



Sustainable community development and corporate social investments by a platinum mining company in South Africa

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in African Philanthropy

Supervisor

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Declaration

I confirm that this is my own unassisted work unless I have stated such. I am aware that plagiarism is not permitted. I further confirm that I have submitted this work only for a Master of Management in African Philanthropy at the University of Witwatersrand, South Africa, Johannesburg. I confirm that this research report I have not submitted this research paper to any other university or higher education institution in order to be considered for examination.

A handwritten signature in black ink. The signature is cursive and appears to be 'M. E. G. M.' followed by a long horizontal stroke. The initials 'M.E.' are written above the first part of the signature.

02/02/2024

Acknowledgement

First, I would love to call this qualification “Surely the presence of God is with us wherever we go”. To my parents (The late Mr Samuel Motaung and my mom present in the flesh Mrs Kenosi Motaung) and siblings (Tshepo, Thato, Mamoroaneng and Tshiamo) this qualification is a story about how you have endured. You have had to endure so much to get me to where I am, and I have seen so much of your strength being put into this work. There is not a single challenge that you have not experienced with me. Thank you so much, my family.

I have the utmost respect and gratitude to my research supervisor, Prof. Jacob Mati. Thank you for supporting me through this journey. You have created a gem by supervising me. I am indebted to you because you nurtured me. You went over and above to help me throughout my research journey.

I would like to express my immense gratitude to all my participants who were so crucial to the knowledge base that I have built because of this research. Even when I interviewed you with a shaking voice and no experience, you welcomed all my questions.

Lastly, but not least, my children; Orefile, Thanolelo, Bokamoso, Boikanyego, Odirafaditse, Onkarabile, Adirafaditswe and Tharollo, you will fly higher than I ever have, thank you.

“As for me and my children we are for signs and wonders that the world is yet to see. AMEN”

Isaiah 8:18

Dedication

Today, I dedicate this qualification to Jesus Christ My Saviour and my dearest parents; Mrs Kenosi Hildah Motaung and the late Mr Samuel Ramasedi Motaung. This is the greatest kingdom prayer being answered and I am yet to make you proud but for now, hold on to this qualification.

We have set new generational patterns and together we have built a more promising future for our children. Like an arrow in your quiver, you have sent me, and I am here.

Although my father is late, it is his love and reaffirming words when he was still alive that were a sending.

Abstract

South African mining companies implement corporate social investment (CSI) projects meant to benefit host communities by addressing various development needs. However, constant conflicts arise between these communities and mining companies despite these CSI projects. Using a qualitative case study approach, this study sought to understand reasons for the persistence of this conflict. The study applied the Ladder of Citizen Participation (Arnstein, 1969) in analysing the design and implementation of CSI programmes of one platinum mining company in South Africa. Findings suggest that existing conflicts reflect a dissonance between the mining company's CSI objectives and community development needs, illustrated by the poor quality of engagement with local communities in determining CSI priorities. Specifically, inferior quality community consultations, lack of communication about forums for consultation and poor community representation in consultation processes hinder successful prioritisation of community needs in CSI objectives. In addition, the mining company seems to always act in its own interest by prioritising exclusionary elitism in its community engagement strategies. This, coupled with a lack of regular monitoring and evaluation, leads to misalignment between the CSI and sustainable community development objectives, and impedes the successful implementation of CSI initiatives.

Keywords: Participation, Community engagement, Sustainable community development, Corporate social investment, Elitism, Self-interest, Prioritisation

Abbreviation/Acronym

| | |
|---------|--|
| CSI | Corporate Social Investments |
| SLP | Social and Labour Plan |
| IDP | Integrated Development Plan |
| PRA | Participatory Rural Appraisal |
| PLA | Participatory Learning and Action |
| RRA | Rapid Rural Appraisal |
| SME | Small and Medium Enterprises |
| Implats | Impala Platinum |
| MPRDA | Mineral and Petroleum Resources Development Act 28 of 2002 |
| DMRE | Department of Mineral Resources and Energy |

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CHAPTER 1. INTRODUCTION

1.1 Background of the study

This study investigated the CSI habits of a mining company with a view to determining whether these investments meet the objectives of sustainable community development in South Africa. The term "sustainable community development" describes a strategy that starts with organising certain community development activities and procedures while considering a community's social, environmental, and economic components for sustainability. The strategy also ensures that neither present nor future generations are endangered by these specific processes and activities (Spiliotopoulou, 2021).

Specifically, this study analysed the decision-making processes of a platinum mining company, the quality of community involvement in determining their CSI objectives and whether these objectives aligned to the real development needs of host communities. All these would reasonably translate into sustainable community development. The study focused on the CSI activities of the mining sector situated largely in the North West Province of South Africa. It was in part inspired by a study by Hamann (2004), which indicated that an estimated R20 million was invested by various corporations, including mining companies, towards CSI activities in Rustenburg in that year. This money was mainly used in education for, among others, material support, educational programmes, and infrastructure development for schools (Hamann, 2004).

Even as mining companies invest in education, most communities in mining towns have multiple other development challenges. One such challenge is access to potable water. Mining companies have the potential to expand their water provision infrastructure to assist these communities meet their water needs, even while the primary responsibility of providing water to communities lies with municipal government. Indeed, there are cases where concessions have ensured that mining companies service communities on behalf of municipalities (Admiraal, et al., 2017). Such programmes work because mining companies, through their CSI programmes, prioritise availing resources and implementing infrastructure programmes on a large scale to combat perennial community development issues in host communities (Rice, et al., 2022).

Historically, mining companies in South Africa have implemented CSI programmes for a long time. However, local/host communities have always looked on these initiatives with suspicion.

For example, during the Soweto uprising in early 1976, Anglo-American founded the Urban Foundation, which started implementing CSI programmes aimed at improving housing and schools in Soweto and other townships (Hamann, 2004). The township communities, however, perceived these efforts as pacifying and strategic distractions from the ongoing socioeconomic injustices (Hamann, 2004). This suggests that from the beginning, there has been a disconnect between CSI objectives and the community's perceptions of these programmes in relation to sustainable community development needs.

One of the reasons for this disconnect was the lack of, or inferior quality of, community engagement/participation in designing the projects that stem from CSI by mining companies (Hess, Rogovsky & Dunfee, 2002; Dinbabo, 2003). Aligning the needs of host communities by deepening community participation in the process of determining and designing CSI programmes is therefore important for them to be effective in meeting the felt development needs of host communities.

To analytically comprehend the quality of community participation, this study applied the Ladder of Citizen Participation model first proposed by Arnstein in 1969. Arnstein's model has eight rungs representing the different levels and quality of participation. According to Gaber (2019), the model identifies the levels of the quality of participation as encompassing:

1. Manipulation: the lowest level of participation, where citizens (members of the community) are placed on development planning committees to give them information and get their support.
2. Therapy: involves making people believe that they are the source of their problems, and they need help.
3. Informing: development beneficiary community members are provided with information only, and the purpose is to intimidate the beneficiaries rather than gain a response.
4. Consultation: community stakeholders are given an opportunity to express their views as a tick-box exercise.
5. Placation: community stakeholders are placed on platforms in small numbers where they will be outnumbered if decisions were to be put to the vote.
6. Power: community stakeholders are not freely given power, but they gain power through negotiation and protest action.

7. Delegated power: those in power allow community stakeholders to have significant control over initiatives.
8. Citizen control: this is the highest level of participation where community stakeholders can co-invest and even direct the funds made available towards a specific intervention.

Borrowing from this model and the widespread discontent in host communities (Chinguno, 2013; Mnwana, 2015), the study's proposition was that community participation in CSI programmes is at lower rungs. Here, members of the community are not given a chance to influence CSI programme decisions, which hampers the likelihood of an alignment between community development goals and the mining company's CSI objectives. At the lower rungs of the Ladder of Citizen Participation (Arnstein, 1969), stakeholders are informed of decisions already taken instead of being included in the actual planning and decision-making processes. In view of this, the study investigated CSI objectives of a platinum mining company (pseudonymised Platinum Mining Company A1) in Moses Kotane Local Municipality with a view to probing the level and quality of community involvement in their determination and implementation. The Ladder of Citizen Participation (Arnstein, 1969) will be unpacked in chapter two of this report.

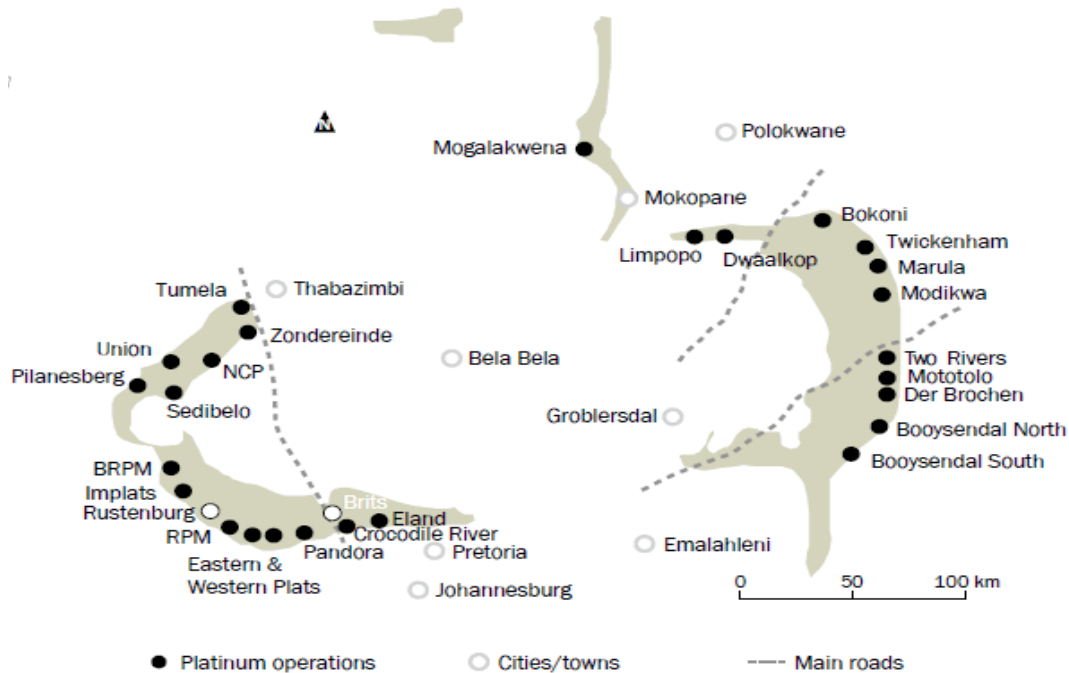
1.2 Study context

This was a qualitative case study of Platinum Mining Company A1. The study specifically investigated decision-making processes in Platinum Mining Company A1, the involvement of communities in determining the CSI objectives and whether these align with the felt development needs of mining companies' host communities.

Situated in the North-Western region of South Africa, Platinum Mining Company A1 is a platinum group metal mining and processing company (Platinum Mining Company A1, 2021). It is jointly owned by one of the local communities, the platinum mining company, and its employees. This mining company is situated in the Moses Kotane Municipality area on the eastern and western limbs of the platinum belt (see Map 1 below).

The company was selected for this study based on how it has strategically linked its CSI performance to the Sustainable Development Goals (Platinum Mining Company A1, 2021). This suggests that the company is conscious of the significance of sustainable community development, which was a core concern of the study. The Platinum Mining Company A1

community development projects are encapsulated in its Social Labour Plan. In the 2020/21 fiscal year, the company spent more than R10 million on CSI projects targeting education, health and water sanitation among others (Platinum Mining Company A1, 2021). This study analysed the participation of the community in the design and execution of these CSI projects. Specifically, the study assessed how the company's CSI decisions were made as well as the quality of community engagement in their design.



Map 1: South Africa Platinum Mining Belt (Oranje, Nel & Van Huyssteen, 2021).

1.3 Problem statement

While the mining industry is a crucial player in South African economy, mining processes generally place an elevated risk on, and cause damage to, the natural environment, mine workers and the communities in which they are set (Zuva, 2022). Mining companies offset such harmful effects by implementing CSI initiatives as part of the greater social licence to operate considerations.

In the research article 'How Healthy is Your Brand?' founders of Vega School of Brand Leadership hypothesised that a healthy corporate brand is one that can shift from being purely profit-focused and business-driven to one that takes into consideration concepts of identity, value, sustainability, and communicative authenticity (Cook, et al., 2010). Thereafter, the Vega Healthy Brand Criteria was developed as a standard for assessing a brand's health (Cook et al.,

2010). The Vega Health Brand Criteria includes the following: Clear meaning and purpose, distinctive identity, effective communicator, adding value to people's lives, transparent, sustainable, and profitable. The last two (of the seven) are the most relevant for this study:

1. A healthy brand builds enduring relations by avoiding to consume more than it gives – sustainability implies that the brand meets the present needs being careful not to compromise the ability of the next generation to meet their own needs (Cook et al., 2010).
2. A healthy brand believes that fulfilling the first six criteria leads to profitability (Cook et al., 2010).

Given these criteria, we argue that a mining company with a healthy brand should ideally spur a positive socioeconomic impact in the host community by prioritising well-executed CSI initiatives that form part of the company's sustainability goals. This is a particular need for many communities across South Africa, where the difficulties of poverty, joblessness, land degradation and inadequate service delivery, among others, are rife (Mashego, 2021).

It needs noting that mining companies operating in South Africa do not always operate responsibly and with due consideration for the host community's needs. As a result, Cronje and Chenga (2009) observe that mining communities believe that CSI programs established by mining companies do not adequately meet their developmental requirements. Consequently, there have been occasions where host communities have appealed to mining companies to implement other useful projects, and government agencies have echoed the same sentiments. This suggests that mining companies should engage communities in identifying development needs as they plan CSI initiatives to design and implement programmes that yield longer lasting benefits (Cronje & Chenga, 2009).

Available literature suggests that some mining companies have historically implemented CSI initiatives that are misaligned with the real development needs of host communities (Zuva, 2022). In this regard, the founding and operations of the Anglo-American Urban Foundation, mentioned earlier, was met with resistance from the community. Fallah et al. (2022), attribute the existing disconnect and misalignment to mining companies paying lip service to community participation in the development of CSI strategies. Specifically, the approach employed by most companies is one of scanning the needs of their surrounding communities and deciding on their own priorities without involving communities. This suggests a need for

research to determine how mining companies interact with communities and consider their concerns when making CSI decision (Hamann, 2004).

In view of the foregoing, and using the Platinum Mining Company A1 as its basis, the study sought to contribute to understanding the CSI decision-making process of a platinum mining company and whether it factors community participation in its CSI programming. In particular, the study explored two components of CSI in delivering community development for this company. First was the decision-making process of Platinum Mining Company A1, whether local communities were involved in determining CSI priorities and, if involved, the quality of community participation. Second, the study interrogated the alignment or absence of alignment, between the CSI and sustainable community development objectives.

1.4 Research objectives

These were the specific objectives of this study:

1. To evaluate the decision-making processes in determining the CSI objectives in Platinum Mining Company A1.
2. To analyse the nature & quality of community participation in decision-making in Platinum Mining Company A1 CSI objectives.
3. To evaluate the relationship between Platinum Mining Company A1 CSI and the community and its effects on the alignment of the company's CSI and the community's sustainable development needs.

1.5 Research questions

In order to address the stated objectives, this study focused on seeking answers to the following research questions:

1. How does Platinum Mining Company A1 determine their CSI objectives?
2. What is the nature and quality of community participation in the decision-making process of Platinum Mining Company A1 CSI objectives?
3. How does the relationship between Platinum Mining Company A1 CSI and the community affect the alignment of the company's CSI and the community's development needs?

1.6 Intended contributions of the study

The study aimed to generate knowledge that can help Platinum Mining Company A1 and similar mining companies to produce models that ensure elevated levels of community participation in CSI and align their CSI objectives to the felt development needs of communities. In so doing, the study illustrated the significance of making decisions with the community and prioritising community participation in the design of CSI initiatives.

1.7 Outline of the report

This chapter has laid out the background, research problem, research questions and research objectives. The chapter also highlighted the practical contributions of the study.

Chapter two presents a review the literature applicable to the study, and lays out the theoretical framework employed. The chapter comprises of three sections. First, it presents and discusses the participatory development model. Here, the chapter outlines different models and theories used to study community participation that are relevant to the study. These include the participatory development theory (Molosi-France & Dipholo, 2019) and the Ladder of Citizen Participation (Arnstein, 1969). Thereafter, the discussion focuses on the perceptions of CSI. Finally, the chapter presents empirical literature from previous studies on CSI and sustainable community development.

Chapter three outlines the research methodology of the study. The chapter specifically details the research philosophy, research approach, population, sampling, data collection and analysis methods. Finally, the chapter reflects on the ethical considerations and limitations of the study.

Chapter four presents the results and discussion of the study. The presentation is based on findings drawn from thematic analysis. The results cover the nature and quality of community participation, (in)congruity of community needs and the CSI priorities of the mining company, and the understanding of sustainable community development.

Finally, the fifth chapter provides the recommendations and conclusion of the study.

CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

This chapter outlines the key concepts and theoretical models relevant to this study. The study explored two components of CSI in delivering sustainable community development for Platinum Mining Company A1. First is the company's decision-making process, especially whether local communities participated in determining CSI priorities and, if so, the quality of their participation. Second, the study interrogated the effect of the quality of community participation on the alignment between the CSI and sustainable community development objectives.

The study approached this task by applying the participatory development theory. This chapter therefore explores the participatory development theory and the Ladder of Citizen Participation model (Arnstein, 1969) as theoretical grounding for the study.

