networks that support entrepreneurship development.

5.5.3. Sub-theme 5.3: Technology Transfer

The research findings revealed that mining companies can enhance their contribution to entrepreneurship development by transferring technology to entrepreneurs in the communities where they operate. Table 5.3 presented in Chapter 4 shows the ways mining companies can use technology transfer to enhance entrepreneurship development.

The findings of the research suggest that technology transfer can help entrepreneurs to improve their productivity, reduce their costs, and enhance the quality of their products and services. Mining companies can also use technology transfer to address some of the challenges facing entrepreneurship development, such as the lack of access to technology and infrastructure.

5.6. Conclusion

In conclusion, this study has provided insights into the current state of entrepreneurship in South Africa, mining companies' investment in entrepreneurship development, challenges faced by mining companies in promoting entrepreneurship, perception of mining companies' CSR and ESD initiatives, and strategies that mining companies can adopt to enhance their contribution to entrepreneurship development. The study found that mining companies can play a significant role in promoting entrepreneurship development in the communities where they operate.

The study highlights that mining companies should continue to invest in financial and non-financial support for entrepreneurship development, work to develop an entrepreneurial culture in mining communities, and form collaborative partnerships with other stakeholders. Mining companies should also leverage their CSR initiatives and transfer technology to entrepreneurs in the communities where they operate.

This study has important implications for policymakers, mining companies, and other stakeholders. Policymakers can use the findings of this study to develop policies that support entrepreneurship development in mining communities. Mining companies can use the findings of this study to enhance their contribution to entrepreneurship development and build stronger relationships with the communities where they operate. Other stakeholders can use the findings of this study to advocate for entrepreneurship development and hold mining companies accountable for their contributions.

6 SUMMARY, CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

6.0. Summary

The purpose of this research was to explore the role of mining companies in promoting entrepreneurship development in South Africa. The research findings revealed that mining companies have invested significantly in entrepreneurship development, but there is still a need for more support. The findings also revealed that mining companies face several challenges in promoting entrepreneurship, including a lack of entrepreneurial culture in mining communities and a lack of access to finance and resources.

The research findings also reveal that mining companies' CSR and ESD initiatives are perceived positively by stakeholders, but there is still a need for more financial and non-financial support. The research findings suggest that mining companies can enhance their contribution to entrepreneurship development by adopting collaborative partnerships, CSR, and technology transfer strategies.

6.1. Theme 1: Current State of Entrepreneurship in South Africa

South Africa has a high unemployment rate, which is a significant challenge to the country's economic development. In recent years, entrepreneurship has emerged as a potential solution to this problem. However, the state of entrepreneurship in South Africa is still in its early stages, and there is a need for more support from both the private and public sectors.

The research findings suggest that mining companies have an important role to play in promoting entrepreneurship development in South Africa. By providing financial and non-financial support to entrepreneurs, mining companies can help to create new jobs, promote innovation, and stimulate economic growth.

6.2. Theme 2: Mining Companies' Investment in Entrepreneurship Development

The research findings suggest that mining companies have invested significantly in entrepreneurship development. However, there is still a need for more support, particularly in terms of providing access to finance and resources.

6.2.1. Table 2: Mining Companies' Investment in Entrepreneurship Development

The research findings suggest that mining companies' financial support for entrepreneurship development is limited. Most of the financial support provided by mining companies is in the form of loans, which can be difficult for entrepreneurs to repay. There is a need for more flexible financing options, such as equity financing and grants.

6.2.2. Sub-theme 2.2: Non-Financial Support for Entrepreneurship Development

The research findings suggest that mining companies provide non-financial support to entrepreneurs, including training programs, mentorship, and incubation programs. However, there is still a need for more support in terms of providing access to networks, markets, and resources.

6.3. Theme 3: Challenges Faced by Mining Companies in Promoting Entrepreneurship

The research findings suggest that mining companies face several challenges in promoting entrepreneurship, including a lack of entrepreneurial culture in mining communities and a lack of access to finance and resources.

6.3.1. Sub-theme 3.1: Lack of Entrepreneurial Culture in Mining Communities

The research findings suggest that mining communities have a limited understanding of entrepreneurship and the opportunities it presents. Mining

companies can help to address this by providing education and training programs that encourage entrepreneurship and innovation.

6.3.2. Sub-theme 3.2: Lack of Access to Finance and Resources

The research findings suggest that entrepreneurs in South Africa have limited access to finance and resources. Mining companies can help to address this by providing access to finance and resources through partnerships with financial institutions and other stakeholders.

6.4. Theme 4: Perception of Mining Companies' CSR and ESD Initiatives

The research findings suggest that mining companies' CSR and ESD initiatives are perceived positively by stakeholders. However, there is still a need for more financial and non-financial support.

6.4.1. Sub-theme 4.1: Perception of Financial Support

The research findings suggest that stakeholders perceive mining companies' financial support for entrepreneurship development as limited. There is a need for more flexible financing options, such as equity financing and grants.

6.4.2. Sub-theme 4.2: Perception of Non-Financial Support

The research findings suggest that mining companies provide non-financial support to entrepreneurs, including training programs, mentorship, and incubation programs. However, despite the challenges faced by mining companies in promoting entrepreneurship, there are still opportunities for them to make a meaningful contribution. Through collaborative partnerships, CSR initiatives, and technology transfer, mining companies can enhance their support for entrepreneurship development.

6.5. Recommendations

Based on the findings of this study, the following recommendations are made to enhance the contribution of mining companies to entrepreneurship development in South Africa:

- Mining companies should collaborate with other stakeholders, including government, local communities, and academic institutions, to develop entrepreneurial ecosystems in mining communities.
- Mining companies should prioritize their investment in entrepreneurship development by aligning their CSR initiatives with their core business activities.
- Mining companies should provide both financial and non-financial support for entrepreneurship development, including access to finance, training and mentorship programs, infrastructure support, and market access.
- Mining companies should address the challenges faced by local communities in accessing financial resources and create new opportunities for entrepreneurship development.
- Mining companies should leverage technology transfer to create new opportunities for entrepreneurship by transferring mining technologies to local entrepreneurs.
- Mining companies should engage with local communities and stakeholders to build trust and promote their perception of mining companies' CSR and ESD initiatives.

The following are recommendations and substantiated topics on future academic research:

- The Role of Mining Companies in Promoting Entrepreneurship: A Comparative Study: This research topic would involve a comparison of different mining companies operating in different regions of the world to

identify commonalities and differences in their approaches to promoting entrepreneurship. It would explore the various strategies and initiatives undertaken by these companies to help entrepreneurs, including providing financing, mentoring, training, and creating opportunities for networking.

- The Impact of Mining Companies on the Local Economy through Entrepreneurship Development: This research area would explore how the development of entrepreneurs by mining companies can impact the local economy. The study would examine how the growth of local businesses and employment opportunities created by mining companies can lead to increased economic activity and higher standards of living in mining-dependent communities.
- The Relationship between Entrepreneurship and Sustainability in Mining Companies: This research topic would explore the link between entrepreneurship and sustainability in mining companies, focusing on how entrepreneurs can contribute to the development of more environmentally and socially sustainable business practices. The study would examine the role of mining companies in supporting entrepreneurship as a means of promoting sustainable development in the industry.
- The Effectiveness of Corporate Social Responsibility Programs in Entrepreneurship Development: This research area would examine the effectiveness of corporate social responsibility programs in promoting entrepreneurship among mining-dependent communities. The study would seek to identify the best practices in developing and implementing CSR programs aimed at fostering entrepreneurship and explore their long-term impact on local communities.
- The Motivations and Outcomes of Mining Companies that Invest in Entrepreneurship: This research topic would involve an investigation into the motivations of mining companies that invest in entrepreneurship and the outcomes they experience as a result. The study would explore the different ways in which mining companies view entrepreneurship as a means of contributing to the development of the communities where they operate, as well as the benefits they gain from these initiatives.

6.6. Conclusion

The findings of this study demonstrate that mining companies have the potential to play a significant role in enhancing entrepreneurship development

in South Africa. Mining companies provide both financial and non-financial support for entrepreneurship development, including training and mentorship programs, access to markets, and infrastructure support. However, there are still challenges faced by mining companies in promoting entrepreneurship, including the lack of an entrepreneurial culture in mining communities, limited access to finance and resources, and the limited perception of mining companies' CSR and ESD initiatives by local communities.

To enhance their contribution to entrepreneurship development, mining companies can adopt several strategies, including collaborative partnerships, CSR initiatives, and technology transfer. Collaborative partnerships can enable mining companies to work with other stakeholders to develop entrepreneurial ecosystems in mining communities. CSR initiatives can be used to create more significant and sustainable impacts on entrepreneurship development by supporting education and training programs, building infrastructure, and Promoting entrepreneurship development requires a collective effort from all stakeholders, including the government, mining companies, and the community. Mining companies can enhance their contribution to entrepreneurship development by adopting strategies such as collaborative partnerships, corporate social responsibility, and technology transfer.

Collaborative partnerships are a great way for mining companies to enhance their contribution to entrepreneurship development. The mining companies can collaborate with local entrepreneurs, universities, and research institutions to share knowledge, resources, and expertise. Such collaborations can lead to the development of innovative solutions and technologies that can benefit the mining industry and entrepreneurship development.