The participatory development theory centres community participation in the design and execution of successful solutions in sustainable community development (Molosi-France & Dipholo, 2019). The theory underscores the necessity of community empowerment with a view to enhancing the quality of community members' participation in all stages of development interventions (Dinbabo, 2003; Molosi-France & Dipholo, 2019). As Beyene and Dinbabo (2019) suggest, community stakeholders' participation makes any development initiative stronger and more sustainable.

The Ladder of Citizen Participation (Arnstein, 1969) is employed as an analytical tool in the analysis of the quality of community participation. The empirical literature on perceptions of CSIs is discussed, as previous literature is assessed from CSI projects implemented by various companies to highlight community perceptions of the intentions of these companies. Finally, the concepts of sustainable community development and CSI are discussed.

2.2 Theoretical foundation

2.2.1 Participatory development model

A key model used in this study is the participatory development model, which refers to the significance of involving primary beneficiaries and other interested and affected people in the design and implementation of interventions (Chambers, 2014; 2013; 2012).

Robert Chambers' work on the Participatory Rural Appraisal (PRA) is credited as one of the most widely used participatory development models. By evaluating several participatory development approaches and determining the areas that needed improvement, Robert Chambers made a significant contribution to this concept (Cornwall, & Scoones, 2022). Chambers developed methodologies and approaches that he believed would guarantee that when communities are involved in decision-making procedures, the effort would result in development. First, the PRA accomplished this by promoting community participation in consultations or workshops. Second, it considered the facilitator function that outside parties could play in the PRA (Cornwall & Scoones, 2022). Using the PRA participatory development model, members of a community are therefore able to strategically assess their environment and allocate resources to improve their lives.

Participatory development methodologies and approaches have evolved since their emergence in the early 1970s (Chambers, 2008). The Rapid Rural Appraisal (RRA) approach, which came into being in the early 1970s, evolved into the PRA in the 1980s. In 1995 the PRA was further defined as Participatory Learning and Action (PLA). This created a sequence of evolution from RRA to PRA to PLA.

The RRA was a methodology wherein outsiders obtained information from communities regarding their needs to support decision-making through a range of methodologies, including triangulation (Cornwall & Scoones, 2022). In contrast, the PRA concentrated power in the hands of the local community (Chambers, 2011). To put it another way, the PRA is a participatory development approach/method that ensures outside parties never get an opportunity to solely decide for communities on their development needs. The PRA is anchored on three principles: attitudes and behaviour, methods, and sharing (Chambers, 2008). These three principles allow researchers and communities to come up with innovative action plans for development (Chambers, 2008).

PRA first became popular in Kenya and India (Cornwall & Scoones, 2022). India is largely known as the PRA research centre because Chambers spent a great deal of time there between 1989 and 1991 evaluating this methodology. Chamber's introduction of people-centred development strategy through PRA represented a paradigm change in participatory development as it paid attention to the balance of power in decision-making processes within the development process (Cornwall & Scoones, 2022). With involvement, participatory development models seek to guarantee that communities have equal power to those who

conduct development projects inside their communities. These models are the foundation of the participatory development theory.

The participatory development theory has been critiqued over the years, first for failing to investigate the causes of the issues that communities face. Then it was criticised for trying to cater for the demands of individuals who had traditionally been marginalised by using existing platforms that had already been used to exclude them (Molosi-France & Dipholo, 2019). In rural areas, power dynamics are prevalent and are thought to impact people's decision on whether to engage (Molosi-France & Dipholo, 2019). Therefore, even if people are offered an opportunity to participate, if the power issues are not dealt with, they will not do so. Although the shortcomings of participatory development theory are attributed to these issues, Chambers argues that critics lack a thorough understanding of the participatory development theory (Molosi-France & Dipholo, 2019; Chambers, 2008).

Participation in participatory development models entails more than just speaking with and representing benefit communities. It's also critical to take into account whether recipients have the resources necessary to evaluate their requirements and options. Additionally, consideration should be given to whether concepts and the language used in the consultation process are appropriate to the beneficiary's surroundings (Connell, 1997; Zwane, 2020). This is to say that everything that has to do with the participatory development process should be communicated in a language that local community members can easily comprehend (Zwane, 2020). When local community members are not given sufficient information, they find it difficult to articulate their needs (Wordu, 2018). Similarly, when communities are not given enough information about existing opportunities to participate, they may not avail themselves (Mehlape, 2022).

There are numerous definitions of "community" in the mining industry. A group of historically marginalised individuals who have a collective legal or customary right to a specific piece of land is one example of a concept derived from legislation (Myeni, 2021). A community is also viewed as a group of people living in close proximity to a mining area (Myeni, 2021). In some instances, it is defined as an area where most of the mine workers are sourced from (Heyns & Mostert, 2018). Furthermore, a community is also defined in terms of a municipal bound. The contention, however, is that there is no clear definition i.e. defined radius as to what the mining companies should consider when they define their communities (Myeni, 2021; Heyns &

Mostert, 2018).¹ In this study, the term community refers to people that live within the same geographic area and have a shared intention i.e., a municipal boundary (Spiliotopoulou, 2021). This covers all inhabitants of the land including those that had previously been considered marginalised. The increasing number of migrant workers in mining areas, as mentioned in the previous section, makes it important to keep in mind that if a community is limited to those who traditionally own land, a sizable portion of the community that lives in and around the mining area may be excluded (some of whom live in informal settlements). Although this may not be written in any company policy or documentation that was analysed as part of this study, the Platinum Mining Company A1 considers their community as all villages and informal settlements that exists within the municipality that the company operates in (Platinum Mining Company A1, 2021).

Community empowerment, a concept that allows people to take charge of things that impact them (Minus, Woods, Roberts, English & Rodriguez, 2021), is a core approach to making participation more meaningful. Involving communities in all stages of interventions is empowering in the sense that it gives people a chance to make decisions about changes in their environment (Mehlape, 2022). According to Zimmerman (1995) empowerment has three foundations:

1. One's thoughts about oneself and perceived influence (intrapersonal).
2. The knowledge an individual possesses about their environment and how change can be realised, which can trigger mobilisation of resources (interactional).
3. The input one makes to catalyse a shift in one's environment (behavioural).

These three foundations of empowerment allow us to assess the quality of the decision-making process of the CSI conducted by Platinum Mining Company A1. In this study, we specifically evaluated whether Platinum Mining Company A1 empowered the community during the development and execution of their CSI programmes by asking whether, during the planning phase, the community had an opportunity to speak openly about their felt needs and suggest solutions. In addition, did Platinum Mining Company A1 allow members of the host community to participate in offering solutions to their identified needs by way of assisting in the implementation of the CSI?

¹ I would like to credit my anonymous examiners for alerting me to this important insight.

2.2.2 Ladder of citizen participation

In addition to the foundational theories of participatory development, Arnstein's Ladder of Citizen Participation model (1969) was deemed a useful tool for gauging the quality of consultation processes as well as the level of community participation in CSI. The ladder is structured based on levels of community participation, degrees of tokenism and degrees of citizen power in decision-making in development projects (Gaber, 2019). The Ladder of Citizen Participation (Arnstein, 1969) model helps explain how citizens can take charge of making decisions in their communities by engagement and participation (Slotterback & Lauria, 2019). The model illustrates that at lower levels of participation, the community is "engaged" as a form of manipulation or therapy, implying that this is a way of persuading individuals to keep quiet (Gaber, 2019). The middle part of the ladder is information, consultation, and placation (Gaber, 2019). At this level, community participation is a form of tokenism as citizens are not genuinely engaged to have their opinions completely integrated into the decision-making process. Participation takes the forms of partnerships, assigned power, and control by citizens at upper rungs of the ladder (Gaber, 2019). At this point, citizens do have power. The levels of participation, the practices, and the concepts in the Ladder of Citizen Participation (Arnstein, 1969) are presented in figure 1 below.

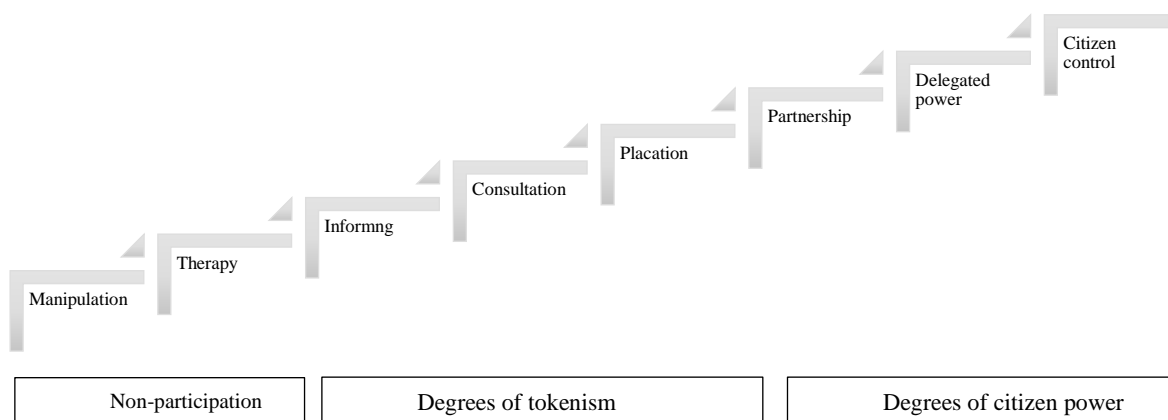


Figure 2: Ladder of Citizen Participation (Adopted from Gaber, 2019)

To further expand on the levels of the Ladder of Citizen Participation (Arnstein, 1969), we unpack each level from the lowest to the highest.

Manipulation

Manipulation occurs at the lowest part of the Ladder of Citizen Participation (Arnstein, 1969). At this level, community members are only required to support initiatives that have already been decided on. They are manipulated into agreeing to initiatives and not given enough information or time to make decisions (Gaber, 2019). This helped us to understand whether communities were encouraged to make decisions concerning the CSI priorities of Platinum Mining Company A1.

Therapy

Therapy is the second rung of the Ladder of Citizen Participation (Arnstein, 1969). In essence, manipulation and therapy represent non-participation of beneficiary communities. Specifically, at this level the community is not completely aware of its roles, rights, and obligations, but is persuaded to accept decisions that have already been made to operate as indirect decision makers (Gaber, 2019). Because members of the community are desperate and in need of change, they may welcome any kind of intervention or change in the hope that it will raise their standard of living. This rung was beneficial in developing questions to guide the assessment of how the Platinum Mining Company A1 determined its CSI priorities.

Informing

Informing occurs on the third rung of the Ladder of Citizen Participation (Arnstein, 1969), which is the first category under the degrees of tokenism. At this level, communities are only informed of decisions made, but are not given an opportunity to make decisions (Gaber, 2019). The formulations under this rung assisted us to assess whether communities were encouraged to make decisions on Platinum Mining Company A1 CSI objectives.

Consultation

This level is halfway up the ladder. At this stage, communities are provided information, given an opportunity to participate and given the opportunity to produce solutions (Gaber, 2019). However, the choices made by implementers are not much altered by the thoughts and decisions that communities produce. In line with the conceptual framework of this study, quality determination of community needs stems from quality community participation. This rung gave us an opportunity to assess how Platinum Mining Company A1 determined their CSI priorities.

Placation

Placation is the fifth rung of the ladder. Although community members are provided with a chance to reason together with those who hold power, they are not guaranteed that their opinions will result in the change that they have requested. The participation or consultation process is thorough but does not necessarily yield the expected outcome. This rung assisted to assess whether communities were given an opportunity to make decisions in determining the CSI priorities of Platinum Mining Company A1.

Partnership

In terms of degrees of tokenism, partnership is the highest level. Negotiations occur between communities and implementers at this level. Decisions are made as a result of the engagements, and these decisions might be in keeping with the original goals that the communities had in mind. Where there is quality participation, prioritisation is done in alignment with the resources available. Partnership extends resource mobilisation and allocation. Of relevance is whether communities were encouraged to make decisions to determine the Platinum Mining Company A1's CSI priorities.

Delegated power

Degrees of citizen power are represented by the top two rungs of the Ladder of Citizen Participation (Arnstein, 1969). These levels include citizen control, which is located at the top of the ladder of citizen engagement, and delegated power, which is located at rung seven (Gaber, 2019). At the level of delegated power, the community is granted some authority and duty. Even though the initiatives are under the implementers' authority, the community might need to oversee certain stages or procedures. This rung of the ladder was particularly important for helping us understand whether the sustainable development needs of the community were aligned with the priorities of Platinum Mining Company A1.

Citizen control

Citizen control is the highest rung on the Ladder of Citizen Participation (Arnstein, 1969). At this level, the community has complete control over decision-making. There is shared power, and the community establishes priorities. This rung helped us assess whether there was quality

participation and an alignment between the sustainable development needs of the community and the priorities of the Platinum Mining Company A1.

2.3 Conceptual framework

Both the Ladder of Citizen Participation (Arnstein, 1969) and the participatory development models are built on the premise that members of the beneficiary community should be part of making decisions regarding all projects implemented in their communities. According to these two models, it is also useful to investigate whether existing collaborative frameworks allow people to contribute their ideas and skills (Dinbabo, 2003). The relevant question for the study then, was whether participation processes for mining companies accommodated community power in influencing decisions concerning CSI, or whether they were manipulative.

In most participation processes, the term "consultation" is used as a synonym for participation, particularly in development projects (Mehlape, 2022). This refers to existing forums established for participation that resemble lower levels of participation according to the participation ladder, which leaves much room for improvement (Mehlape, 2022).

In some instances, tribal council sittings are used as consultation forums. However, these consultation forums are notorious for unequal power relations and exclusionary elitism (Molosi-France & Dipholo, 2019). In these existing consultation forums, companies often table predetermined projects to communities with few options for change (Anong, 2019). To this end, communities argue that participation is at a low level and largely seen as tokenistic.

In contrast, the desired higher level of participatory community development requires that all the stakeholders and beneficiaries be participants in the community intervention, from conception through "monitoring and evaluation" (Dinbabo, 2003, p22). This also coincides with the elements of sustainable community development, which promote development led by the community (Spiliotopoulou, 2021).

Participatory development is also a tool to allow those deemed powerless a chance to accentuate their needs freely (Molosi-France & Dipholo, 2019).

The conceptual discussion above was encapsulated in a conceptual framework in figure 2 below.



Figure 3: Outcomes of quality community participation in developing CSI programmes/interventions. Source: developed by the researcher from reviewed literature

2.3.1 Perceptions of corporate social investments

There are varying perceptions on CSI, its impact, and the motivations for doing CSI. CSI interventions employ, among others, environmental change strategies, cultural and heritage resource management strategies, and socioeconomic strategies to ensure the well-being of the community (Wandersman & Florin, 2003; Nthoi-Molefe, 2021). Although there is a perception that CSI is meant for the advantage of the community, the perception is reportedly discordant with community needs due to a lack of community participation (Mehlape, 2022). This is despite CSI interventions generally being seen as implemented in collaboration with community organisations (Tremblay et al., 2018).

Scholars highlight that firstly, in the South African context, it is not evident that CSI efforts meet the set objectives (Morkel, 2019). Secondly, it is not clear that the companies contributing to social change make a positive impact (Morkel, 2019). Previous studies indicate that communities perceive CSI as a front by mining companies to appear to be contributing to the advancement or betterment of communities when they are not (Anong, 2019). Others argue that because communities are not involved in decision-making processes, CSI projects are not aligned to the needs of the community and, as such, they do not lead to sustainable community

development (Anong, 2019). This perception gives rise to the question: how involved are CSI beneficiary communities in planning projects at mining companies? Specifically, are mining companies deliberate in involving communities in their planning process? Cronje and Chenga (2009) suggest that if mining companies would like to change this perception, they should engage communities on the community's needs as they plan to implement initiatives. Furthermore, they should consider initiatives that yield longer lasting benefits.

An additional viewpoint holds that businesses employ CSI to comply with laws or to further agendas that serve their own interests (Morkel, 2019). Scholars contend, in support of this claim, that businesses want to improve their reputations by publishing CSI reports (Morkel, 2019). The actual impact of CSI is subordinated to this form of self-interest (Morkel, 2019). Additionally, Kuljian (2005) argued that while the majority of CSI funding is allocated to the company's staff and the areas in which they operate, truly little is known about the actual effects.

Examples of CSI undertaken by mining companies highlight a range of programmes that mining corporations have put in place. Mining corporations like West Wits Mines and AngloGold Ashanti in the Vaal River have started programmes to support regional economic development. The Economic Development Centre's programmes provide potential suppliers with internet access and other resources to ensure that they are able to participate in the bidding of tenders, while other businesses use corporate social initiatives for housing and resettlement. Adamus Resources Limited also illustrated this when it stated in 2015 that it had spent US\$29 million moving 2 200 residents near the mine to a resettlement village through its Nzema Gold Mine (Hilson, Hilson and Dauda, 2019). Additionally, mining corporations have made significant efforts to hire local residents (Hilson, Hilson, and Dauda, 2019).

However, another impression that these programmes gave rise to is that although CSI may have produced the intended social impact, businesses that funded it mistreated labourers (Morkel, 2019). In other words, it was thought that CSI was being used as a scapegoat, where businesses would mistreat and abuse workers while using the proceeds to support the CSI. The key concern with all these projects is still whether they truly reflect the unfavourable perceptions or whether they truly solve the most pressing needs of the host community.

Based on these perceptions of CSI, we argue that mining companies can do better, using a thorough analysis of community needs and an empowerment approach to community participation. This review suggests that mining companies fall short in this area and therefore

misjudge CSI goals. Ineffective CSI is evident in examples such as the continued mushrooming of informal settlements around mining areas. In the Greater Rustenburg area informal settlements have grown by 24% per annum (Hamann, 2004). This was historically as a result of mining companies prioritising housing for their workers in single-gender hostels where families could not settle, so families resorted to setting up informal settlements nearby (Hamann, 2004). In recent years, the prevalence of informal settlements due to single-gender hostels, has changed. According to Rubin & Harrison (2016), the mining sector has undergone a post-apartheid transition, which has resulted in the creation of the Mining Charter. This regulation propelled mining companies to steer away from the provision of single-gender accommodation to accommodation that is more family oriented. This led to many mining companies converting the single-gender hostels to hostels that could house families (Jazeera, 2012; Bahadur, Kadel, & Lincoln, 2017). However, some mining companies also shifted responsibility by providing living out allowances instead of providing alternative accommodation. This exacerbated the increase of informal settlements in mining communities since the 1990s as mine workers saw an opportunity to augment their salaries with the living out allowance instead of getting more expensive accommodation (Bahadur, Kadel, & Lincoln, 2017).

One of the most recent trends is the correlation between the increase of subcontracted mining workers and the incidence of informal settlements (Rubin & Harrison, 2016; Jazeera, 2012; Bahadur, Kadel, & Lincoln, 2017). This means that rather than hiring permanent staff, mining businesses now rely on subcontracted workers hired through third parties (Rubin & Harrison, 2016; Jazeera, 2012; Bahadur, Kadel, & Lincoln, 2017). According to reports, these subcontractor miners receive extremely little pay compared to those who work for mining corporations on a permanent basis, and they are frequently excluded from the collective bargaining agreement that benefits other mine workers (Jazeera, 2012). The issue of expanding informal settlements in mining villages is acknowledged as a contributing reason to the trend of migrant workers entering mining areas at a high rate, notwithstanding its historical prevalence.

This literature is significant in my study as, firstly, it indicates the various CSI conducted by mining companies. Secondly, it highlights the disconnect between the CSI priorities of the

mining companies and the felt needs of the communities. Thirdly, it highlights the mining companies' missed opportunities in planning and executing CSI.

2.3.2. Corporate social investments and sustainable community development

Sustainable community development relies heavily on community involvement in any development project (Spiliotopoulou, 2021). Long-term development in a community emanates from a set of actions and process that is initiated and facilitated by the community instead of an outside actor (Spiliotopoulou, 2021). Aspects of sustainable community development include environmental, social and economic concerns (Spiliotopoulou, 2021). As we see later, sustainable community development has the same fundamental components as corporate social responsibility, i.e. environmental, economic and social aspects. Corporate social responsibility can be utilised by commercial entities to encourage protection and sustainability of the environment, advance the fulfilment of socio-economic needs, and ensure more advantages to the greater community (Jones, Bowd & Tench, 2009).

Corporate social responsibility and CSI are concepts used interchangeably. However, they are not the same. Corporate social responsibility refers to business practices that uphold the good of society (Carroll, 2021). Companies operate in a socially responsible manner that does no harm to the people, planet, and environment (Carroll, 2021). Corporate social responsibility influences policies within an organisation such that it incorporates economic, environmental and social aspect of the business to ensure a greater benefit for all stakeholders (Anong, 2019; Morkel, 2019).

With South Africa's history of inequality and racial discrimination, most corporate institutions engage in corporate social responsibility (Morkel, 2019). To do so, they dedicate a portion of their financial gains to fund CSIs (Morkel, 2019). CSI involves investments made by a company with an expected return (Ndhlovu, 2011; Morkel, 2018). The investment made is in the form of resources, both financially and in-kind, that the company owns. The expected return comes in form of social change, which ultimately leads to a sustainable return for the company (Ndhlovu, 2019). The CSI results in reputational benefits for the company, leading to legitimisation by surrounding communities (Ndhlovu, 2011). This concept is common in the South African context (Ndhlovu, 2011).

Having said this, it is important to consider the social climate of the mining communities that surround each mining company when planning for CSI (Anong, 2019). There are significant

problems in South Africa because of historical racial injustices. Every town thus faces different issues, and the CSI should vary from mining business to mining company to ensure that it meets the unique demands of the community in which the mining company is located (Dahlsrud, 2008).

According to Dahlsrud (2008), corporate social responsibility has five dimensions. These are the natural environment, voluntariness, economic, stakeholder and the relationship between society and the commercial entity. These dimensions of corporate social responsibility have some similarity with those of sustainable community development. Specifically, sustainable community development emphasises actions to address the needs of the current generation without sacrificing the potential of the following generation to satisfy their needs (Tsalis et.al, 2020; Mansell, Philbin & Broyd, 2020; Spiliotopoulou, 2021). Similar to corporate social responsibility dimensions, sustainable community development should ensure the well-being of the environment, economy and society (Sachs, 2012; Parris & Kates, 2003; Spiliotopoulou, 2021). This is important for this study as it frames sustainable community development as having social, economic and environmental dimensions. We argue that for sustainable community development to occur, communities must influence the design of solutions to their problems (Roseland, 2000; Anong, 2019).

While proceeds from mining were traditionally enjoyed more exclusively by capital during the colonial and apartheid eras, the post-apartheid South African government has intervened for transformation through the Mineral and Petroleum Resources Development Act 28 of 2002 (MPRDA) (Department of Mineral Resources and Energy, 2010). A requirement of the Act is for mining companies to file a social and labour plan (SLP) before mining or production licences are granted (Department of Mineral Resources and Energy, 2010). A thorough Human Resources Development Programme, a Housing and Living Conditions Plan, a Mine Community Development Plan, an Employment Equity Plan, and processes to manage downscaling and/or closure are all required under the SLP for applicants for mining and production rights (Department of Mineral Resources and Energy, 2010). For most mining companies, CSI implementation is guided by these demands that mining companies implement their CSI initiatives, which seek to ensure socioeconomic prosperity for all South Africans. The following examples indicate the CSI conducted by different mining companies in South Africa and the areas they were intended to impact.

Gold Fields committed R46,1 million in projects that involve social and economic development, in 2018 (Muir, 2021). The bulk of this money (75%) was allocated for education and training (Muir, 2021). Another 21% of this money was split between economic diversification, and infrastructure development (Muir, 2021). About R19,1 million went to the South Deep Education Trust. The South Deep Education Trust had several projects which were aimed at aiding the Westonaria TVET college and funding 25 scholarships for high school scholars, awarding over 50 bursaries for students in tertiary institutions, and numerous school food garden projects which would also include irrigation systems, water tanks and gardening tools (Muir, 2021). Community safety projects, and enterprise and SME development were catered for in the allocated R3,4 million which was also assigned to the South Deep Community Trust (Muir, 2021).

Impala Platinum (Implats) similarly prioritised CSI investment in education through bursary, learnership and school support initiatives (Nkeli, 2021). Implats spent 16% of their total discretionary CSI expenditure on improving the socioeconomic conditions in local host communities during 2022. This was done to guarantee that people from the surrounding community could start successful local businesses and are equipped to find employment even outside of the mining company. Furthermore, Implats was among six companies listed on the Johannesburg Stock Exchange that received recognition for their efforts to empower individuals with disabilities through employment (Nkeli, 2021).

In 2007, the Anglo-American Anglo-Coal division, BHP Billiton and the eMalahleni Local Municipality collaborated to construct the eMalahleni Water Reclamation Project. The objectives of the project were to treat the process water utilized in the mines to a suitable quality so that it can be reused as potable water for the local community (Toledano & Roorda, 2014). Consequently, the project provides approximately 12% of the water distributed by the municipality (Toledano & Roorda, 2014). The project ensures that water is available to communities while also benefitting the mines (Broadhurst, 2019).

In 2015, residents of Mogalakwena in South Africa protested the lack of reliable drinking water supply to the public. This resulted from the detrimental impact of mining on groundwater sources on which the community relied for consumption. As a response to this protest, Anglo-American collaborated with the Development Bank of South Africa and the Investment Climate Facility for Africa on a project to ensure that the community had access to potable water. This was implemented as a CSI project related to the felt needs of the community.

In March 2018, the mining company ensured that 3,5 Megalitres of water was made available to over 40 villages as a response to the drought situation (Broadhurst, 2019). This CSI project was implemented with consideration to the needs of the community. Although this was a reactive measure, it reflected what could be achieved when communities participate in developing CSI projects. As Mashego (2021) emphasises, CSI is successful when all stakeholders are involved, and development can only happen where there is a mutual understanding of the needs of the society and division of labour and responsibility among all members of the society. Mining companies have an opportunity to strengthen their relationship with stakeholders when they engage in CSI that betters the socioeconomic situation of their host communities (Mashego, 2021).

2.4 Conclusion

In this chapter, we presented a review of the theoretical models used in this study as well as related literature by discussing the participatory development model and the participation ladder. Furthermore, this chapter presented an analysis of the quality of community participation in decision-making processes to determine mining companies' CSI objectives, by reviewing literature from previous research related to the study. It highlighted the perceptions of CSIs, specifically outlining whether these have traditionally been aligned to the felt needs of the communities and, finally, presented a link between CSI and sustainable community development. The next chapter provides a description of the methodology used in this study.

CHAPTER 3. METHODOLOGY

3.1 Introduction

This study used an interpretivist paradigm to explore the two components of CSI in delivering sustainable community development. This chapter outlines the research methodology used in the study. It has eight sections apart from the introduction and conclusion, with the first outlining the research philosophy. This is followed by a detailed discussion of the research approach. The next section describes the population of the study (namely the mining companies in South Africa and their host communities) and is followed by a discussion on the sampling method used in this study. Here, we discuss the two layered approach to sampling employed in this study. The fifth section of the chapter discusses the data collection methods used in this study, i.e. semi-structured interviews. The sixth section describe the six-step approach thematic analysis applied in analysing the data while the seventh discusses how reliability and validity was ensured in this study. Finally, the eighth section focuses on the ethical considerations and the limitations of this study.

3.2 Interpretivism

This study employed an interpretivist paradigm to efficiently capture the interactions and results of the behaviours of the two core social actors under the study (Platinum Mining Company A1 and its host community). An interpretivist research philosophy was deemed best to aid in understanding the experiences of the community and the mining companies. This research philosophy is associated with qualitative research (Nkgudi, 2021; Eatough & Smith, 2017; Bleiker et al., 2019). The research approach and methodology were guided by the need to understand the decision-making process of Platinum Mining Company A1 in relation to CSI implementation.

3.3 Research approach

Rahman (2020) describes qualitative research as a range of techniques used to understand the meaning of events that occur in a social context. The qualitative research approach was selected for this study as the method provided an opportunity to analyse different experiences and derive meaning from those experiences (Rahman, 2020). Specifically, this research approach provided the researcher with an opportunity to gather multiple views on the subject being studied. This approach was also suitable because of its flexible nature and allowed the researcher to interact

more with participants to acquire more thorough comprehension of their perspectives (Rahman, 2020).

The method used was a single case study that afforded the researcher a thorough understanding of the circumstances and conditions of the CSI programming at the Platinum Mining Company A1. The methodology was selected with consideration for Mills and Birks' (2014) argument that case studies might provide those partaking in research with the means to record and place in context community experiences at a particular point in time. The intention of the study was not to generalize but rather understand the views of participants in this particular context (Simon & Goes, 2013).

3.4 Positionality and Reflexivity

According to Bourke (2014), in qualitative studies the primary data collection instrument is the researcher. Therefore, the research process may be affected by the positionality of the researcher (Bourke, 2014). That is to say, the data analysis may be impacted by the researcher's culture, background, views, and biases (Bourke, 2014). A researcher's position with respect to the study participants is referred to as their positionality. This requires one to assess whether they are an outsider or an insider in relation to their participants and exercise reflexivity. With a view to examining the researcher's position and its effect in the analysis. In the current study I am an insider because I come from a village in the North-West of South Africa, where I have witnessed lack of basic services despite many mining companies implementing CSI projects. For example, in areas of water and sanitation. In addition, I work for a government organisation that serves municipalities in the water and sanitation sector, therefore, I am very familiar with some of the community development problems in the North West. My position as an insider afforded me an opportunity to communicate with participants in a language that is commonly used in the North-West; Setswana and this made the participants feel more at ease. At the same time, I am an outsider because I do not live in that particular area of study, and therefore may not directly relate to these issues. Aware of my positionality and the tension of being an insider and an outsider at the same time I endeavoured to be as objective as possible in the way I asked questions and allowing participants to spontaneously and freely answer them rather than guiding them towards responses that aligned to my experiences and preconceptions. I tried to observe similar objectivity in my analysis process relying solely on what the data indicated.

3.5 Population

This study had two populations: the platinum mining companies in South Africa and their host communities. For platinum mining companies within South Africa, the study targeted mining companies reporting that they were implementing CSI in their annual reports. One mining company was chosen for this study predominantly because during sampling, it met the study's preferred criteria. In addition, this company was responsive to the researcher's request to conduct this study.

The second population was the mining communities. Here, citizens resident in mining communities, the supposed beneficiaries of the CSI implemented by mining companies, were sampled.

3.6 Sampling method

This study used two layers of sampling involving the non-probability purposive sampling technique. The double-layered sampling was done to select mining companies for the case study and specific individuals within the population. These individuals were both from the mining company and the community. Firstly, the researcher identified all platinum mining companies operating within South Africa. This search yielded 10 companies. This was followed by a review of each company's online annual report to ensure that it reported on its CSI activities. Thereafter, contact details for CSI implementation personnel for all the identified mining companies were sought from these online reports. This search revealed contact details from two mining companies. Both mining companies were contacted with requests for access and assistance with the proposed research (See Appendix 4). We received a positive response from Platinum Mining Company A1 via email (See Appendix 6).

The second layer of sampling was for individuals from the mining company and from the community to be interviewed. To achieve this, the researcher used the snowballing technique. Specifically, the researcher contacted the respective mining company requesting its assistance with a list of relevant individual staff members with the knowledge (based on their role in the company) to be interviewed. These individuals had to be decision makers in the executive management as well as implementers of the SLP of the mining company.

Furthermore, during other professional endeavours, the researcher had met and established a solid professional rapport with the traditional leader of the community under investigation. The

traditional leader agreed to participate in this study and assisted the researcher to gain access to leaders of activist groups as well as traditional, religious, political, and social change groups as part of the sample. The researcher also had a close friendship with a local business leader who helped with further contacts. While reaching out to these contacts and requesting them to participate in this research, the researcher also sourced more participants through snowballing. This was to avoid the risk that all the study participants would have similar sociopolitical dispositions and persuasions.

Participants from the host community were included if they met a criterion of at least five years of residence in the community. This was based on my subjective reasoning that these participants would have sufficient knowledge of the mining company's CSI policies and plans based on the mining company's SLP and the district municipality's IDP. The company's SLP is itself reviewed and reported on every five years following the cycle of the IDP from which it is derived. So the assumption therefore was that participant that have lived in this community for five years or longer would be able to offer insight from lived experienced and interactions with CSI implementation over this duration of time.

The purposive sampling highlighted above assisted to recruit a relevant sample (McBreen & Savage, 2021). The researcher was therefore able to interview participants that had a thorough understanding and experience of the issues at the heart of the current investigation and were able to provide perspectives from both the mining company and the community. The total sample size was 10 participants. This included three interviews with participants working for Platinum Mining Company A1 and seven participants who were part of the leadership of the community.

3.7 Data collection methods

Two data collection methods were used for this research. First, semi-structured interviews were utilized to collect information from the management of Platinum Mining Company A1 and the community. The data collection tools used in these interviews are attached as Appendix 1 and Appendix 3. Appendix 1 was used as an interview guide for participants from Platinum Mining Company A1. Appendix 3 was used as an interview guide for participants from the host community. All interviews were audio recorded with the permission of the participants. This was done to ensure that no information was lost in the process of data capturing.

All interviews were scheduled by telephone. For all participants that have an email address, the researcher confirmed the details of the interview by email. In scheduling interviews, the researcher informed the participants about the study, what it entailed and what the study aimed to achieve. The information sheet is attached as Appendix 5. The researcher also sought consent for the participant's participation in this study. The consent form used in these semi-structured interviews is attached as Appendix 2. This was also done to ensure that all participants had access to the details of the interview.

Prior to commencing the interview, the researcher again explained to the participants what the interview entailed. The researcher also gave the participants an option to decline to participate or stop the interview at any point during the interview if they felt they could not respond or continue with the interview. The researcher read the consent form to the participants and requested permission to conduct the interview before each interview. The researcher also sought consent to audio record the interview. All participants were given an opportunity to state their language preference for the interview. The participants chose to speak in Setswana and English as their language preference for their respective interviews. Only one participant chose only Setswana because they were not comfortable communicating in English. The researcher also took notes during the interview for a record of the interview, especially on things that participants highlighted, and which had not been anticipated but were deemed beneficial for reporting.

The second type of data was gathered from secondary sources from Platinum Mining Company A1 documents relating to their CSI projects, their impact and their intentions. This was in the form of published reports. The two data collection methods also served the purpose of data triangulation with a view to enhancing reliability and validity (Lemon & Hayes, 2020). Data collection from the two methods contributed to answering all three questions variously. Specifically, the in-depth interviews afforded me an opportunity to understand the perspectives of the different stakeholders on the CSI projects, while the document analysis assisted me to understand what was planned by the mining company and what they reported as achievements. Therefore data from the two methods reinforced each other. The collection of data lasted from 26 January 2023 to 17 March 2023. Interviews were face-to-face and virtual (online) interviews. Virtual interviews were conducted in cases where interviewees preferred to do so. The researcher conducted two face-to-face interviews and eight virtual interviews using Zoom.

3.8 Data analysis

The data analysis was done using the six-step approach applied in thematic analysis (Nkgudi, 2021). This entailed, first, transcribing the interview data word-for-word to capture the exact responses from the respondents. As some of the interviews were conducted in Setswana, these were translated this to English. The transcription involved repeated listening and capturing of the audio into text to ensure that no information was left out. The next step involved familiarisation with the data and identifying underlying stories (Ravindran, 2019). This involved reading the transcripts to pick commonalities or differences in the transcripts. This process involved underlining key quotes on the transcripts that the researcher thought would be useful in answering the research questions.

In the next step, the researcher identified initial codes in the data (Abiso, 2021). Third, the researcher identified themes emerging from data (Stuckey, 2015). This involved reviewing the themes, defining, and clustering of common themes, as well as highlighting all the relevant quotes. There were two specific concepts identified and these are outlined below:

1. Nature and quality of community participation which discussed the following themes:
 - a. Legislative motivations.
 - b. Consultation fora.
 - c. Host community representation.
 - d. Communication strategy.
 - e. Reliability in delivering prioritize projects.
 - f. Regularity of monitoring and evaluation.
 - g. Self-Interest orientation of mining company.
 - h. Decision-making and indigenous knowledge.
2. The role of collaboration in achieving sustainable community development in which the researcher also discusses the following themes:
 - a. Incongruity between priorities and need.
 - b. Legitimacy of tribal authorities.
 - c. Understanding of sustainable community development.

These themes are further discussed in chapter four (4) of this report. In the last step, the researcher compiled a report of the data analysis ensuring that this was succinct and coherent, in answering the research question.

3.9 Validity and reliability

Data was gathered using interview guides (see appendices 1 and 3) consistently throughout the fieldwork and with all the different participants to ensure reliability. The interview guide assisted in ensuring that the interviews were conducted in a consistent manner (Rose & Johnson, 2020). The questions in the interview guide assisted in maintaining a structured interview that did not deviate from the pre-formulated questions, even though there were instances where further probing was necessary. An additional step in ensuring internal data reliability was through audio recording of interviews. Further validity and reliability were ensured by employing triangulation of data sources by asking similar questions to different categories of participants. The results are a deepened nuance and a multiperspective capture of the various experiences.

3.10 Ethical considerations

During this study we adhered to ethical standards in research at all times by ensuring anonymity and confidentiality, autonomy and informed consent, and avoiding deceptive practices and injustice (Floridi & Cowls, 2022). This was done by first acquiring ethical clearance from the Wits School of Business Ethics Committee before the study (see appendices 7 and 8). In addition, the researcher ensured that participants were not compromised in any way. To promote beneficence and non-maleficence, the researcher went through a process of ensuring that all potential risks associated with the research were addressed. The detailed description of how this was done follows.

3.10.1 Informed consent

Interviews were only scheduled after informed consent was granted by the participants. All participants were above 18 years of age, and none identified as being part of vulnerable groups. Participants were given a brief on the objectives of the study by email before the interview was scheduled and made aware that they would be afforded another chance to decline being part of the interview. In addition, this was reiterated before the actual interview, with the contents of the consent form (see Appendix 2) read out aloud for them and their agreement to participate in the interview sought. None of the participants objected to anything in the interview. Participants were issued with the actual consent form to sign to ensure that they consented to their participation.

3.10.2 Anonymity and confidentiality

Anonymity and confidentiality are important ethical principles especially for the current study. The process of ensuring anonymity began with pseudonymising the company, and an assurance that the study would not mention the company by name in the report. In addition, the exact location of the mining company was also kept anonymous and confidential in the report and all reports of the mining company used in the study have also been given pseudonyms on the reference list so that the reference does not give away the identity of the participants. All projects relating to the host community that are referred to by the participants have also been given pseudonyms.

Both orally at the start of the interview and in the consent form, each individual participant was guaranteed anonymity and confidentiality. Specifically, all participants were given assurance that the information would be utilised only for the purpose of the study. To ensure that participants were unidentifiable, pseudonyms were created for each participant. Descriptions given of the participants were such that their identities were protected. In addition, the researcher did not divulge personal information that may have given away any of the participant's identities.

3.10.3 Avoiding deceptive practices

The researcher avoided deceptive practices by ensuring that responses provided by the participants were not adjusted. All questions were standardised and, where participants could not communicate in English, were translated into a language of their choice. This was done to ensure that the questions were clear so that the participants could respond with comprehension. Where further clarity was required, participants were individually contacted to ensure that they were not misquoted. All records of the interviews were kept in a file that was only accessible through a password and no information has or will be used for anything other than for the purposes of this study.

3.10.4 Providing the right to withdraw

Prior to the interviews, the researcher assured the participants that they reserved the right to withdraw during the interview and that such a decision would not impact the participant in any manner. The researcher made sure that participants understood that this decision would be treated with the utmost respect.

3.11 Limitation of the study

The limitations of this study relate to data collection methods used, time spent with the participants and the number of participants. In the main the study used virtual structured interviews (through Zoom platform) for data collection instead of face-to-face interviews. The limitations of this study relate to data collection methods used, time spent with the participants and the number of participants. In the main the study used virtual structured interviews (through Zoom platform) for data collection instead of face-to-face interviews. While this was convenient for the researcher, it may have disadvantaged participants that did not have access to virtual Zoom platform. However, because sampling was purposive, each participant was asked to choose which form of interviews they preferred (face-to-face or virtual) they preferred at the time of scheduling the interviews. All participants except two chose to be interviewed virtually which meant I spent less time on physical visits to the study area. While participant observation was not part of the selected method of data collection, spending more time on the field through the use of face-to-face interviews would have deepened the interaction. However, in both virtual and face-to-face interviews I ensured that I gave each participant enough time and engaged them thoroughly.

The sample size was 10 which included three participants working for the platinum mining company and seven who were part of the community leadership and therefore, heavily skewed towards community leaders. We acknowledge that the study would have benefited from more participants in addition to community leaders, to ensure a variety of perspectives. The choice of community leaders however, was based on the fact that these are the actors involved in both the IDP and SLP processes and as such would be able to share their insights on these processes and their outcomes. Aware of this limitation I ensured that the participants chosen included civil society and religious leaders as well as the business forum members. This ensured a variety of perspectives from the various categories of leaders in the community.

3.12 Conclusion

This chapter has specified in great detail the methodology utilised in the study. Specifically, this was a qualitative study (case study) that used an interpretivist approach to understand the CSI decision-making process of a platinum mining company in South Africa. The chapter presented how the data was collected, including providing information of who was sampled, and how they were sampled. The chapter detailed how data analysis was conducted using the

six-phase thematic analysis approach. In addition, this chapter reflected on the ethical imperatives of the study as well as highlighted its limitations. The chapter that follows presents and discusses the results of the study.

CHAPTER 4. RESULTS AND DISCUSSION

This study investigated the CSI habits of a mining company and whether CSI is effectively meeting the objectives of sustainable community development for host communities in greater Northwest, in South Africa. Specifically, this case study analysed the decision-making processes of Platinum Mining Company A1, the level of involvement of host communities in determining the CSI objectives, and their alignment to the felt development needs of the host community.

The specific research questions addressed were:

1. How does Platinum Mining Company A1 determine their CSI objectives?
2. What is the nature and quality of community participation in the decision-making process of Platinum Mining Company A1's CSI objectives?
3. How does the relationship between Platinum Mining Company A1 and the community affect the alignment of the company's CSI with the community's development needs?

This chapter provides a presentation of the results of the analysis of data collected. It comprises four sections, starting with a description of the study participants. Two sections are dedicated to addressing the research questions mentioned earlier. Each of these two sections presents themes derived from the data that respond to the respective research questions. Subsequently, a summary of the results is presented as part of the conclusion of the chapter.

The analysis of the data was informed by the Ladder of Citizen Participation, which illustrates the manner in which citizens can take charge of making decision processes in their communities through engagement and participation (Slotterback & Lauria, 2019). As indicated in chapter two, Arnstein's (1969) Ladder of Citizen Participation model serves as a valuable tool for evaluating the quality of consultation processes. Consequently, in this study, it was used to assess the quality of community participation in Platinum Mining Company A1's CSI interventions.

4.1 Sample description

The study comprised a total sample size of 10 individuals, all of whom were considered either part of the host community or representatives of Platinum Mining Company A1's operations.

Among the participants, seven are community leaders, while the remaining three work within the mining company.

The first participant, CL1, is an African adult male of over 60 years, holds a significant position as a member of the traditional leadership of the host community of which he has been a resident for over 20 years, and possesses a Grade 12 qualification.

The second participant, CL2, is a 46-year-old African male, holds memberships in the business forum in the host community and has a political leadership role, has prior experience working with Platinum Mining Company A1, and holds a National Diploma in Marketing Management. CL2 was born in a village in the host community.

The third participant, CL3², is an elderly African female of over 70 years with a background of having worked in the host community as a caregiver, specifically taking care of orphans, and is the founder of a civil society organisation with a national reach.

Participant four (CL4), an African male and an active member of an activist group in the host community where he resides, is 55 years old and possesses a Grade 10 certification.

Participant five, CL5, is a 31-year-old African female born and raised in the host community, holds the position of founding manager of a civil society organisation, and has an Honours Degree in STEM education with a specialisation in Mathematics.

Participant six, CL6, is a 39-year-old male and serves as the ward councillor in the community of which he has been a resident since birth and holds a BCom Accounting Degree.

Participant seven, CL7, is an elderly African male and holds a significant role as a religious leader within the community of which he has been a resident for over 20 years.

Participant eight, MA1, is an African male who holds the position of social performance officer at Platinum Mining Company A1.

Participant nine, MA2, is a 51-year-old African female, works as the social performance manager at Platinum Mining Company A1, and holds an Honours Degree in Communication.

² Although I tried to be consistent with the descriptions of the participants, I do not include information that participants did not volunteer. Therefore, in cases where age and qualification were not given by the participant, I have not included these.

Participant 10, MA3, is a 47-year-old African male executive responsible for social performance at Platinum Mining Company A1, and holds a Master of Business Leadership.

The discussion of the findings on the specific research questions begins with the Platinum Mining Company A1 CSI programme's prioritisation process. Specifically, the Integrated Development Plan (IDP) is discussed for its role in CSI projects prioritisation process. The various phases of the IDP (i.e. the IDP preparation, analysis, strategy development, project, integration, approval, and monitoring and evaluation phases) are discussed in detail.

Thereafter the chapter presents data and analysis on the nature and quality of community participation in determining CSI priorities for Platinum Mining Company A1. This discussion is arranged in themes covering legislative motivations, consultation forums, host community representation, communication strategy, reliability in delivering the prioritised projects, regularity of monitoring and reporting, self-interest orientation of platinum mining company A1, and decision-making and indigenous knowledge.

Lastly, this chapter discusses the role of collaboration in achieving sustainable community development. Here we discuss the incongruity between community needs and mining company A1's CSI priorities. This is followed by a discussion on the legitimacy of traditional authorities and finally understanding sustainable community development. In the section that follows, we will outline the main findings through an analysis and discussion of responses of the participants.

4.2 Platinum Mining Company A1 CSI programme's prioritisation process

Data from various participants in this study suggest that the Platinum Mining Company A1 determines its CSI priorities using a participatory approach and is embedded in the national development planning process. Its participation occurs primarily through the local municipality's IDP consultation process. Participants indicated that, in order to determine the community's needs for the company's SLP, specific consultation processes were conducted in collaboration with the local municipality during the preparation of the IDP. Platinum Mining Company A1 uses this IDP process as a forum for community consultation. In this regard, supporting evidence is found in the 2020/21 Platinum Mining Company A1 Annual Report, which confirms that consultations for determining the priorities for their third SLP were indeed conducted through IDP consultation processes (Platinum Mining Company A1, 2021).

This is further collaborated by all three participants from Platinum Mining Company A1 (participants MA1, MA2 and MA3), who asserted that the mining company prioritised their CSI items informed first by the requirements of the Mining Charter and then by the local municipality's IDP process. This is evidenced by the words of the executive at the Platinum Mining Company A1 who said:

We do consultation as dictated by the Mineral and Petroleum Resources Development Act 28 of 2002, which dictates that you do public participation as wide as possible. We go to the municipality because they have their own consultation processes that they go through before they actually put together that IDP (MA3, author interview, 29 March 2023).

The IDP consultation process take place every five years. These consultations rely on communication channels which envisage that local community leadership play a key role in mobilising citizens. Through their participation in these IDP processes, Platinum Mining Company A1 informs the host community leadership about the intended CSI initiatives for the next five-year period. The social performance officer from Platinum Mining Company A1 confirms this approach, stating:

Normally, every five years we will have these IDP engagements, whereby the municipality and the traditional leaders will go in villages to identify the needs of society. We will then prioritise together with the Department [*Rural Development and Land Reform*] from what has been compiled and communicated (MA1, author interview, 9 March 2023) [*italics are author's words to ensure clarity*].

Firstly, the study asked questions concerning the identification of needs employed by the municipality and the traditional leaders. In doing so, the analysis investigated the IDP. The analysis highlighted that the methods used for identification of needs existed at the third lowest level of participation in the Ladder of Citizen Participation (Arnstein, 1969). In the level of the Ladder called informing, community members are merely told what will be implemented instead of the company involving them in the process of determining their needs and priorities (Gaber, 2019). Although the IDP process is meant to be a consultative process, the process of identifying and prioritising the needs of the community cannot rely entirely on this. It follows

therefore, that to determine the quality of participation, we need to understand the IDP process, its role in sustainable community development, and the processes involved in its formulation.

The IDP process is a post-apartheid development tool and planning instrument used in South Africa. Due to South Africa's history of apartheid and its legacy of exclusionary development, many of the existing townships and villages lacked basic services and infrastructure (Van Schalkwyk, Schoeman & Cilliers, 2014). Consequently, the nation's post-1994 democratic government had a stated mission of building sustainable communities with significant functional areas including jobs, transport, social cohesion, accessibility of superior services, a strong feeling of personality and identity within the community, and the development of human settlements (Van Schalkwyk, Schoeman & Cilliers, 2014). These are the priority issues highlighted in the national IDP.

The structure of the IDP process is a creature of the National Development Plan, which also informs the process used to develop the provincial and municipal IDP documents. Contained in the municipality IDP is a status analysis, an identification of areas that can be improved, and action plans that relate to local economic development (Van Schalkwyk, Schoeman & Cilliers, 2014). At a local district level, many specific projects are developed to address these priority areas through the IDP. In the current Moses Kotane Local Municipality, where Platinum Mining Company A1 is located, the IDP contains plans to improve housing, education facilities, access to water and sanitation, roads, and access to employment.

An IDP is regarded by the Department of Rural Development and Land Reform as a vital tool and strategy that guides the budgetary allocations and identification of areas that need to be prioritised in development projects within a local municipality (Van Schalkwyk, Schoeman & Cilliers, 2014). According to Zwane (2020):

An IDP can therefore be viewed as a participatory approach to integrate economic, sectoral, spatial, social, institutional, environmental and fiscal strategies to support the optimal allocation of scarce resources between sectors and geographical areas, and across the population, in a manner that provides sustainable growth and equity, and that empowers the poor and the marginalised (Zwane 2020, p. 33).

The previously mentioned participatory approach thus indicates that the formulation of an IDP is achieved through a consultative process with all relevant stakeholders. This nesting of CSI prioritisation in the IDP process, nonetheless, has its drawbacks. To understand this, we offer a

detailed explanation of the IDP process in the Moses Kotane Local Municipality, which is summarised in figure 3 on page 46 below. The figure shows how the National Development Plan feeds into the IDP and, ultimately, the SLP. This is important to note as it provides an idea of how the SLP forms part of the national IDP strategy. The diagram also highlights the separate phases of the IDP development process and the related forums at each phase.

Specifically, the IDP process has five main phases: preparation, analysis, strategy formulation, project development, integration and approval (Moses Kotane Local Municipality, 2020). Each of these phases are discussed below.

4.2.1 IDP preparation phase

In the preparation phase, the office of the municipal manager facilitates the development of the budget allocation for the year, together with internal staff. During this phase of the process, the municipality develops an Integrated Development Budget Process Plan by assessing its performance over the past year and producing priorities based on the performance assessment (Moses Kotane Local Municipality, 2020). This is followed by a municipal strategic planning session for the IDP process led by the office of the municipal manager, the IDP Steering Committee meeting and the IDP Representative Forum (Moses Kotane Local Municipality, 2020).

4.2.2 IDP analysis phase

In the analysis phase, community consultations identify community development needs (Mehlape, 2022). This is referred to as a situational analysis for the local municipality to develop the vision that it would like to pursue (Mehlape, 2022). In the analysis phase, the municipality also gets an opportunity to draft development objectives (Mehlape, 2022). The analysis phase is done through surveys and meetings with communities.

4.2.3 IDP strategy development phase

The strategy development phase involves aligning the district strategies to provincial and national development strategies (Moses Kotane Local Municipality, 2020). The other purpose is to ensure an integration of technical acumen and indigenous knowledge (Mehlape, 2022). It is during this phase that suggested solutions are debated for fitness of purpose (Mehlape, 2022).

4.2.4 The IDP project phase

The project phase is mainly characterised by municipal representatives formulating projects from the consultations that were held in collaboration with the IDP Steering Committee and the IDP Representative Forum (Moses Kotane Local Municipality, 2020).

4.2.5 IDP integration phase

In the integration phase, the municipality ensures that projects and strategies identified are aligned to all other national development strategies (Mehlape, 2022). This is done through the IDP Representative Forum.

4.2.6 IDP approval phase

In the approval phase, the document is presented to the stakeholders for approval and all the necessary signatures of approval are sought (Moses Kotane Local Municipality, 2020).

4.2.7 IDP monitoring and evaluation phase

The monitoring and evaluation phase is a continuous process of assessing the effectiveness of implemented interventions. This phase acts as a feedback loop to make improvements and recommendations as the IDP projects progress (Moses Kotane Local Municipality, 2020).

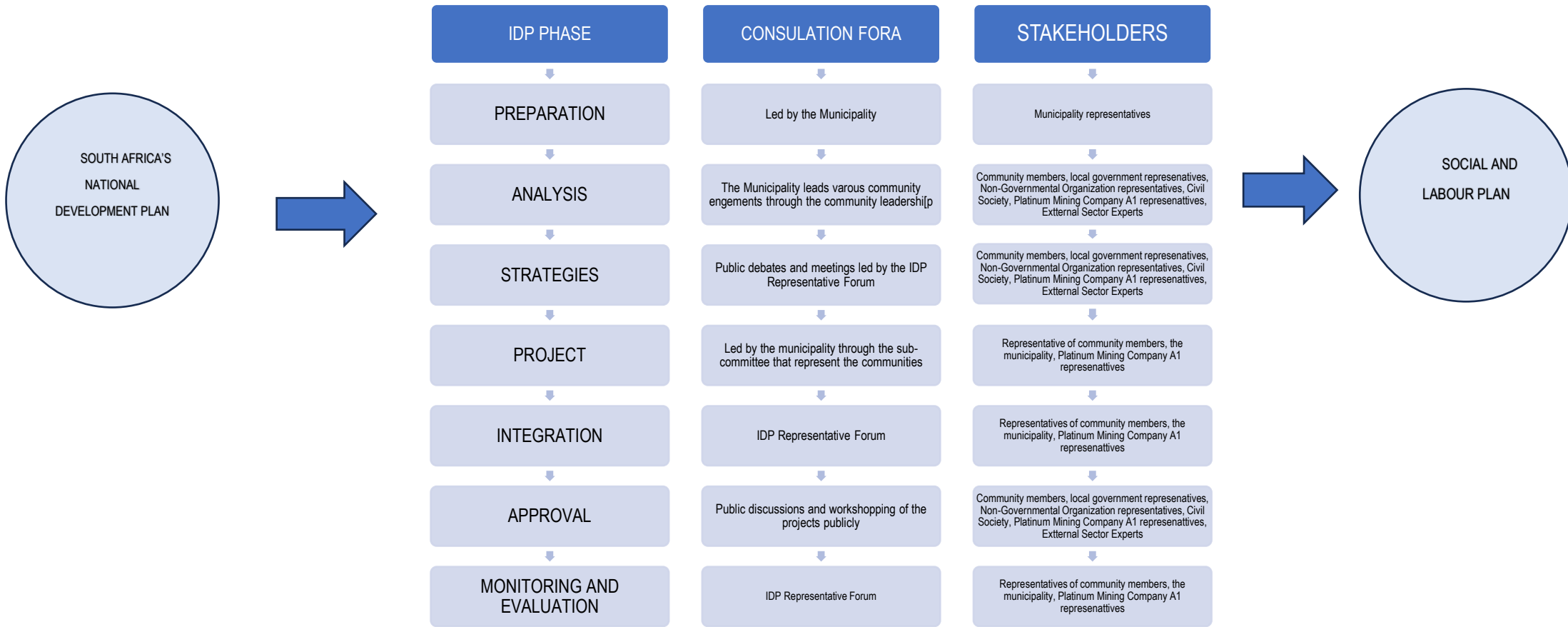


Figure 4: IDP process flow diagram Adapted from Department of Rural Development and Land Reform: South Africa (2012), Moses Kotane Local Municipality (2020), and Mdluli, N. P. (2022)

4.3 Nature and quality of community participation in determining CSI priorities

Considering that Platinum Mining Company A1 uses this consultation process to formulate their SLP, a careful analysis of the IDP process, and especially the consultations that happen within it, assists us to answer the following questions:

- What is the quality of existing channels of community participation in the Platinum Mining Company A1's CSI activities?
- What determines the nature of community participation in the Platinum Mining Company A1's CSI activities?

The findings of this study reveal that existing channels for citizen participation in the IDP process, and therefore in determining the priorities of the Platinum Mining Company A1, were affected by the nature and quality of the existing consultations in these forums. In addition, the analysis of data collected from participants suggests that the nature and quality of community consultations is influenced by the following factors:

1. Legislative motivations for community participation
2. Consultation forums
3. The representation of host communities in the consultation process
4. The communication strategy
5. Reliability in delivering prioritised projects
6. Regularity of monitoring and reporting
7. Self-interest orientation of Platinum Mining Company A1
8. Decision-making and indigenous knowledge.

We discuss these factors in the nature and quality of community participation in determining the mining company's priorities below.

4.3.1 Legislative motivations

As noted above, data collected through interviews revealed that while the nature of participation is shaped by many things, it is driven primarily by an existing legal framework that guides mining companies in South Africa. In particular, the Mineral and Petroleum Resources Development Act 28 of 2002 (MPRDA) dictates that all mining companies should have an SLP if they wish to operate (Centre for Applied Legal Studies, 2020). The objectives

of the SLP are to promote the socioeconomic welfare of the local communities surrounding the mining companies, increase employment opportunities, assist in transforming the mining sectors and, specifically, target the socioeconomic transformation of host communities.

The development of the SLP is itself dependent on other consultative development planning processes such as the IDP. This is because the SLP guidelines issued by the Department of Mineral Resources and Energy recommend that mining companies conduct public consultations when developing the SLP. However, the MPRDA and its associated regulations do not make explicit mention of this as a requirement (Centre for Applied Legal Studies, 2020). Mining companies are only required by law, to consult communities on their mining application and not specifically their SLP (Centre for Applied Legal Studies, 2020).

Both mining executives as well as community members were aware of the requirements of the MPRDA, which in essence defined the approach and relationship between mining companies and communities in the development of SLPs, and subsequent CSI programming. One of the study's respondents – a leader at Platinum Mining Company A1 – indicated:

The Mineral and Petroleum Resources Development Act 28 of 2002 is a guideline as to how we should do the stakeholder engagement process. So, you are guided by that. So, part of that engagement process is what is called Interested and Affected Parties consultation, and, how you need, for example, to have community meetings; going to the community, checking into the IDPs, checking with the DMRE (Department of Mineral Resources and Energy) in terms of the priority, so it's quite an elaborate process, which is governed by legislative requirements (MA3, author interview, 29 March 2023).

Local mining communities were also aware of this approach by the Platinum Mining Company A1 in the development of their SLPs. This is reflected by the words of one of the political leaders in the Platinum Mining Company A1 host community who states: The mining company relies on the IDP for sustainable community development, and they draw their plans in a manner that it ties back to the IDP (CL4, author interview, 25 February 2023).

Despite being embedded in the IDP process, the responsiveness of the SLP to community needs was affected by several factors. For example, the SLP was not limited to community development needs such as infrastructure development projects, education, health and

provision of jobs, yet according to Department of Mineral Resources and Energy (2010), SLPs should look into poverty eradication strategies by increasing the available skills set in the community and equipping community members to serve their communities meaningfully. According to the Department of Mineral Resources and Energy (2010, p5) Social and Labour Plan guidelines the objectives of the Social and Labour Plan are set out below:

- a) Promote economic growth and mineral and petroleum resources development in the country.
- b) Promote employment and advance the social and economic welfare of all South Africans.
- c) Ensure that holders of mining or production rights contribute towards the socioeconomic development of the areas in which they are operating as well as the areas from which most of the workforce is sourced.
- d) To utilise and expand the existing skills base for the empowerment of Historically Disadvantaged South Africans and to serve the community (Department of Mineral Resources and Energy, 2010, p5).

Although mining companies are not required by law to consult communities when developing their SLP, the consultation process presents an opportunity for these companies to prioritise felt needs of the community (Centre for Applied Legal Studies, 2020). For example, when consultation takes place, communities can table their felt needs and advise the mining company of the needs they feel should be prioritised for CSI intervention. It is therefore important to look at the consultation forums that the mining company uses for their consultations for effective identification of community felt needs.

4.3.2 Consultation forums

While the MPRDA guidelines advise mining companies to participate in community consultation processes to determine CSI projects that can be prioritised and placed in their SLPs, the Platinum Mining Company A1 did not have its own consultation channels. Instead, it piggybacked on existing community forums. CL4, a community activist in the Platinum Mining Company A1 host community indicated: Platinum Mining Company A1 uses existing structures within the leadership of the community to do their planning. They do this to ensure that the opinions of the community are integrated into their priorities (CL4, author interview, 25 February 2023).

The disadvantage of using these existing consultation structures lay in the existing chasms and divisions in the host communities (Mnwana, 2015; 2021; 2022; Capps & Mnwana, 2015). Specifically, some parties did not support the leadership that formed part of these existing structures. Such members of the community, even when credible, were excluded from this process, precluding all the opinions of the community being included in the consultation process. Additionally, some existing literature shows that elitist groups had captured these channels in local municipalities, making it increasingly difficult for inclusive participation to thrive (Mnwana, 2015; Williamson, Sithole & Todes, 2006).

The elitist approach of the IDP process, which the mining company relied on for consultation, made it difficult to incorporate the views of diverse groups of people present in the community in the decision-making process. In this regard, a participant, community member CL7, pointed out that different leaders were not recognised in this process, which resulted in some being excluded. As captured by a religious leader in the Platinum Mining Company A1 host community, this often happened: Religious leaders are not recognised independently; we are just part of the group that is called for the tribal council with the rest of the community and some of us end up not attending meetings (CL7, author interview, 10 March 2023).

Community leader CL7 also indicted that the divide in the community caused some community members to choose not to attend some meetings, depending on who called the meeting. This divide was also noted by the executive manager of social and labour performance at Platinum Mining Company A1:

There is division in the leadership from the side of the chieftaincy. There was an investigation instituted against the current Chief. Other sections of the community still support him, and others support another Chief from Botswana. So those are the dynamics there (MA3, author interview, 29 March 2023).

Even with this division noted, MA3 insisted that the community had control over what the company prioritised as part of their SLP. Similar views were shared by another employee of Platinum Mining Company A1. When asked whether the community had any control over what gets prioritised in the SLP, the social performance officer at Platinum Mining Company A1 indicated:

Remember with prioritisation, as long as we have already agreed in those IDP consultations, I think maybe that, on its own, says they [host community] have control.

They [host community] have agreed to whatever. Yes, but now in terms of implementation, you know, for every project that takes place in a particular community, what we do is we form what is called the project committee. The committee have all the stakeholders – traditional leaders, the councillors, the business forum. But not all of them are going to participate, maybe the chairperson (MA1, author interview, 13 March 2023).

Similarly, the executive in charge of social and labour performance, in the response to the question of whether the community had any control over what gets prioritised in the SLP indicated:

We do our research first, before we go and impose things on people. And so that research dictates to us what are the problems – poverty, education, and access to water, electricity, infrastructure, and health. So those are the things that normally emanate from that basic social assessment that we do. So, in tandem with that, then that is what we do. We go to them and spell it and ask, ‘what you have assessed to be the problems in this area?’ They would also tell us these things and we align our social basic assessment report that we do. From there, we go to the communities in these affected areas for the consultative process I have mentioned (MA3, author interview, 29 March 2023).

The views of both the social performance officer and the executive in charge of social and labour performance at Platinum Mining Company A1 were countered by community members. For example, a founder of a local civil society organisation (CSO) (CL5, author interview, 8 March 2023), who holds an Honours Degree in STEM education in the field of Mathematics argued:

The community has no control over what the mining companies implement. The mining company does not ask for the opinions of the communities in their planning phase. They only tell communities about things they have decided on (CL5, author interview, 08 March 2023).

This is similarly confirmed by a traditional leader who holds a matric qualification, who stated:

Well, they normally send us letters, either through email or even hand delivered, which will inform us what they would like to do. And we will then respond by telling them how would like that process to be rolled out, okay,

which is basically to ensure that all our communities are consulted (CL1, author interview, 26 January 2023).

Reflecting on the inherent weaknesses of the current ways of doing things, Williamson, Sithole and Todes (2006) argue that the problem is not the consultation process itself; it is that the consultation process during the formulation of the IDP has become a fulfilment of statutory requirements only. In the current study, a traditional leader indicated that the IDP process has been captured by different groups that hold power and, as such, decisions made do not represent the community in its entirety (CL1, author interview, 26 January 2023).

Although Platinum Mining Company A1 approached consultation as information, their representatives in the current study still maintained that they were aware of the communities' needs and prioritised them. Because the consultation between Platinum Mining Company A1 and the community comes after the determination of the priorities as per the IDP consultation process, technically, this was an information session instead of an actual consultation process. Although the IDP process is meant to be governed by principles of equality, integration, efficiency, sustainability good and fair governance, the priorities that are put forward seem not to be done in accordance with these principles (Van Schalkwyk, Schoeman & Cilliers, 2014). It is worth noting that the municipalities try to ensure that the community as a whole is represented in the IDP consultations.

The IDP process is meant to be a bottom-up development planning approach where community members are expected to exercise autonomy in tabling their development priority needs. However, this does not seem to be the case, as indicated by a religious leader in the community, who laments: I do not know of any other meeting except the tribal council meetings. The community only gets to express their views in the tribal council meetings (CL7, author interview, 10 March 2023).

The Ladder of Citizen Participation, the conceptual framework used in this study, suggests that a superior quality of community participation results in quality community needs determination. Thus, prioritisation of those needs is done within an available budget, the CSI projects are aligned to sustainable community development, and finally this informs the quality of delivered CSI projects. In contrast, the current study found that the Platinum Mining Company A1 is concerned with budget availability as the only basis for prioritisation of CSI projects, yet community participation in the determination and prioritisation of needs should precede the

alignment of priorities to the budget. The need for this quality community participation is highlighted by CL1 below:

We were expecting that mining company would start with us every time they plan for their social and labour plan. This is because, we have the mandate from the people. In addition, we live with these people in the same village, so we know what their felt needs are. We know that we can help prioritise projects in such a manner that it also fits into our development plan as a community leadership. We also have our own development programmes. They are supposed to enhance and support our progress, not them coming with their own (CL1, author interview, 26 January 2023).

As noted in chapter 2, the participatory development theory, which informed this study, argues that in the absence of community participation development projects determined by those in power do not necessarily guarantee sustainable community development outcomes (Dinbabo, 2003). It further stresses the importance of stakeholder participation in the planning process of all interventions, which extends to assessing what communities can do towards resource mobilisation for development (Dinbabo, 2003). When CL4 was asked whether Platinum Mining Company A1 incorporates the views of the community in their prioritisation, he responded: Yes, but budget is important (CL4, 25 February 2023).

The Social Performance Officer at Platinum Mining Company A1 (MA1), was adamant that the mining company continued to try to respond to the needs of the community outside of the consultation process: We even have plans to do a water service delivery project which is outside of our scope because the community would like us to intervene in the water shortage problem (MA1, author interview, 9 March 2023).

These efforts nonetheless fell short of meeting the community's felt needs because they did not erase the injustices caused by the lack of quality in participation in compiling the SLP. The ward councillor (CL6) referred to this when he argued: You see the one challenge that we always have, from a leadership perspective, is that the focus of the mine is more on structures, structural developments, than it is about the people themselves (CL6, author interview, 9 March 2023).

Consequently, the participation process can either be disempowering or empowering, and through distribution of power, which is embedded in collaborative planning, mining

communities can gain power and achieve their community development goals (Lauria & Slotterback, 2020). In the case of Platinum Mining Company A1 the power issue could not centre on the mining company having money because the community itself owned the land. CL1 (author interview, 26 January 2023) alluded to the Platinum Mining Company A1 rejecting project proposals from communities with an indication that they were not budgeted. However, the community was willing to contribute, illustrated in the response by the traditional leader:

My understanding is that if we provide land, which is designed and earmarked for estate development, management can come and assist us with their fiscal contributions. This would be a fully-fledged development project that can benefit Platinum Mining Company A1's employees. However, the mining company does not understand this (CL1, author interview, 26 January 2023).

This highlighted the community's belief that it was not just a recipient, but because of the disempowering participation process, it was unable to achieve community development goals (Lauria & Slotterback, 2020).

The critical question was, why did Platinum Mining Company A1 rely on established community engagement structures? Were they effective? The three officials from the social performance office at Platinum Mining Company A1 argued that it was much easier for the mining company to piggyback on existing structures instead of expending resources on organising a separate meeting of the same nature. They further argued that to deepen the quality of engagement with the community, the Social Performance Office of Platinum Mining Company A1 produced a set of priorities from the engagement after the IDP consultation. However, in the view of some community members, this process created an impression that these priorities were predetermined. This is reflected by the words of the traditional leader who indicated: "Usually, mining companies come with predetermined projects. Sometimes, we manage to convince them out of those. But in most instances, they insist that that is what they have planned and that is what they can afford" (CL1, author interview, 26 January 2023).

This view was common among respondents from the community with CL2, CL4, CL6 and CL7 alluding to the same. In essence, the community widely shared the view that although

community participation occurred during the development of the SLP, there were gaps in the process.

It could be argued that in the case of Platinum Mining Company A1, the nature and quality of consultation aligned with the description of “informing” on Arnstein’s (1969) Ladder of Citizen Participation model. This is a lower level of participation and is considered tokenism rather than actual power (Gaber, 2019). At this level of participation, communities were made to believe they have power, but they were not given power to make any real contributions in identifying Platinum Mining Company A1 CSI priorities, and by extension, of their own development needs.

In contrast, a higher level of participatory community development requires all the relevant stakeholders are included in the intervention, from planning and execution to monitoring and evaluation (Dinbabo, 2003). Such higher levels of participation manifest as partnerships, delegated power, and citizen control of the process (Gaber, 2019). Evidently, this was lacking in the CSI processes of Platinum Mining Company A1. The absence of a higher level of community participation in the consultation and CSI processes of Platinum Mining Company A1 could have been partly due to unsatisfactory representation of the community, particularly when the consultation process focused on developing the local municipality IDP process instead of the direct needs of the mining company’s host community. We therefore examined the quality of community member representation in the consultation process and how this may have affected the participation process.

4.3.3 Host community representation.

The level of representation of host community members at the selected consultation forums was characterised by exclusion. This is shown in the response to the question who is consulted by the company. The social performance manager at Platinum Mining Company A1 had this to say:

We engage the local municipality who have to embark on consultation process for their IDP. We also consult the Department of Minerals and Resources as part of the consultation process and the community forums. So, there are those layers of stakeholder engagement that we put in place which are dictated by the law. The friction regarding chieftaincy really is outside

those elements of the of what the law tasks for us to do (MA3, author interview, 29 March 2023).

Considering this participant's (MA3) acknowledgement of the societal divisions centred around the legitimacy of the chieftaincy, mining companies should have taken note and ensured that the various community factions were incorporated into the consultations. In the view of some members of the community, not considering these factors suggested that the company was determined to only consult a select few members of the community because they had predetermined projects:

They would want to listen to a few individuals who would fit into their mind frame. And when they come, they say this is what the people are saying. And we say, but they are not representing everybody. They can end up putting us against each other and therefore that is why sometimes you say that rather than creating havoc let us see, because, it is still going to happen even though it is not really what was supposed to be done (CL1, author interview, 26 January 2023).

For a process of this nature to be effective, all members of the community should be represented. In cases where communities are divided, efforts should be made to consult all parties (Centre for Applied Legal Sciences, 2020). Indeed, as Tremblay et al. (2018) observe, the success of CSI projects lies in them being implemented in collaboration with community organisations. Although consultation does not mean that communities will determine all the decisions, this has proven, in other contexts, to better the social relationship capital of mining companies, using transparency and trust to drive the social relationship capital (Mdamba, 2021). The importance of this is further highlighted by Cormac Russel when he cautions: When we do change to people, they experience it as violence; but when people do change for themselves, they experience it as liberation (Russel, 2016)

Having said that, the process of consultation seemed to lack the requisite community representation due to gaps and limitations in the local municipality IDP consultation process. Platinum Mining Company A1, therefore, appeared not to be using an inclusive approach in determining their CSI priorities. There was not enough communication of the notice of the meetings: information such as the date, time, purpose and place of the meetings were important but did not reach some community members. This notion was evidenced in the response from

a civil society organisation in the host community, whose representative in the current study indicated: Most of the information on meetings to be held is not publicly known. I do not know of any framework that the mining company uses to include the community when they plan for CSI (CL5, author interview, 8 March 2023).

Although the intention of the IDP – the source of the identified community needs for compilation of Platinum Mining Company A1’s SLP – is to ensure inclusive participation, data from the current study indicated that this was not the case. For community consultations to yield the requisite results, the engagement should be able to gather perspectives from the entire community, even those that are not influential or powerful (Lauria & Slotterback, 2020). Leonard (2019) refers to traditional leaders that have been accused of not representing host communities well in consultations held with mining companies. It is further suggested that signing documents on behalf of communities, does not imply accountability and consent, or the approval of the communities (Leonard, 2019). Consequently, it seems, ordinary citizens in host communities are excluded or left vulnerable in the hands of mining companies and traditional leaders.

This kind of misrepresentation and exclusion impeded the efficiency of the participation process, with the net effect of the host community often not seeing their developmental needs met. This finding corroborates arguments by Cronje and Chenga (2009) that exclusion impedes the efficiency of the participation process, with the net effect being that the host community often does not see their felt development needs being met. Even though Platinum Mining Company A1 may have fulfilled their legal obligations for consultation, the representation was limited and required more to be done.

A look at the mining company’s communication strategy shed further light on the reasons behind the shortfall in host community representation as well as the importance of the strategy in ensuring that community members were aware of the consultation process and their role in the process.

4.3.4 Communication strategy

Participants were asked how Platinum Mining Company A1 communicates with members of the host community in the process of CSI programming. In response, the social performance officer, MA2, indicated that communication was done through the local municipality, which embarked on community engagement processes at the beginning of the IDP development

process. However, many participants from the host community indicated that they were unaware that the engagements in the IDP process informed the mining company's CSI priorities. With the process remaining opaque and inaccessible to many members of the community, some felt that the mining company communicated predetermined priorities only to traditional leadership and the community. When the civil society organisation founding member was asked about when the Platinum Mining Company engages the community for the development of the SLP she indicated:

I think this happens through the sittings with the tribal authority. I am only aware of one committee that meets on a Monday and Thursday that is led by the chiefs of the community but that they do not have an influence on prioritisation of projects that the mining company does (CL5, author interview, 8 March 2023)

This gave rise to negative perceptions of both the IDP process and the company's CSI determination processes.

An additional issue identified was the lack of clarity on when or even how often consultations were meant to take place. This kind of uncertainty resulted in low community participation, with some community members feeling that their views were not represented in the priorities. This was revealed from responses to the question, "How frequently does Platinum Mining company A1 revise their CSI priorities?" Responses from members of the leadership of the community suggested that a majority are unsure or unaware. In this regard, CL7, a religious leader who has resided in the community for over 20 years, indicated: I am not sure how often the mining company changes their CSI priorities but there are usually meetings that the tribal authority calls, and we assume that they feed into advising the mining company (CL 7, author interview, 10 March 2023).

Another participant, CL2, a member of the business forum as well as a political leader who had previously worked for Platinum Mining company A1 indicated: It [revision] is done annually but there is a quarterly meeting held with community leaders. The mining company scans the infrastructure like schools and decides where the gaps need to be filled (CL 2, author interview, 26 January 2023).

These divergent views suggested either a disjuncture in Platinum Mining Company A1 communication strategies and channels with community members, or that they targeted

specific types of leaders and members of the community while excluding others. Consequently, some members of the host community were not aware of where, when, or how frequently consultations take place. These seemingly excluded community members were therefore not even sure what informs Platinum Mining Company A1 CSI priorities. Given the lack of information, many members of the community did not participate in scheduled meetings. To support this notion a founding member of a civil society organisation in the community stated:

I am not sure how to get involved in the process of consultations but people that have benefitted from mining company are advising me on how to get by. I have tried to contact the mining company through calls and emails, but I have not received responses from the mining companies. I have been advised to give proposals to those close to mining company for consideration (CL5, author interview, 8 March 2023).

This participant suggested a level of exclusion in the way the mining company selected the people that they listened to. This is to say that if a community member did not know anyone personally in the mining company, the channels of communication were closed. To ensure balanced participation, all participants needed to know their roles and the process followed in these consultations (Zwane, 2020).

When asked about his knowledge of the CSI prioritisation process, a political leader in the host community indicated:

The processes that the mining company follows in this particular area is generally not known to the public. Number two, one will come across it in a privileged way. You will come across it if you have access to certain structures or certain people, so it is not the publicly available information (CL6, author interview, 9 March 2023).

The respective leaders of the community should understand their role in this value chain because they represent a constituency. This required the mining company's communication strategy to be implemented in a manner that encouraged all affected and interested parties to participate (Hamaan, 2004). The strategy should also have been implemented in a way that allowed role players and stakeholders to understand what was expected of them throughout the process (Zwane, 2020). Previous studies indicated that where communities were not well informed and included in all stages of a project, there was likely to be a lack of mutual

partnership between the community and the mining company (Mehlape, 2022). When the community understood its role and the purpose of the project being implemented, it had a sense of ownership towards the project (Mehlape, 2022).

The lack of participation and knowledge were a direct indication of the need to improve the communication strategy reflection of the Platinum Mining Company A1. Even so, it was also important to understand how reliable Platinum Mining Company A1 was in delivering the prioritised SLP. This assisted us in understanding whether gleaning the prioritisation process would solve the problem or whether other emerging issues needed to be addressed.

4.3.5 Reliability in delivering the prioritised projects

Platinum Mining Company A1 delivered on the SLP projects that they prioritised because they were required to do so by law, even though these projects were not in line with the felt needs of the community. When asked whether Platinum Mining Company A1 delivers on the projects listed in the SLP, a traditional leader in the host community responded:

They partly deliver. Why I say partly is because they deliver on the prioritised project which are reflected on the SLP. However, our vision is sometimes not aligned to the items that are prioritised in the SLP. We want our own independence for sustenance, we want to insist that they follow what we have prioritised as part of our vision in the masterplan which they normally do not always comply (CL1, author interview, 26 January 2023).

According to all representatives of the mining company who participated in the current study (MA1, MA2, and MA3), even though the community members may not have been satisfied with the outcomes of the prioritisation process, due to the abovementioned factors, there was an agreement that the mining company successfully implemented the projects submitted on the SLP as per the timelines on the SLP. This was reflected in a response by one of the representatives of the mining company:

So, once we have identified those things, the regulator is going to hold us accountable for five years to make sure that we implement those projects and if we don't they come and give us a section 93 which is actually they might even take your licence to operate (MA2, author interview, 10 March 2023).

This level of commitment indicated that with the correct prioritisation, the mining company and the community could achieve sustainable community development. Mehlape (2022), highlights that community participation leads to sustainable and inclusive development. This could have been achieved by aligning the CSI with the felt needs of the community. Additionally, mining companies have an opportunity to strengthen their relationship with stakeholders when they prioritise the felt needs of the community and address these needs (Mashego, 2021). It has been observed that Platinum Mining Company A1 reliably delivers on its prioritised projects within the authorised period, as stipulated in its approved SLP. This then warranted investigating the frequency of monitoring and reporting on these projects to determine the gaps in the quality of this process.

4.3.6 Regularity of monitoring and reporting

Reporting on in-progress or completed projects occurred only once in five years. This was supported by the executive who leads the social performance office when he said: In keeping with the legislative framework, we are only obligated to do reporting every five years on the SLP, and we are currently on our second year of SLP III (MA3, author interview, 29 March 2023)

The same executive, who leads the social performance office, reported that they had inherited SLP II when they bought the mining company in 2018. The company's 2020/21 Annual Report shows a total of R10 683 768 was allocated to the upgrading schools and clinics and providing water. This suggested that the mining company had been committing resources towards developing the community (Platinum Mining Company A1, 2021). However, the lack of frequent reporting added to the frustration of community members, with some feeling that their concerns were not reaching Platinum Mining Company A1:

I am not certain as to whether there is any reliability in delivering the projects that the mining company has committed to, and I have not seen any of those projects being reported on. I know someone who has benefitted from the mining company, although it is not clear whether it is a CSI project (CL5, author interview, 8 March 2023).

Platinum Mining Company A1 countered this prevailing perception among members of the host community by indicating that they met with the traditional leadership regularly. Legitimacy deficits of some of these traditional leaders is well documented (Malindi, 2016;

Leonard, 2019). Therefore, it would have been prudent for the mining company to strengthen its direct communication with the host community. In addition, to be truly impactful in meeting sustainable community development needs, Platinum Mining Company A1 should have aimed to go beyond what they are legally obligated to do. For example, even though they were only required to report every five years, regular feedback was important to gauge whether the CSI projects were effective throughout the five-year period. Such an initiative would have improved on CSI performance and strengthened their relationship with community stakeholders (Mashego, 2021).

Mashego (2021) notes that CSI is successful when all stakeholders are involved, and that development can only happen where there is a mutual understanding of the needs of the society and division of labour and responsibility among all members of the society. This level of understanding can only be achieved through continuous communication and soliciting feedback from the community at all stages of CSI implementation. Poor reporting and monitoring of progress results in missed opportunities to correct what could be going wrong (Mehlape, 2022).

All three participants representing the mining company (i.e., MA1, MA2, and MA3) confirmed that feedback sessions were held with the traditional leaders and that any project not fully implemented by the mining company as promised had legal repercussions. However, there was no mention of a monitoring and evaluation framework from the project planning phase to project closeout. This was an opportunity that Platinum Mining Company A1 could have benefitted from. Formative monitoring and evaluations have proven to assist in recognising barriers to the successful implementation of community development projects such as the CSI conducted through the mining company (Henderson, et al., 2020).

These CSI initiatives were reviewed every five years, and although there was flexibility as and when other community needs arose, there was little said about periodically reviewing and improving current projects. The lack of monitoring and reporting on the SLP during the five-year period (at least to the greater community) may have caused the community to doubt whether the company was delivering on the prioritised projects. We therefore need to understand whether Platinum Mining Company A1 was seen as acting in the interest of the community when delivering these CSI initiatives.

4.3.7 Self-interest orientation of Platinum Mining Company A1

Platinum Mining Company A1 was perceived to be acting with self-interest in its CSI projects instead of prioritising the interests of their host communities and implementing those interests in their CSI projects. This is represented by the traditional leader's response below:

Our urgent needs are in our master plan, which is a socioeconomic integrated plan. We have areas for housing, which we feel could even accommodate some of the mining company's management, because they are travelling. Some are travelling over five hundred (500) kilometres daily to commute to and from work as they reside in Gauteng. My take was if we provide this land, which is designed and earmarked for estate development, management can come and stay there. This will kickstart that development. There are also other areas where it is integrated housing project, which I also feel that employees could still come in, we will provide land, but the mining company should support their employees through subsidies (CL1, author interview, 26 January 2023).

The CL1 response was countered by the executive manager responsible for social performance:

In terms of the things that we are doing, we are on track because we need to do them. It is a legal requirement, but I do not want us to be naïve and think we can do these small initiatives and be able to cover the entire village (MA3, author interview, 29 March 2023).

Participants drawn from the Platinum Mining Company A1 such as MA1 and MA2 argued that even though the implemented projects may not have a significant impact, the company still implemented these projects because they were required to do so by law. This indicated that the Platinum Mining Company A1 was concerned with being on the right side of the law, which would have an impact on its existence. Because the MPRDA required an SLP to be signed by different leaders in the community, the Platinum Mining Company A1 acquired the necessary signatures even though it acknowledged the divisions within the community with regards to the chieftaincy. The need to be on the right side of the law was reiterated: The SLP is signed off by various leaders of the community and we cannot deviate from this as the mining company because this is how we obtain a social licence to operate (MA1, author interview, 9 March 2023).

This should not be the case; the driving force should be whether the needs of the community are reflected in the document (Mehlape, 2022). The participants felt that the mining company was driven by the need to comply with legal obligations and profitability.

The community, through the traditional leader CL1, wished to develop a multiyear sustainable plan so that projects would result in longer lasting change. He alluded: What we are normally trying to show them is that even if it is not within their budget, we can do it over time but because they are not used to that kind of interaction sometimes, we find ourselves in conflict (CL1, author interview, 26 January 2023).

This view highlighted that the community's suggestions were not often considered. It also confirms the findings by Nkgudi (2021), who notes that mining companies implement CSI to obtain a licence to operate. She further notes that mining companies have realised many barriers, such as finances and skills in implementing CSI, which are aligned to the SDGs. Mining companies face accusations that they prioritize being compliant with their performance objectives instead of striving for positive development outcomes (Mdamba, 2021). Having reflected on the self-interest orientation of Platinum Mining Company A1 and focus on regulatory compliance we now seek to outline the neglect of the community's agency.

4.3.8 Decision-making and indigenous knowledge

Platinum Mining Company A1 did not leverage on the indigenous knowledge and experiences of the community. Previous studies show that sustainable solutions that are relevant to the needs of the community are generated from the use of indigenous knowledge and experiences (Mehlape, 2022). The gap in using the indigenous knowledge and experiences of the community was illustrated by a religious leader:

Job creation and diversification of skills are one of our priorities. Our children are not keen on doing hard labour and instead of the mining company exposing them to other opportunities, they employ people from other African countries. The mining company should try and mimic the military in upskilling and up taking the youth (CL7, author interview, 10 March 2023).

Communities have usually had solutions to their problems that could fit into the priorities and budgets of mining companies. In addition, the community was aware that in some instances

they may be required to contribute with skills or assets. According to previous studies, this could contribute positively to the effectiveness of projects (Mehlape, 2022). Previous studies posit that when communities are involved in decision-making processes, it legitimises decisions that are made. In a similar vein, the participatory development theory is predicated on the idea that community members should be included in choices regarding the implementation of plans and projects. The approaches consider how people can take part by exercising their power to think and act, all while acting within a collaborative framework (Dinbabo, 2003).

The Ladder of Citizen Participation (Arnstein, 1969) is useful in assessing the quality of participation taking place in accordance with the responses above. The difference between the lower levels of participation and the higher level of participation is that at higher levels of participation, the community's knowledge and experiences are valued and acknowledged. As such, the community is empowered and allowed to make decisions based on their own analysis of their perceived influence of their surroundings (Minus et al., 2021). This study illustrated that in some instances, Platinum Mining Company A1 supported community determined initiatives. An example was the host community farm, a small community farming initiative to create jobs and improve the community's living standards. The initiative was supported by the social performance manager of Platinum Mining Company A1: The host community farm is one of the community initiatives where we [Platinum Mining Company A1] has helped farmers develop their farm by providing fencing and other consumables to use in their farming project (MA1, author interview, 09 March 2023).

Although Platinum Mining Company A1 assisted the community with the farming initiative, not all the projects reflected on the CSI strategy were determined by the community and community participation was not always part of the planning phase for the overall CSI strategy. In addition, this could be perceived as therapy or manipulation, which is used to keep people from retaliating (Gaber, 2019). The next section assesses the impact of the relationship between the mining company and the community on the quality of participation and, ultimately, the CSI priorities that the mining company implements.

4.4 The role of collaboration in achieving sustainable community development

The last question the study sought to answer was "How does the relationship between Platinum Mining Company A1 and the community affect the alignment of the prioritised CSI projects

and the community's sustainable development needs?" Findings suggests that Platinum Mining Company A1's relationship with its host community resulted in the lack of a shared vision for sustainable development to be achieved in the community. This is evidenced by the incongruity between the needs of the community and the CSI priorities of the mining company as the data and analysis presented below illustrates. In addition, it also confirms the issues of the deficits in the legitimacy of traditional authorities and the differences in understanding between the mining company and the community.

4.4.1 Incongruity between community needs and mining company's CSI priorities

Responses by several participants, while acknowledging the mining company's work, were quick to note the incongruity between these interventions and community needs. In this regard, a political leader in the host community observed: The mining company focuses on structural development. But if you build a school in an area where there are social ills such as lack of transportation, hunger, no textbooks, no teachers then you have built a white elephant (CL6 author interview, 09 March 2023).

Although the mining company received approval through a signed SLP from the traditional leadership, there seemed to be a disconnect between the needs determined by the community and those of the mining company. The community's traditional leadership had a masterplan that they wanted the Platinum Mining Company A1 to work with, but the two parties could not seem to reach a common ground. According to the host community's masterplan, projects included a public-private hospital, community housing and golf estates as part of the investment opportunities. However, none of these form part of the projects by the mining company (Host Community Tribal Authority, 2013). The traditional leader who participated in this study indicated::

Yes, infrastructure is important, but we have a plan to own a private hospital and Platinum Mining Company has a private hospital that they have outsourced. It is not servicing our community and is within their community. Now, it is a legacy of previous regime (apartheid). Because previously during apartheid, mining companies were required to, according to the Act to have health and safety. And they will then have their own hospital, which is for the mining company. But the irony of it is, it is only for the mining company, even if it is within the village. Yes. So, then, the people within the village would not have access to this health

facility. So, the mining company bought that a union section mining company, and they are continuing with the same way, and I am saying no, but it is wrong (CL1, author interview, 26 January 2023).

Quality community participation as postulated by participatory development model and the Ladder of Citizen Participation (Arnstein, 1969) would ensure an alignment between the mining company's CSI goals and the felt needs of the community and determines the best solution to the problem (Mehlape, 2022). This however is not always the case as reflected in previous studies as well as confirmed in the current study. In this regard a study by Kuljian (2005) noted that most CSI funds were directed toward employee programmes and communities surrounding the business. However, it is critical to determine whether these funds addressed the key issues identified by the community in a way that they determined. In addition, this according to the Ladder of Citizen Participation (Arnstein, 1969) reflects a on tokenistic participation which is as another a lower rung level of participation, where communities are consulted yet their suggestions are not incorporated into the final documents (Zwane & Zwelakhe, 2020). This kind of participation not only impedes progress, but also reflected on the nature of the relationship between the Platinum Mining Company A1 and their host community. Specifically, as Zwane & Zwelakhe (2020) states rightly argues if the mining company had deliberate intentions to achieve sustainable development, there would be efforts made to ensure that the community's position is reflected in the projects that mining company A1 implements. involved in all process of participation.

In effect, quality participation ensures that there is no incongruity between what is prioritised and the felt needs of the community (Zwane & Zwelakhe, 2020).

According to Van Schalkwyk, Schoeman & Cilliers (2013), sustainable community development involves community, services, human settlement development, character and identity, transport, and employment. These developments formed part of the imperatives outlined by the community, which the mining company had not sufficiently expressed as part of their plans. Furthermore, a key benefit of involving the community in all stages of the project would have been that they would take over part of the projects, effectively turning the projects into collaborations. Further to this, the PRA strongly promotes the idea of partnership, which involves community involvement in resource mobilization as well. In addition, PRA models examine participation as a process of examining the resources that each stakeholder has to offer the project. These kinds of collaborations are often referred to as multistakeholder models. In

multistakeholder models, members of the community are just as important as the local government and the mining company in determining CSI priorities (Franco and Abe, 2020). Although there may be issues of power differences, in the beginning each stakeholder must be viewed as an equal partner for these engagements to be successful (Hamann, 2004). If this is not the case, Platinum Mining Company A1 could spend a huge amount of money on their CSI projects only for the mining host community to remain disgruntled if their needs are not met. The data seems to agree with this assertion (Broadhurst, 2019). This will be largely due to the incongruity, as further seen in this response: Our vision is sometimes not aligned with them. We want our own independence for sustenance, we want to insist, insist that they follow what we have in the master plan, to which they normally don't always comply (CL1, author interview, 26 January 2023).

Additionally for the CSI projects to meet the needs of the community, there must be a mutual understanding of sustainable development and prioritisation of those needs. This happens through quality participation which builds a good relationship between all stakeholders (Mehlape, 2022). Even though we noted incongruencies in the priorities of Platinum Mining Company A1 in this study, it is important to also discuss the legitimacy of tribal authorities to understand how they further contribute to the incongruencies.

4.4.2 Legitimacy of traditional authorities

Social and labour plans are signed by all the leadership of the community including the tribal authority (MA1, author interview, 9 March 2023). However, one of the challenges faced by mining communities in the platinum belt was the lack of trust between them and their tribal authorities (Capps & Mnwana, 2015). This was illustrated in the response given: There is division in the community due to the contestation for the chieftaincy. There was an investigation instituted against the current Chief. There are members of the community that support him and others that do not want him as Chief (MA3, author interview, 29 March 2023)

Previous studies indicated that mining communities were revolting against the land being owned and controlled by tribal authorities (Capps & Mnwana, 2015). The communities believed that some of the land was acquired by their forefathers independently of the tribal authorities and, as such, they have a right to ownership of the land (Capps & Mnwana, 2015). Studies also indicated that this power struggle allowed members of the tribal authorities to flourish while the community struggles (Capps & Mnwana, 2015). Additionally, the wealth

accumulation of the members of the tribal authorities was attributed to them exchanging royalty streams for shares in the mining companies (Capps & Mnwana, 2015; Leonard, 2019). This is to say, instead of tribal authorities negotiating in the interest of the communities, they negotiated in their own interest (Capps & Mnwana, 2015). Data from previous studies suggest that communities have their own communication and leadership structures that are effective (Mehlape, 2022). However, data from this study indicated the importance of legitimising these structures by community members before using them to solicit any approval of plans such as those relating to CSI.

4.4.3 Understanding of sustainable community development

There was a difference between the way mining companies understood sustainable community development and host communities did. The members of the community that were interviewed indicated that in some instances the mining company and the community may agree on an area of development that needs to be prioritised; however, there was no mutual understanding of the required interventions. The community members seemed more concerned with implementing sustainable and long-lasting projects while the mining company wanted to comply with their commitment in their SLP. This was reflected by a political leader who indicated: The road infrastructure network, which connects people is a challenge in our village. We have serious connectivity issues, and this coupled with electricity shortage makes it increasingly difficult to be productive in the village (CL6, author interview, 09 March 2023).

The role of community participation is to create an environment where social learning can take place and knowledge can be shared among different stakeholders (Mdamba, 2021). This quality of engagement and learning is believed to foster the requisite understanding and alignment between stakeholders in projects of this nature (Mdamba, 2021). Platinum Mining Company A1's initiatives seemed to focus on infrastructure development, education, and training. The community saw these efforts as ineffective and incomplete. In this regard, political leader CL6 argued that infrastructure development should be matched with increasing human capacity in hospitals and schools. Equally the Platinum Mining Company A1 skills development plan needed modernising to include skills that appeal to the youth i.e., hospitality skills, IT, HR etc. (personal interviews CL5, 8 March; CL7, 10 March 2023). However, although members of the community acknowledged the difference between in how their view and the mining company's view of the initiatives, a representative from the mining company held a different view: From those small initiatives that we have put in place, yes, I can tick the box and say from education,

we are doing what we are meant to be doing. From health the clinics are there, and the infrastructure is there (MA3, author interview, 29 March 2023).

Data collected in the study showed that the participants from the mining company and the community held different views on the achievement of sustainable development. Previous studies indicated that when communities were involved in all stages of CSI projects, sustainable development was guaranteed (Mehlape, 2022). Some of the most pertinent issues raised by participants CL2, CL5, CL6 and CL7 were access to potable water, connectivity, and road infrastructure. They also indicated that while they struggled with these issues, Platinum Mining Company A1 had access to these services and related infrastructure.

Even though these issues reflected the felt needs of the community, the social performance manager did not see the provision of these services and infrastructure as a direct responsibility of Platinum Mining Company A1:

There are so many things that we do for our community. But over and above that, the municipality has the responsibility to render the services. It is just that our municipalities are not functioning well, and the communities are running now to the mining companies for assistance, but because we are a company that cares, we really live our values (MA2, author interview, 10 March 2023).

While it may be true that the mining company had access to potable water and connectivity, Platinum Mining Company A1 suggested that providing these services was the role of the local municipality; but they stepped in to provide water tankers because they understood the plight of the community.

We have noticed that the community has challenges with water and for a while we did not want to step into that territory because that is the role of the municipality. The situation has become so dire that we have had to dispatch some water tankers to assist the community (MA1, author interview, 9 March 2023)

These views further highlighted that even with an awareness of certain needs, Platinum Mining Company A1 was not responsible for service delivery issues, but were willing to collaborate for effective change. The leadership of Platinum Mining Company A1 also agreed that a need

may arise for all the mining companies in the area to collaborate in addressing these bigger issues to assist the community and the municipality. This was reflected in the views of the executive responsible for social performance:

If we can have collaborative effort towards CSIs as mining companies instead of implementing similar things to help the community. We may make a significant impact in that area, maybe the change might cover a wide area that might be more visible (MA3, author interview, 29 March 2023).

To produce projects that effectively promote sustainable development, Platinum Mining Company A1 will need to consider improving the quality of community participation in determining their CSI objectives. This is to say that collaborative approaches that limit bureaucracy need to be employed (Harrison, et al., 2019). Similarly, literature suggests that quality participation only takes place when mining companies are willing to transfer power to communities to ensure that their needs are prioritised and met (Mehlape, 2022).

4.5 Conclusion

We conclude this chapter, by reflecting on the key findings discussed in this chapter. The data presented revealed that the quality of community participation in all phases of CSI projects could be improved. Although the municipality was responsible for leading the IDP process, Platinum Mining Company A1 could have directed more effort towards ensuring that all groups within the community were represented. The study further indicated that it was common knowledge that the community was divided. Therefore, not all community members responded to meeting invites from individuals that they were not in agreement with. The communication of the forums and the purpose of the consultation should also improve. This is because, as the study has showed, some members of the host community were not even aware that the SLP was derived from the IDP consultation.

Data also indicated that while the mining company spent on CSI projects, the community felt unable to make decisions on the mining company's CSI priorities. This aligns with the conceptual framework, which indicates that quality participation entails determination and prioritisation of needs within the community. The data presented further illustrated the need to improve relations between the mining company and the community, as their relationship impacts how each of them view sustainable community development. In building better

relations, the community can also positively contribute to the implementation plan of the various CSI and produce innovative ways to solve problems.

CHAPTER 5. CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study investigated the CSI habits of Platinum Mining Company A1 in meeting the objectives of sustainable community development in South Africa. This was a qualitative study that used an interpretivist approach to understand the decision-making process of a mining company in South Africa, in relation to CSIs. The specific objectives of the study were:

1. To evaluate the decision-making processes in determining the CSI objectives in Platinum Mining Company A1
2. To analyse the quality of community participation in decision-making in Platinum Mining Company A1 CSI objective
3. To evaluate whether the CSI objectives of Platinum Mining Company A1 align with sustainable community development needs.

These objectives of the study were pursued by analysing the decision-making process of Platinum Mining Company A1 using Arnstein's (1969) Ladder of Citizen Participation. Specifically, the study focused on whether local communities were involved in determining CSI priorities and, if they were involved, the quality of their participation. Thereafter, the study interrogated the effect of the quality of community participation on the alignment between the CSI and sustainable community development objectives of the community.

The findings suggest that even though Platinum Mining Company A1 contributed to several CSI projects with the aim of addressing sustainable community development, there are several issues that curtail their efforts. In the previous chapter, the study identified and interrogated these issues. Specifically, applying the Ladder of Citizen Participation (Arnstein, 1969) model to analysing the CSI programmes of Platinum Mining Company A1, this study found that the quality of consultations, communication strategy, and representation of community members in the consultation process hindered successful prioritisation of the felt needs of the community in the company's CSI objectives. In addition, Platinum Mining Company A1 seems to act in

self-interest by prioritising exclusionary elitism in their community engagement. This, coupled with a lack of regular monitoring and reporting, impeded the successful implementation of CSI initiatives, as well as their effect in meeting sustainable community development objectives.

In this chapter, these key findings are revisited with a view to proffering recommendations. The chapter is divided into five sections: the overview of the study, the main findings of this study, the main recommendations of this study, limitations of this study and recommendations for future research.

5.2 Overview of the study

Chapter one presented the background of this study. Specifically, we discussed CSIs as a possible driver of sustainable community development and outlined the research questions and objectives of the study. Chapter two provided the theoretical background of the study. Firstly, it highlighted the participatory development model and the Ladder of Citizen Participation (Arnstein, 1969) as the specific model employed in the study to gauge the quality of engagement of host communities in Platinum Mining Company A1 CSI programming. Thereafter, the discussion focused on the perceptions of CSIs as identified in previous studies. Finally, the chapter outlined the conceptual framework used in the study.

Chapter three outlined the research methodology of the study. This chapter detailed the research philosophy, which describes interpretivism as a philosophy of this study, followed by a detailed discussion of the qualitative research approach used in this study, and this study is defined as a case study. Thereafter, we discuss the two populations of the study, the mining companies in South Africa and their host communities, and outline the sampling method. As part of this discussion, the two layered approach of sampling used in the study is highlighted. A discussion on data collection methods used in this study i.e., semi-structured interviews, follows, along with a discussion on data analysis, which describes how the six-step approach was applied in a thematic analysis of this study. The examination on reliability and validity provides readers with an outline of the tools used, which is followed by ethical considerations to give the reader an understanding of how the principals of ethics were upheld in this study using informed consent, anonymity and confidentiality, avoiding deceptive practices and providing a right to withdraw. Finally, chapter three, focused on the limitations of this study, ethical considerations, and limitations of the study.

In chapter four, we presented the findings of the study thematically. The findings indicate that existing channels for quality participation are affected by factors such as the nature and quality of existing consultations, among a number of other factors. These include legislative motivations for community participation; consultation forums; the representation of host communities in the consultation process; the communication strategy; reliability in delivering prioritised projects; regularity of monitoring and reporting; self-interest orientation of Platinum Mining Company A1; as well as the decision-making process and incorporation of indigenous knowledge of the community during consultation. These are summarised below.

5.3 Main findings

The study revealed that Platinum Mining Company A1 determines its CSI priorities through community participation. The consultation process entails Platinum Mining Company A1 consulting local municipalities during the development process of their IDP. Based on the local municipality IDP, Platinum Mining Company A1 drafts its SLP. While the Platinum Mining Company A1 hopes that this consultative process includes all affected and interested parties in the community, and that all the views of the community are encompassed, this kind of participation is largely exclusionary. This is because, as the study reveals, some community members do not have information about the IDP process used to inform Platinum Mining Company A1's SLP. The highest and most ideal rungs of the Ladder of Citizen Participation (1969) involve all participants in the process. Moreover, participatory development approaches discourage discriminatory involvement because it's critical to incorporate all community opinions, ideas, and remarks. As revealed by various interviewees, the company's communication of the procedure relating to the IDP participation process, and its benefits is not clear. In light of this, Platinum Mining Company A1's reliance on municipal IDPs as a major source of identified community needs for decision-making of its CSI objectives is flawed.

This study found that the quality of participation is at the lowest level of the Ladder of Citizen Participation, which depicts informing and tokenism (Gaber, 2019). At these levels, the participation is only a tick-box exercise instead an engagement with communities to seek relevant inputs to strategies. This supports existing literature on the quality of participation as per the Ladder of Citizen Participation (1969). A further insight of the study that supports the low participation finding is that Platinum Mining Company A1's CSI project reporting and monitoring is ineffective because the company only reports once in the legislated period of five years. The principles of participatory development are anchored on sharing and transparency

and this finding is in support of this as it shows that where the quality of participation is low, there is a lack of transparency and information sharing.

The quality of participation is affected by various elements, including the nature of communication, host community members' representation in the consultation process, and the self-interest orientation of the Platinum Mining Company A1. The study reveals that as part of its communication strategy, the Platinum Mining Company A1 relies heavily on existing community structures instead of having their own communication forum. This is not always effective and, overall, impedes effective community participation. According to the participatory development models and the Ladder of Citizen Participation (1969) it is important to investigate whether existing collaborative frameworks allow people to contribute their ideas and skills (Dinbabo, 2003).

The study also found that elite groups have captured existing consultation forums, resulting in the different groups of the community being insufficiently represented, even while traditional leaders are consulted. This restricts the agency of the host community to meaningfully contribute to decisions made relating to the company's CSI priorities. As Cronje and Chenga (2009) observe, these circumstances lead to a disgruntled host community by reinforcing the view that the Platinum Mining Company A1 does not engage communities on their needs. This corroborates findings by scholars such as Broadhurst (2019), who argue that an inferior quality of community engagement processes results in instances where communities view high infrastructure projects implemented by mining companies as political stunts. Consequently, it can be inferred that the quality of community participation is flawed as per the illustrations of the Ladder of Citizen Participation (1969).

The study noted that the quality of community participation impedes successful prioritisation of community needs. Different members of the host community who participated in the study pointed out that the CSI projects implemented by Platinum Mining Company A1 are not meeting their felt needs. The study revealed that due to issues of power differentials, the community was not given a chance to provide sufficient input to the CSI priorities of Platinum Mining Company A1's strategy. These supports finding of the participatory development models which guarantee that through participatory development the communities are afforded an opportunity to decide which projects will be implemented instead of having an "external" party deciding for them. As such the participatory development models ensure that communities have equal power to those who conduct development projects inside their

communities such as mining companies. In addition, there is a need to ensure that existing traditional leadership structures are legitimate and that communities support the traditional leaders before soliciting any approvals from the traditional authorities (Capps & Mswana 2015). These factors significantly strain the relationship of Platinum Mining Company A1 and the community, who are discouraged from participating in any consultation process. This also leads to a disconnect between the Platinum Mining Company A1 perception of the development needs and those of the host community. The findings further demonstrate a contradiction in that some members of the host community generally agree that Platinum Mining Company A1 delivers on its promises as part of the SLP legislative requirement. In other words, Platinum Mining Company A1 does not deviate from its prioritised CSI projects. This suggests that if the company opened its consultation processes to be more inclusive of the various host community groups in its need's prioritisation, its CSI projects could be successfully implemented and yield the desired sustainable development. This is consistent with the quality of participation in the higher rungs of the Ladder of Citizen Participation (1969). Such an approach will lead to a shared understanding of the host community's development needs, while also helping to build trust (Zwane, 2020). This kind of trust is necessary to build Platinum Mining Company A1's relationship with its host community. However, the existing quality of host community participation, as we have seen, results in a disconnect that impedes a successful identification of projects that can lead to sustainable community development.

5.4 Recommendations

This section of the report presents the recommendations of the study. It offers recommendations on four elements. First are recommendations on how to improve the decision-making process of Platinum Mining company A1 with regards to their CSI programme priorities. Next, we outline how communication can be used to improve the quality of participation. Third, we present recommendations touching on monitoring and evaluation. Finally, we present recommendations on achieving sustainable community development.

5.4.1 Improving decision-making process of Platinum Mining company A1

The study findings suggest that existing issues can be addressed by Platinum Mining Company A1 forming their own community engagement forum. When well managed to ensure inclusivity, such a forum can embed a democratic ethos, by ensuring that host community representatives are democratically elected for the purposes of liaising and consolidating

community needs priorities. In addition, Platinum Mining Company A1 could improve their communication strategies, regularly monitor evaluate and report, participate in collaborative initiatives with the community, and promote citizen control as per the participation ladder.

Existing weaknesses of the current Platinum Mining Company A1 CSI programmes can be addressed by ensuring alignment between the CSI and sustainable community development objectives. Due to the relationship between Platinum Mining Company A1 and the community, there are difficulties in identifying common areas for development. This is evident in the incongruency between what the Platinum Mining Company prioritises and what the community identifies as their felt needs. To address this, trust should be built between the two and a bigger network should be forged for sustainable community development. In other contexts, consultation and a better quality of participation proved to better the social relationship capital of mining companies using transparency and trust to drive the social relationship capital (Mdamba, 2021). In addition, parties should be able to recognise the power each holds and leverage on each other's strengths. As Cormac Russel argues: If we want to help people in a way that does no harm to them and their capacities, then the best place to start is with what's strong within them and their communities instead of what is wrong (Russel, 2016).

The study also indicates that Platinum Mining Company A1's use of the IDP process for consulting the host community has been hampered by fissures as well as power and control grabs in existing forums. To address dependency on the existing structures, Platinum Mining Company A1 should consider allowing for a multiplicity of local community organisations to facilitate consultation, as well as partner with them in implementing CSI programmes. This requires entirely new structures responsible for planning and implementing CSI projects, an in which community members will make decisions. This approach requires a look into the financial and other resources that the host communities have to foster collaboration, and is in line with the Asset Based Community Development (ABCD) framework, which first considers what the community owns before it looks into other needs (Harrison et al., 2019).

ABCD as an approach would limit bureaucracy and build healthier relationships between the different actors in the ecosystem (Harrison et al., 2019). This approach to community engagement and development can enhance citizens' control of their own development destiny and ensure that where the Platinum Mining Company A1 does not have enough to contribute, the community can augment the budget. In this particular case, a community member highlighted that some projects were declined by Platinum Mining Company A1 based on

budgetary constraints and the community were not given a chance to contribute in any manner even though they would have liked to (CL1, author interview, 26 January 2023). Mashego (2021) highlights that development can only happen where there is a mutual understanding of the needs of the society and division of labour and responsibility among all members of the society.

5.4.2 Using communication to improve quality of participation

The findings of this study flag communication as one of the primary barriers to quality participation. Participation can be used as a tool to address exclusionary elitism and a lack of representation by distributing information to members of the host community (Masiya, Mazenda & Davids, 2019). This will ensure communities have total control over their development (Zwane, 2020).

The study also highlights the importance of understanding different power dynamics. The community has negotiating power because it has land that the mining company derives value from. It is therefore recommended that Platinum Mining Company A1 improves their communication strategy by exploring their own communication channels with the communities instead of depending on those that already exist, as they are dysfunctional.

In the meantime, Platinum Mining Company A1 should use these established forums to communicate their schedules for community participation meetings. Strategic media platforms should be used to provide information to all community members in various local languages. This includes community radio stations, local newspapers and circulating messages on social media. These platforms will spread awareness of the engagement forums and encourage the community to take part in the process. A better quality of participation and communication will ensure that modifications are made to the job options that are currently available to the youth. Instead of offering the youth jobs that require them to work underground, the mining company can consider allocating them jobs in different departments. Improving communication enables improvement on the current impediments to successfully prioritise the community's felt needs in the Platinum Mining Company A1's CSI. This will also address issues of exclusionary elitism.

5.4.3 Introducing monitoring and evaluation

This study reveals that although Platinum Mining Company A1 delivers on its CSI as per their SLP, the host community is not always satisfied. In such instances, monitoring, evaluation, and reporting on SLP projects may become helpful in tracking the effectiveness of the project and getting feedback as the project unfolds (Mehlape, 2022). The monitoring, evaluation and reporting is not only important for building trust, but also to ensure that improvements are made as Platinum Mining Company A1 receives feedback from the community.

Monitoring, evaluation, and reporting may also be done with the community if they have control over the projects. When done well, this can encourage orderly and detailed reporting, which will reflect performance against set objectives (Rasila, 2019). This kind of detailed and regular reporting entrenches a culture of learning, honesty and accountability (Rasila, 2019). Based on legislative requirements, Platinum Mining Company A1 is required to publish reports on their SLP projects every five years. However, if this was done more regularly, the feedback received from the host community after publishing the reports could serve as an early signal of failure or success of community projects (Dipela & Mohapi, 2021). In the absence of regular or continuous monitoring, evaluation and reporting, implementers forfeit an opportunity to improve their interventions.

Additionally, as literature shows, monitoring and evaluation can be done in many phases of the project, including the planning phase (Rasila, 2019). In the context of the study, this sort of monitoring and evaluation will assist the Platinum Mining Company A1 to assess the quality of their participation, but also the outcomes. In doing so, where host community members have been excluded from the process, the monitoring and evaluation report could reflect such inefficiencies and afford the Platinum Mining Company A1 an opportunity to improve on their processes. This additional method could guarantee that the felt needs of the community are expressed in the planning process and that community needs are addressed in a manner that is appropriate.

Monitoring and evaluation can also be done from an outcome and impact perspective, which provides added value because not only can the Platinum Mining Company A1 see whether their objectives are met but also the long-term benefits of their interventions (Rasila, 2019).

5.4.4 Achieving sustainable community development

Previous research indicates that the quality of community participation has a direct influence on the needs of the community that get prioritised in development projects (Masiya, Mazenda & Davids, 2019). This is to say that if there is a high quality of community participation in planning phases, the real felt needs of the community will be prioritised and therefore met through CSI interventions (Mehlape, 2022; Masiya, Mazenda & Davids, 2019). However, this study revealed that participation takes place at lower levels. In the language of the Ladder of Citizen Participation, existing forms and levels of participation are tokenistic, or with a view of only informing.

This study indicates that Platinum Mining Company A1 delivers on all the projects prioritised on the SLP as a statutory requirement. This means that if the correct needs are prioritised and the projects are aligned, Platinum Mining Company A1 could successfully deliver sustainable community development. This would also build trust between the community and the mining company (Zwane, 2020). It is therefore important to modify the skills development plan of the Platinum Mining Company A1.

The study findings present an opportunity to address the disconnect between how the community and Platinum Mining Company A1 define sustainable community development. This disconnect is evident in Platinum Mining Company A1 creating jobs for young people to work underground while young people are more interested in portable skills such as hospitality and administrative functions. This kind of sustainable community development does not just call on making a certain number of jobs available but also delves into the categories of jobs created. Practically, from the interaction with the host community, a list of the skills required should be developed.

Another suggestion is that, in as much as infrastructure changes may be made in schools and hospitals, there is a need to secure enough staff to handle the scholars and patients respectively. This level of detail in resolving the needs of the community can be addressed through relationship building and participation. Multistakeholder partnerships which include civil society, the public sector and commercial partners is a good strategy to achieve sustainable development (Franco & Abe, 2020). This can also extend to Platinum Mining Company A1 building relationships with other mining companies to strengthen their initiatives by

collaborating. Innovative solutions can be identified through quality participation, and with citizen control the CSI can be successfully implemented.

5.5 Limitations and recommendations for future research

The study was a qualitative case study. This did not allow for us to understand the reality of all mining companies in the province or even the country. Because this is a case study, we also could not generalise for all mining companies. It is therefore recommended that future research concentrates on a broader scope instead of just one mining company. Future studies should also apply a comparative approach to generate knowledge that can be generalised.

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Appendix 1: Interview guide (Platinum Mining Company A1)

Participant Information

Age:

Designation:

Number of years in the organisation:

1. How does Platinum Mining Company A1 determine their CSI priorities?

SUB-QUESTIONS:

1. In your understanding what are the pillars of CSI?
2. What tools are employed to select areas of priority?
3. How often are the CSI priorities revised and what advised the revision? Is it routine?
4. Historically, how does the Platinum Mining Company A1 fare in relation to their CSI targets?

2. Are communities encouraged to make decisions that will determine the Platinum Mining Company A1 CSI objectives.

SUB-QUESTIONS:

- a) How and when does Platinum Mining Company A1 engage communities in the CSI process?
- b) What kind of framework does Platinum Mining Company A1 use to ensure that the opinions of the community are heard during the engagement process?
- c) How does Platinum Mining Company A1 incorporate the views of the community in their decision-making process?
- d) To what extent does the community have control over the CSI?
- e) What opportunities Platinum Mining Company A1 afford to the community to ensure that they are involved in CSI?

3. Is there an alignment between Platinum Mining Company A1 CSI and sustainable community development needs.

1. Which sustainable community development areas are targeted in Platinum Mining Company A1's CSI objectives and why?
2. Which techniques does the mining company use to target and achieve sustainable community development?
3. Does the mining company report achievement of sustainable community development?
 - 3.1** If yes, where?
 - 3.2** If no, what are the challenges?
4. Name two of the most urgent community needs and how they can be solved.

Appendix 2: Consent form

Dear Participant,

I am a Master of Management: African Philanthropy student with the Wits Business School. I am conducting research sustainable community development and CSI by a Platinum Mining Company in South Africa.

I would like to kindly request your participation on the interview which is expected to last between 30-45 minutes. During the interview, you have the choice of opting for the interview not to be recorded.

Your personal information will be kept confidential and only be used for the purpose of this study. You reserve the right to pull out of the interview at any point.

Kindly contact my supervisor or myself, in the event that you have questions:

Lelentle Motaung (Researcher): 391223@wits.students.ac.za

Professor Jacob Mati : Jacob.mati@wits.ac.za

Signature of Participant:

Date:

Signature of Researcher:

Date:

Adopted from Nkgudi, L. R. (2021)

Appendix 3: Interview guide (Platinum Mining Company A1 community)

Participant Information

Age:

Designation:

Number of years in the community:

1. How does Platinum Mining Company A1 determine their CSI priorities?**SUB-QUESTIONS:**

- a) What tools does Platinum Mining Company A1 employ to select areas of community development?
- b) How often are the CSI priorities revised and what advised the revision? Is it routine?
- c) Does Platinum Mining Company A1 deliver the promised projects?

2. Are communities encouraged to make decisions that will determine the Platinum Mining Company A1 CSI objectives.**SUB-QUESTIONS:**

- a) When does Platinum Mining Company A1 engage communities in the CSI process?
- b) What kind of framework does Platinum Mining Company A1 use to ensure that they include the community when planning their CSI?
- c) Are you confident that Platinum Mining Company A1 incorporates the views of the community in their decision-making process?
- d) What does the community have control over during the planning and implementation of CSI?
- e) Name one initiative that Platinum Mining Company A1 has implemented as CSI that the community influenced?

3. Is there an alignment between Platinum Mining Company A1 CSI and sustainable community development needs.

- a) Which sustainable community development needs are a priority for the community?
- b) Has Platinum Mining Company A1 done anything to address these needs?
- c) Name two of the most urgent community needs and how they can be addressed

Appendix 4: Request for permission from Platinum Mining Company A1

Dear Colleagues,

I am a Master of Management: African Philanthropy student with the Wits Business School. I am conducting research on sustainable community development and CSI by a Platinum Mining Company in South Africa. I am interested in studying the Platinum Mining Company A1.

The study investigates the CSI habits of mining companies and whether CSI is meeting the objectives of sustainable community development in South Africa. Specifically, the study analyses the decision-making processes in platinum mining companies, the involvement of communities in determining the CSI objectives and therefore whether these align to the felt development needs of the communities.

During the study, I would like to interview members of the executive team and the team that is responsible for planning an implementation of the CSI.

All personal information will be kept confidential and only be used for the purpose of this study. You reserve the right to pull out of the interview at any point.

Kindly contact my supervisor or myself, in the event that you have questions:

Lelentle Motaung (Researcher): 391223@wits.students.ac.za

Professor Jacob Mati : Jacob.mati@wits.ac.za

Signature of Participant:

Date:

Signature of Researcher:

Date:

Appendix 5: Information Sheet

Dear Participant,

I am Lelentle Motaung, and I am Master of Management: African Philanthropy student with the Wits Business School. I am conducting research on sustainable community development and CSI by a Platinum Mining Company in South Africa. I am interested in studying the Platinum Mining Company A1.

The proposed study investigates the CSI habits of mining companies and whether CSI is meeting the objectives of sustainable community development in South Africa. Specifically, the study analyses the decision-making processes in platinum mining companies, the involvement of communities in determining the CSI objectives and therefore whether these align to the felt development needs of the communities.

The study aims to generate knowledge that can help Platinum Mining Company A1, and similar mining companies, in coming up with models that ensure high levels of community participation in CSI so to align CSI objectives align to felt development needs of communities.

All your information will be used only for the purpose of this study only and it will remain confidential. Kindly be encouraged to be comfortable to share information with me during this interview. May you kindly grant me permission to take notes and recordings during the interview. If you agree, kindly sign the consent form before we commence.

The interview is scheduled for not longer than 45 minutes – thank you for your time.

DATE:

START TIME:

END TIME:

Appendix 6: Permission to conduct study

13 February 2023

TO WHOM IT MAY CONCERN

PERMISSION TO CONDUCT A STUDY AS PART OF THE FULFILMENT OF A MASTERS QUALIFICATION

Dear Sir / Madam,

This is to confirm that **Lelentle Motaung**, a Master of Management: African Philanthropy student with Wits Business School, Student Number **391223** and I.D number **9105260640089**, is permitted to conduct research at [REDACTED]. During her study, Ms Motaung will be allowed to interview members of the executive team and the team that is responsible for planning an implementation of the CSI.

This permission is given in line with the NDA that is signed between Ms Motaung and our company. She is required to use all information she gathered during her research for the purpose of this study only, and to keep it confidential. She may use the information for the purpose of submitting her research report.

Kind regards

Appendix 7: Ethics approval

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/AP391223/673

This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below).

This certificate is only valid if accompanied by formal permission from the relevant stakeholder(s).

Project title Sustainable community development and corporate social investments by




Investigator / Researcher Miss Lelele Motaung

Nature of Project MM in African Philanthropy

Decision of the Committee Approved, provided stakeholders and participants are guaranteed confidentiality.

Issue Date of Certificate 2022-12-03

Expiry date Date of submission of the project / research report

Chairperson Prof Anthony Stacey
 +27 11 717 3587
 +27 82 880 4531
 anthony.stacey@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.

Signature

17/02/2023

Date:

Appendix 8: Title Change Approval

Private Bag 3 Wits, 2050
Fax:
Tel:

Reference: Ms Jennifer Mgolodela
E-mail: jennifer.mgolodela@wits.ac.za

Miss LMM Motaung
814 Olienhoutboom street
Doornpoort
Kolonade
0159
South Africa

11 January 2023
Person No: 391223
PAG

Dear Miss Lelentle Motaung

Master of Management in African Philanthropy: Approval of Title

We have pleasure in advising that your proposal entitled *Sustainable community development and corporate social investments by a platinum mining company in South Africa* has been approved. Please note that any amendments to this title have to be endorsed by the Faculty's higher degrees committee and formally approved.

Yours sincerely

A handwritten signature in black ink, appearing to read "M Bosman".

Mrs Marike Bosman
Faculty Registrar
Faculty of Commerce, Law and Management