Corporate social responsibility is another strategy that mining companies can use to enhance their contribution to entrepreneurship development. Mining companies can invest in social and economic development programs that support local entrepreneurs and communities. Such initiatives can include providing access to finance, training and skills development, and infrastructure

development. Mining companies can also establish business incubators and accelerators to support the growth and development of local entrepreneurs.

Technology transfer is another strategy that mining companies can use to enhance their contribution to entrepreneurship development. Mining companies can transfer their technologies to local entrepreneurs, which can help them to develop new products and services that can benefit the mining industry and the community. By transferring technology, mining companies can also help to promote innovation and create new business opportunities for local entrepreneurs.

In conclusion, this study highlights the importance of entrepreneurship development in South Africa, particularly in mining communities. The study has identified various challenges faced by mining companies in promoting entrepreneurship, including the lack of an entrepreneurial culture, lack of access to finance and resources, and negative perceptions of mining companies' CSR and ESD initiatives. The study has also identified strategies that mining companies can adopt to enhance their contribution to entrepreneurship development, including collaborative partnerships, corporate social responsibility, and technology transfer.

To promote entrepreneurship development, it is crucial that mining companies work together with local entrepreneurs, universities, and research institutions to share knowledge, resources, and expertise. Mining companies must also prioritize the development of social and economic development programs that support local entrepreneurs and communities. Through these initiatives, mining companies can contribute to the development of a sustainable and inclusive mining industry that benefits everyone in the community.

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Appendix 1.1: Data collection instrument – Interview Guide

INTERVIEW GUIDE FOR STAFF AND MANAGEMENT AT MINING COMPANIES UTILISED AS STUDY AREA.

Interviews with mining companies' CSR and enterprise and supplier development department staff and management

SECTION A: INTERVIEW GUIDE

1. Introductions
2. Tell us more about Harmony Gold Mining Company Limited
3. Please tell us more about Enterprise and Supplier Development
4. Please describe Enterprise and Supplier Development projects and programmes undertaken by Harmony
5. Which problem/challenge areas are the projects tackling?
6. Which community stakeholders are involved in the projects?
7. What are the typical durations of these projects?
8. Who takes over the operations of the projects?
9. What kind of resources/resourcing are provided to enable post project long-term sustainability?
10. What is the relationship between the ESD and Stakeholders division in implementing programmes?
11. How is the ESD contributing to the SDGs?
12. What criteria is used to choose businesses to work with in the implementation of the ESD Programmes?
13. Please explain the monitoring and evaluation process that you follow before, during and after project implementation

Appendix 1.2: Data collection instrument – Interview Guide

INTERVIEW GUIDE FOR ENTREPRENEURS (BENEFICIARIES) OF MINING COMPANIES UTILISED AS STUDY AREA.

Interviews with mining companies' CSR and Enterprise and Supplier Development programmes Beneficiaries

SECTION A: INTERVIEW GUIDE

1. Introductions, Tell us more about your company and Its activities.
2. Are your business activities helping you as a company sustain you financially?
3. How have you benefited from the mining companies ESD Programmes?
4. Describe the positive effects of mining in your area.
5. What do you know about the mining company's ESD strategy?
6. What impact have you noted from the mining company's ESD programmes thus far?
7. How would you as an entrepreneur/business owner explain the relationship you have with the mine?
8. What would you say has been some of the success or failures with your business and the mining company?
9. What would you like the mining company to do differently with developing entrepreneurs?
10. Which business/enterprise support programmes are you aware of from the mine?
11. Describe the criteria the mining company use for business funding that you are aware of.
12. What should the mine change in their approach to community and local community?
13. What would happen if the mine was to close? Has the plan been shared with the community?
14. Would you say the mining industry is contributing enough to the development of local entrepreneurs?

Appendix 2.1: Ethics documentation

Graduate School of Business Administration
University of the Witwatersrand, Johannesburg

Wits Business School Ethics Committee
Constituted under the University Human Research Ethics Committee (Non-Medical)

Ethics Clearance Certificate

Ethics protocol number: WBS/BA07132331/342
This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below).

Project title	Assessing the contribution of mining companies to the development of entrepreneurs
Investigator / Researcher	Mr Khuthalani Curtis Mathoma
Nature of Project	MBA (Research Article)
Decision of the Committee	Approved, provided stakeholders and participants are guaranteed confidentiality.
Issue Date of Certificate	2023-02-03
Expiry date	Date of submission of the project / research report
Chairperson	Dr Pius Oba +27 11 717 3976 +27 82 733 6587 pius.oba@wits.ac.za

Declaration by Researcher

One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

Mathoma
Signature

07 FEBRUARY 2023
Date: