**Gordon Institute
of Business Science**
University of Pretoria

**The role of social and cultural arrangements of the host communities in
mining entry strategies**

Lindani Wiseman Myeni

Student Number: 18350365

A research report submitted to Gordon Institute of Business Science, University of Pretoria,

in partial fulfillment of the requirements for the degree of Master of Philosophy in

Corporate Strategy.

01 February 2021

ABSTRACT

In South Africa it is being debated whether the mining industry is in sunset or sunrise. The answer depends on whom you ask. The mining entrants who want to come into the industry, and the current incumbents who want to expand the life of mine, are faced with a challenge of not only securing the mining rights from government, but also to secure a social acceptance often referred to as the social licence to operate (SLO) from the host community. This study looks at the role of role of social and cultural arrangements of the host community as the non-market forces that impact mining entry strategies in South Africa. It is also a given that every new mine operation or expansion will be faced with disruptions, and threats of closure by the social and cultural arrangements of the host community. This research reveals that these social and cultural groups cannot be ignored in any market-entry strategy in the mining sector in South Africa, as this would risk the refusal and withdrawal of the social licence to operate.

A qualitative, exploratory research methodology was undertaken. A total of 15 semi- structured in-depth interviews were conducted with mining executives of various mining companies in various mineral sectors; including, chrome, coal, gold, iron ore, platinum, minerals sands and vanadium in six provinces in South Africa. Purposive sampling, convenience and snowball sampling methods are adopted for this research. The interviews are conducted online, and audio recordings are then transcribed and analyzed through a coding process and thematic analysis using the atlas. ti data management system. The key findings of the research reveals that the demands of the social and cultural arrangements, which often lead to mine closures and business disruptions (refusal or withdrawal of the SLO), can be addressed by adopting four elements as the mining entry strategy; namely, social partnerships, meeting of social needs, cultural recognitions, and cultural understanding.

Key words: Non-market forces, social and cultural arrangements, market entry strategies, mining host communities.

DECLARATION

I declare that this research is my own work. It is submitted in partial fulfillment of the requirements for the degree of Master of Philosophy in Corporate Strategy at Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have the necessary authorisation and consent to carry out this research.

_____   _____

Signed: Lindani Wiseman Myeni   01 February 2021

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS

CPAA	Communal Properties Associations Act 28 of 1996
CSR	Corporate Social Responsibility
DME	Department of Minerals and Energy
DMR	Department of Mineral Resources
IDP	Integrated Development Programme
MPRDA	Mineral Petroleum Resources Development Act, 2002
NUM	National Union of Mine Workers
RBM	Richards Bay Minerals
SDGs	Sustainable Development Goals
SM	Stakeholder Management Theory
SLP	Social Labour Plan
TC	Traditional Councils
TLGFA	Traditional Leadership and Governance Framework Act 41 of 2003

LIST OF FIGURES

LIST OF TABLES

CHAPTER 1: DEFINITION OF THE PROBLEM AND PURPOSE

1.1 Introduction

This research study explores the role of social and cultural arrangements as non-market forces within the mining market entry strategies in South Africa. The study looks at how the forces from mining host communities influence the business environment where the mining companies operate, and how the mining industry then adopts them to their market entry strategies.

1.2 Background to the Research Problem

South Africa is said to be one the richest countries when it comes to mineral resource deposits, not only on the continent, but also in comparison to the world. The country is said to have over nineteen types of minerals; namely, "Diamonds, Gold, Coal, Iron Ore, Chrome, Copper, Emerald, Fluorspar, Ilmenite, Lead, Manganese, Nickel, Phosphate, Silica, Tin, Vanadium, Uranium, Zinc and Zircon (Mining in Africa, 2020). The history of the South African mining industry dates back over a century to the first copper mine that opened in 1852 (Mining Technology, 2020). This indicates that it is one of the industries that have gone through various political dispensations that this country has gone through. During the past 20th century, companies wanting to enter the mining market seemed to be concerned only about the five forces (the economic forces namely; competitive rivalry, supplier power, buyer power, threat of substitution and threat of new entry) that shape industry competition (Porter, 1979). However, in the 21st century, new non-market forces have begun to manifest in the form of labour: for example, the mine workers strike in 2007 organised by National Union of Mine Workers (NUM) (Lafraniere, 2007); and the Marikina massacre in 2012 (where police killed 34 workers who were on strike for better salaries and social welfare improvement amongst other demands) (Mining Technology, 2020).

Subsequently, there have been various Court cases arising from this new wave of workers' revolution pioneered by the unions (NUM and recently formed Association of Mine workers and Construction Union (AMCU)). The cases are between mining houses, communities and the Department of Minerals and Energy. In the case of Xolobeni Mining Project, (UMgungundlovu Community versus the Department of Minerals and Energy and the mining company), the North Gauteng High Court ruled that the (government) can only grant a mining permit to a mining company once there has been a full consent from the affected community (a social and cultural arrangement) (Department of Minerals and Energy, *Baleni v. Minister of*

Minerals Resources, 2018).

Not only has history demonstrated some of the economic and non-economic forces that impact the mining industry; but there are frameworks from an academic perspective that explain the forces that impact the industry. Markman et al. (2019) cite such a market-entry framework developed by Zachary, Gianiodis and Markman (2015) that is known as the 'Who, When, What and When of Market Entry', and like the framework developed by Porter (1979), it focuses on the economic forces. However, Markman et al. (2019) also argue that in addition to the economic forces, there is a need to accommodate the non-market forces within the Market-Entry Framework. These non-market entry forces include, "governments, politics, social, and cultural arrangements" (Markman et al., 2019, p.1245). However, for the purposes of this research, the focus will only be on the non-market forces in terms of social and cultural arrangements.

It is against this background, therefore, this research study on the role of social and cultural arrangements of the host community in market-entry strategies in the mining sector is being undertaken.

1.3 The Research Problem

The social and cultural arrangements in the mining industry cannot be overlooked either by incumbents or new entrants. The business disruptions that are taking place in almost every mining community, for example, in and around Richards Bay Minerals (RBM) affect its operations and the economy negatively. A news article in *Daily Maverick* (Brown, 2019), reported that in 2018 alone, RBM had lost R1.9 billion when it suspended its operations due to labour unrest. Another closure in 2019 as result of community unrest (which included road and access blockages and gun shootouts) not only caused a security risk for RBM but also put operations on hold. For example, the Zulti North Operations at the RBM company on the Mbuyazi tribal community land was disrupted by the 2019 closure. The community issues also stalled operations at the new Zulti South project at eSikhawini, on the Dube and Mkhawanazi tribal land after Rio Tinto, the 74% shareholder, resolved to stop the R6.7 billion new project as result (Njini & David Stringer, 2019). About 50 km north of RBM's operations is the Tendele Coal Mine, which has also experienced constant business disruptions. Tendele Mine was granted a mining permit to expand its operations, only to be blocked via the court ruling in favour of the Mfolozi Community Environmental Justice Organization (MCEJO); a community group who are refusing to be moved. There are also currently three court cases involving this mine, communities and the Department of Minerals; one is in Supreme Court of Appeal; the other in North Gauteng High Court; and another is being heard in the Pietermaritzburg High Court in KwaZulu Natal where the mine is seeking permission to relocate families who reside

on land that has been marked for future operations (Mahaba, 2020).

In these cases, the social and cultural arrangements are emerging sharply against the new entrants or current incumbents that seek to expand their projects. This research study, therefore, attempts to understand the role of social and cultural arrangements of the host communities and to justify market-entry strategies within the mining sector.

1.4 The Purpose of the Research

This research is, therefore, justified based on the background and the research problem statement given above. The business disruptions in South African mining communities as the result of social and cultural groups needs to be understood for mechanisms to be developed that can prevent further disruptions before they occur. Moreover, it is critical for business (referred to here as 'new entrant' or 'incumbent' mining houses) to understand the significant role of social and cultural arrangements in market-entry strategies in the mining sector, and also how these non-market forces impact the entry strategies in the industry. An in-depth understanding could assist the mining companies to re-examine their market entry strategies in relation to the social and cultural arrangements that feature in their business environment.

The specific purpose of this exploratory research was: firstly, to understand the essence of non-market forces, in particular the social and cultural organisation, and secondly to investigate the role the forces play in shaping the market-entry strategies within the mining sector. The non-market forces are defined as government policies, political strategies, in the social and cultural arrangements (Jia, 2014; Markman, et al., 2019).

1.5 Research Questions

The main research question is to understand what are the social and cultural arrangements of the mining host communities, and how they impact the mining entry strategies in South Africa. The main research question is then broken down as below;
- What are social arrangements of the host community and how they impact the mining-entry strategy in South Africa?
- What are social ills of the host community (unemployment, illiteracy and poverty) and how they impact the mining entry strategy in South Africa?
- What are cultural arrangements of the host community, how they impact the mining-entry strategy in South Africa?
- The corporate culture, how does it impact the interactions between to social and cultural arrangements of the host community and the mining company?

1.6 The Significance of the Research for Business and Theory

This section presents the status quo of the mining industry which is now threatened in SA, not only by the five forces that shape market entry strategies (Zachary, Gianiodis, & Markman 2015), but by how it deals with its specific non-market forces in terms of social and cultural arrangements. This study highlights the examples of the Xolobeni Mining Project case (*Baleni v. Minister of Minerals*, 2018), whereby RBM has shut down as a result of community issues (Brown, 2019); and the Tendele Mine and Community standoff cases that are currently in the courts (Mahaba, 2020). The Minerals Council South Africa (MCSA), a body that represents the mining houses in South Africa, issued a statement in 2019 asking government (the ministry of mineral resources and police) to provide security and stability around the mining houses against the violent attacks targeting the mine smelters. In 2018 alone, the report states, the gold industry suffered nine attacks resulting in two deaths (Minerals Council South Africa, 2019). The NUM has also called for Department of Minerals and Energy (DME) to review RBM's Social Labour Plan (SLP). It alleges that the company's SLP is misunderstood by the community, which has led to an attempt by the angry community to block out workers and contractors at RBM (Brown, 2019).

The significance of this study in theory is that it responds to the invitation by Markman et al. (2019,) on the issue of the "Who, Where, What, How and When of Market Entry". Although Zachary, Gianiodis, & Markman (2015) initiated the framework, it seemed to lack consideration for the non-market forces in market-entry framework. Despite the fact that the market entry has been studied over the past 40 years since the "Five forces framework" (Markman et al., 2019; Porter, 1979), there has not been enough specific research when it comes to non-market forces in the context of the Market Entry Framework.

Therefore, it is significant to include the contribution of both business and theory building in a study about the role of non-market forces (social and cultural factors) in market entry strategies in the context of the mining sector in South Africa.

1.7 Scope of this Research

Considering the time frames given to complete this research, it has become necessary to limit the scope of the research to what is practically possible. The study is based on the Markman et al.'s (2019) market entry framework that follows Zachary, Gianiodis, & Markman's (2015) theoretical model of market entry. This theoretical model has five elements of market entry as explained in the above section 1.6 and Markman et al. (2019) added two elements to the framework.

For the purposes of this research, the focus is on the non-market forces of social and cultural factors as one of additional elements suggested by Markman et al. (2019). The study will particularly investigate the following questions:

- What are the social aspects (the organised social group formations, activists) as a non-market force, and how do they shape the market entry?
- How do the social ills (unemployment, illiteracy and poverty) within that community influence the market entry factors in the mining sector?
- What are the cultural arrangements (cultural group formations, the traditional protocols, communication, cultural differences), a how do they affect the market-entry strategies of mining companies?
- How does the corporate culture respond to the socio-cultural arrangements of the host community?

The study is only within the context of the mining sector in South Africa. The participants are mine management executives entrusted with market entry or expansion programme strategies and stakeholder supervision. The research will explore the dominance of these factors in the market entry strategies and how the mining companies have responded to the social and cultural arrangements non-market forces.

1.8 Layout of this Research Report

This research covers seven chapters:

- Chapter 1 outlines the background, the purpose and significance of the study.
- Chapter 2 deals the literature review on the theoretical frameworks of the market entry and stakeholder management theory, followed by the constructs of the host community, the role of community in mining license application, and defines social and cultural arrangements of the host community.
- Chapter 3 details the research questions developed from the context of the main research question and Chapter 2.
- Chapter 4 outlines the methodology of the research, and justifies the chosen research methodology and concludes with the limitations encountered during this research.
- Chapter 5 presents details of the results from the data
- Chapter 6 contains the discussion of the results from data analysis thematic process.
- The last Chapter 7 puts forward the main findings and gives recommendations to the mining companies, and ends up with recommendations for future research.

CHAPTER 2: THEORY AND LITERATURE REVIEW

2.1 Introduction

This chapter seeks to review the current theory and literature within the context of the research problem detailed in Chapter 1. The research problem is encapsulated in the continuous business disruptions in mining sectors between mining companies (new entrants or incumbents) and their host communities. As a result of these disruptions, some future mining projects have been delayed or not begun at all.

According to Hart (2018), the objectives of the literature review, amongst others, are to discover what has been done, and pick up what needs to be done. Moreover, to gain understanding of the origins and structure of the subject matter. It also helps to relate the ideas and theory to a problem. Grant and Osanloo (2014) emphasise the importance of having a theoretical framework as a guide to the research. The literature review is therefore outlined in Figure 2.1 below, and includes the following:

- The theoretical frameworks; namely, the Market Entry Theory which assists to frame the research study; and the Stakeholder Management Theory, which will assist to understand the context in which mining companies and host communities relate to each other theoretically;
- The mining host communities in South Africa;
- The social arrangements within the mining host community;
- The cultural arrangements within the mining host community; and
- The conclusion.

| Headings | **2.1 Introduction** → | **2.2 Theoretical Frameworks** → | **2.3 The Mining Entry Process in South Africa guided by MPRDA ACT** |

| | | 2.2.1 The Market Entry Theory | 2.3.1 Definition of MPRDA |
| Sub-Headings | | 2.2.2 The Stakeholder Management Theory | 2.3.2 The Provisions of the MPRDA |

Headings continue	**2.4 The Mining Host Communities in South Africa** →	**2.5 Social Arrangements within the mining host community** →	**2.6 Cultural Arrangements within the mining host community**
	2.4.1 Definition of a community and host community	2.5.1 Social Labour Plan (SLP)	2.6.1 Definition of culture
	2.4.2 The role of a host community as per MPRDA act	2.5.2 Social License to Operate (SLO)	2.6.2 The Impact of Cultural arrangements
		2.5.3 The impact of Social Ills	2.6.3 The Impact of Corporate Culture

2.7 Conclusion

(**Source:** Author's compilation**)**

Figure 2.1: The theoretical framework to this research that links to the Literature Review and Chapter Outline.

2.2 Theoretical Frameworks

In order to understand the context of the current literature, the study looked at the two theoretical frameworks listed below as the Market Entry Theory followed by the Stakeholder Management Theory.

2.2.1 The Market Entry Theory

There has been an ongoing interest in the Market Entry Theory topic since the ground-breaking work of *Porter's Five Forces Framework* (Porter, 1979). Markman et al. (2019) define market entry as an expansion modality that is a planned move to new or adjacent market territory to grow value of the business through products or services. The assumption is that such a move is often met with both the market and non-market forces. The ongoing interest in the topic is probably because market entry and expansion has never stopped, but rather continues to happen in the ever-changing environment. Markman et al. (2019, p.1242) have stated that "conceptually and empirically, the topic remains important because entrants are formidable, often mounting significant threat to the incumbents' performance, market equilibrium, industry profitability, and ecosystem logic".

Zachary, Gianiodis, & Markman (2015) have argued that entrants can minimize the risk associated with market-entry strategies by considering five interconnected and multifaceted factors. They frame these factors as entry-related questions. This framework may be summarized as follows:

- W**ho** are the relevant players (incumbents, buyers, suppliers, rivals, complements, other potential entrants)?
- **Where** are they to enter (technology corridors, product spaces, markets, industries, sectors, or geographies)?;
- **What** is the type of entry (product, service, resource, business model, or international entry)?;
- **How** will they enter resources, capabilities, assets and strategies? ; and
- **When** is the optimal time to enter (first mover, second mover, early mover, early follower, late mover, late follower? (Markman et al., 2019, p. 1244).

This framework may be termed the "Who, Where, What, How and When" of market entry (or the 'Four Ws and the H'). However, Markman et al. (2019) have argued that it is not enough to only consider 'The Five Ws' in market entry strategies. They suggest another two elements should also be considered; namely, the "complements to market forces (networks, platforms, ecosystems); and non-market forces (government, political, social and cultural arrangements)" (Markman, et al. p.1245).

Both Zachary, Gianiodis, & Markman (2015) and Markman et al. (2019) have made a significant contribution to this topic of market entry by recognizing the non-market forces element that influences market-entry decisions. It would, therefore, seem that in the current business environment, social and cultural arrangements cannot be ignored. However, the literature does not fully cover the role played by these non-market forces (social and cultural arrangements) individually or collectively in the market-entry strategies. Consequently, this exploratory research seeks to contribute to the theory by expanding on the role played by the social and cultural arrangements of non-market forces in the context of mining-entry strategies in South Africa.

2.2.2 The Stakeholder Management Theory

The Stakeholder Management Theory is not the main theoretical position of this research; rather, it has been included to investigate the relationship between companies and their host communities in general. It is particularly useful to understand Stakeholder Management Theory in the context of this research where the socio-cultural arrangements of the host communities interact with the mining companies as shown in Figure 2.2 below.
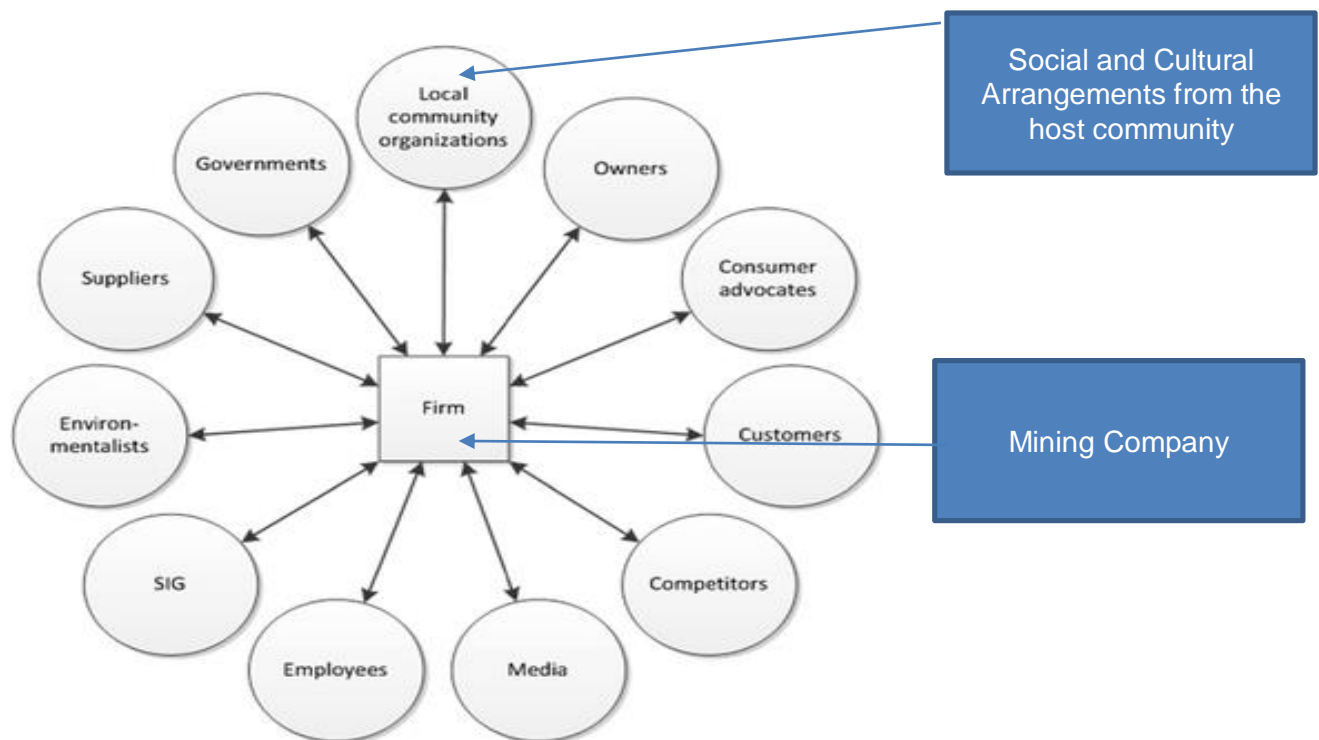
(**Source:** Freeman, 1984)

Figure 2.2: Stakeholder Management Theory

The Stakeholder Management theory (SM) shown above has been prominent in the domain of business ethics and corporate governance since the seminal work of Freeman in 1984. The growing interest in SM is said be due to the escalating awareness of the impact of the

stakeholder to business operations (Pedrini & Ferri, 2019). Freeman (1984) defined a stakeholder as ''any group or individual who can affect or is affected by the achievement of the organization's objectives'' (p. 46). He also advanced the idea that a company is an epic of various interests and expectations, and that this realisation must be integrated into the company's strategy.

The purpose of the stakeholder theory is for a firm to create the value and distribute to the stakeholders; however, the achievement of this purpose is also dependent on how the stakeholders concerned cooperate (Freeman,1984; Minoja, 2012). Over the years there has been debate on whether shareholders and stakeholder's objectives directly oppose each other. Pedrini and Ferri (2019) have postulated that shareholders and stakeholders' objectives are in fact mutually beneficial. However, stakeholder relationships cannot be grown overnight since firms need to establish a managerial approach to the relationship equilibrium that is durable and sustainable. Firms also need to develop wider relationships beyond the shareholders, clients and employees and grow them for the firm's mid to long-term goal.

Minoja (2012), has advanced three key assumptions for stakeholder management. These are as follows:
- managing for stakeholders has a direct benefit for the company's long-term goal;
- sacrificing some of the shareholder's interest to satisfy the needs of multiple stakeholders creates sustainable value for the same shareholders in return; and
- as the environment of business changes, so the stakeholders evolve.

Minoja (2012) also advances the notion that one of the dynamic ways of stakeholder management is through creativity, innovation and change. Pedrini and Ferri (2019) concur that the companies need to evaluate the benefits that technology brings to table for improving stakeholder communication. They conclude by advancing a conceptual framework of a process of stakeholder management which comprises three elements:
- firstly, the company should do a strategy development for SM, a list of things to be done;
- secondly, strategy execution on what has been listed and agreed upon; and
- thirdly, performance management on what was agreed and executed.

However, Ranängen (2017) has argued that established SM facilitate successful implementation of Corporate Social Responsibility (CSR) by the company to its stakeholders. Ranängen (2017, p.16) has further stated that stakeholder management can be "considered a social corporate investment initiative". This assumption cannot be supported by the fact that there are many stakeholders of the company besides the local community. However, a view that suggests CSR as the mechanism to assist in managing some of the stakeholders is

supported. Freeman and Dmytriyev (2017) for instance, have suggested CSR has often been used as tool to deal with social issues of the local community stakeholders.

In conclusion, the literature alludes to the notion that there is relationship between stakeholder management and company performance. It seems this relationship is proportional in that when the SM is poor, so will be the company's performance in the long term. A conclusive argument is that other than customers within the stakeholder group, there are some social and cultural arrangements. This study will attempt to understand these factors in terms of their role in market entry in the mining sector in South Africa.

The link between Stakeholder Management Theory and Market Entry Theory is based on the definition of stakeholders by Freeman (1984, p.84), as: "any group or individual who can affect or is affected by the achievement of the organization's objectives". Freeman (1984) further postulates that all organisations have stakeholders, and companies must take their stakeholders into account in order to be successful. Markman et al (2019), however, have argued the conceptual market entry theory framework is that "nonmarket factors include diverse elements and stakeholders - governments, regulations, cultural value systems, social and political arrangements and even activist" (Markman et al., p.1245). These nonmarket factors are also referred to as non-market players (Jia, 2014; Markman et al., 2016;). The Stakeholder Theory is important to provide background on the social and cultural arrangements that are being discussed in this study. According to Prno and Slocombe (2012), stakeholder management is a vital dimension of Corporate Social Responsibility and it is much more relevant recently in light of the emerging Social Licence to Operate in the mining sector.

2.2.3 The mining entry process in South Africa as per MPRD Act 28 of 2002

The main reason the study looked at the mining entry process as guided by the MPRD Act is because the act itself recognised the existence of the host communities. The act further states how mining entrants should engage with the host communities as part of the consultative process towards acquiring mining rights, development of the Social Lab our Plan (SLP) and Social Licence to Operate(SLO).

2.2.4 Definition of the MPRD Act 28 (2002)

The MPRDA or the Mineral Petroleum Resources Development Act, no 28 of 2002 was Gazetted on 23 April 2004 (Republic of South Africa, 2004). According to Badenhorst and Olivier (2011), the MPRDA 28 of 2002, introduced a significant shift in the mineral rights domain in South Africa in terms of the law concerning the nature of the mineral rights as they were changed from common law to statutory law, with the State as sole custodian of all

minerals on behalf of all citizens of South Africa. This move by parliament indicated the commitment of the democratic government to align itself to the guiding principles of the Freedom Charter, which declared that "the national wealth of our country, the heritage of all South Africans shall be restored to the people; and the mineral wealth beneath the soil shall be transferred to the ownership of the people as a whole" (ANC, Freedom Charter, 1955). Therefore, the above statement implies that the State, as the custodian of all minerals, manages the mineral rights on behalf, and for the benefit of all South Africans.

2.2.5 The provisions of the MPRD Act for mining entry in South Africa

The Government Gazette of 23 April 2004 No. 26275, which covered the promulgation of the MPRD, 28 Act of 2002, details the process to be followed when applying to enter the mining sector in South Africa (Department of Mineral Resources (2004). The Act covers five chapters, but for the purposes of this study, this research only covers Chapter 2 which concerns the Mineral and Petroleum, Social and Environmental Regulations. This Chapter is divided into four parts, namely:

- Part I: Mineral and Petroleum Regulation;
- Part II: Social and Labour Plan;
- Part III: Environmental Regulations for Mineral Development, Petroleum Exploration and Production;
- Part IV: Pollution Control and Waste Management Regulation.

For the purposes of an application for mining and production rights, the Act provides that there must be a consultation with all interested and affected persons. It goes on to simply state that the regional manager representing the office of the Department of Mineral Resources (2004) wherein the application was lodged must publish the receipt of the application for that particular land or offshore area. In terms of an application for new mining or production rights to be granted, the Act also provides that the application must be accompanied by a detailed Social and Labour Plan (SLP). The Social Labour Plan is a requirement in terms of Regulation 46 of the MPRD Act (no 28 of 2002). The Social Labour Plan is defined as the document which gives guidance for the following:

- The background of the mine project itself;
- Human Resources development;
- Local economic development programme;
- Process pertaining to the management of downscaling and retrenchment; and
- Provision of the budget to implement the Social Labour Plan.

According to the Act, the SLP's objectives are, among others, to:

> "promote employment and advance economic welfare of all South Africans, to
> contribute to the transformation of the mining industry, and to ensure that holders
> of mining rights contribute towards the socioeconomic development of the areas in
> which they are operating" (Department of Mineral Resources, 2002).

The Act further states that the SLP must detail its internship and bursary plan in dealing with its Human Resources Development programme. The SLP must, therefore, demonstrate how the mine would impact the local communities and labour in terms of an economic development programme (a local Integrated Development Programme (IDP)), with respect to the infrastructure, and poverty eradication projects in the locality where the mine operates. In addition, the SLP must detail a procurement progression plan and an implementation for the "'Historically Disadvantaged South African-owned companies" in terms of an economic development programme (Department of Mineral Resources, 2002; Badenhorst & Olivier, 2011)

In conclusion, before issuing a mining licence to a mining company, the Department of Mineral Resources (DMR) requires the same company to develop a Social Labour Plan (SLP), where the company details what it will do for the local community, and the workers. A part of this is the Environmental Management Plan, which must indicate by an assessment process, the potential impact of the proposed mining project on the environment, socioeconomic conditions and cultural heritage, if any. The applicant must also provide proposed mitigation measures in order to exclude, or minimise adverse impacts and benefits. Consequently, amid the tensions between Richards Bay Minerals and the community blocking the workers and contractors to the mine, the National Union of Mine Workers (NUM) requested government to facilitate a process to reexamine the SLP of RBM (Brown, 2020).

In a cautionary note, Valiani (2018) argues that mining companies put up these SLPs as 'fantasy plans', which lack implementation or enforcement. If not complied with, companies are supposed to lose their licence to operate, but it rarely happens.

2.3 The Mining Host Communities in South Africa

The MPRD Act 28 of 2002 makes mention of the importance of consultation with the interested and affected persons which in the main also includes the host communities.

2.3.1 Definition of community and host community.

The MPRD Act 28 of 2002 defines community as a "coherent, social group of persons with interests or rights in a particular area of land which the members have or exercise commonly in terms of an agreement, custom or law" (Van der Vyver, 2012, p.130; Department of Mineral Resources, 2004). However, in the Amendment to Act 49 of 2008, a Community is defined as:

> "A group of Historical Disadvantaged persons with interest or rights in a particular
> area of land on which the members have or exercise communal rights in terms of
> agreement, custom or law: provided that, where as a consequence of the
> provisions of this act, negotiations or consultation with the community is required,
> the community shall include the members or part of the community directly affected
> by mining on land occupied by such members or part of the community.
> (Van der Vyver, 2012, p.143; Department Department of Mineral Resources , 2004) .

Furthermore, the guidelines for the submission of a Social Labour Plan (2010), define Mine Community as community where mining takes place and areas from where labour is sent. These are also referred to as 'Host Communities'. However, the challenge with these definitions is that they do not refer to a radius around which a host community may be defined. What the mine community area comprises, therefore, could be open to any interpretation.

There is a three-fold challenge for communities that surround the mining operations in that they:
- usually send labour to a mine;
- experience high levels of internal divisions; and
- become involved in extreme political issues.

These divisions are sometimes perpetuated by the political factions, conflicts between traditional authorities and other stakeholders, gender struggles, and generational struggles (Valiani, 2018) which result in acute challenges, including extreme levels of violent infighting for access to state and external resources.

Badenhorst and Olivier (2011) has also raised a fundamental point on the governance structures that are usually established to represent the host community. The two common options to formalise engagement with the community are provided for in the Communal Properties Associations Act 28 of 1996 (CPAA) and the Traditional Leadership and

Governance Framework Act 41 of 2003 (TLGFA). The CPAA was established as a juristic entity to be regarded as the communal property association, with full rights to acquire rights, and immovable property. While the TLGFA makes provision for the establishment of a traditional council by the traditional community, and is given recognition by the premier of the province. This latter Act specifies that the Traditional Council must consist of traditional leaders selected by the senior leaders of the chieftaincy or by community custom, and also include leaders democratically elected by the community for a period of five years. The TLGFA framework also provides for duties of the Traditional Council, to perform, amongst others, not only "customary law, customs and statutory law consistent with the constitution but also land management, economic development and management of natural resources. In addition, the TLGFA also allocates some governance functions to the recognised kings, queens, senior traditional leaders, headmen and headwomen in traditional communities" (Badenhorst & Olivier, 2011, p.145).

2.3.2 The role of the host community in market entry as per MPRD Act

According to Badenhorst and Olivier (2011) the amendment defines 'Community' for the purposes of negotiations and consultation. This is narrowed down to refer only to those who are directly affected by the mining operation, and such communities cannot be bypassed in future for negotiations of consultation. The guidelines for submission of a social labour plan (Department of Mineral Resources, 2010) make provision for host community development, and the key to a social labour plan must be a product of the consultative process between the mining operator and the host community. The mining operator, therefore, must consult with the host community and relevant authorities, and therefore, is not limited to Tribal Councils, Local government and other stakeholders in order to align the mine or host community development plan to the Integrated Development Plan (IDP). The guidelines, therefore, ensure the Host community's positive participation in the Social Licence to Operate (SLO). Segerstedt and Abrahamsson (2019), have postulated that although all stakeholders (namely, government, employees, the general public, media) contribute towards an SLO, but the mine communities are the key holders for approval and ongoing Social Licence to Operate.

In conclusion, the SLO speaks to social acceptance of the mining operation on the basis of its promise to change the lives in the host community in terms of the commitment agreed upon in the Social Labour Plan.

2.4 Social Arrangements within the Mining Host Community

By definition, a social arrangement is defined as different groups working together for a specific social course (Jupp, 2006). In terms of this research topic, social groups are part of the host community with special social needs. For example, they could be participants in established forums such as, the Youth Unemployed Forum, Business Forum, Women in Business Forum, and NGOs, but they all are from the host community. In some cases, they call themselves 'civil society'. Markman et al. (2019) has identified social arrangements a one of the non-market forces to be considered when pursuing market entry. From the business rationale described in Chapter 1, it can be seen that social arrangements within the host communities cannot be overlooked as they hold the key for the Social Licence to Operate (SLO).

According to Matebesi & Marais (2018), conflict between communities and a company often erupts in South Africa due to the historical past. However, since the advent of democracy in 1994, the government has made some effort to address some of the critical social issues and concerns by introducing the Social Licence to Operate and Social Labour Plan. Fraser (2018) also agrees that conflicts based on the social disputes between the mine operators and host communities are on the rise. He postulates that protests against mining operations and associates' activities are making headlines worldwide. These protests either result in production disruptions or permanent closures, while other disruptions have raised some questions about the mining operators' commitment to social responsibility and the deprived conditions of the host communities.

2.4.1 Objectives of the Social Labour Plan

The objectives of the Social Labour Plan introduced in 2002 along with the MPRD Act no. 28, 2002 was, amongst others:
- To promote employment and advance the social and economic welfare of all South Africans;
- To contribute to the required transformation of the mining industry; and
- To ensure that holders of mining rights contribute towards the socio-economic development of the areas in which the operate (MPRDA Act 28 of 2002, section 41).

It is, therefore, a requirement that the mining company applying for the mining rights should conduct a socio-economic baseline study of the host community so that it can develop a responsive plan to the community's socio-economic needs. The baseline study of the host community should give background profile information, amongst others, on gender,

population, health and HIV/AIDS prevalence, economic profile, education levels, expediture profile, income, infrastructure, housing, water and sanitation, and electricity (Department of Mineral Resources, 2010).

Needless to say, however, failure by any party to deliver on these expectations becomes a source of conflict between the community social arrangements and the mining company. As result there are closures or business disruptions that follow due to the unmet expectations of the social arrangement. Segerstedt and Abrahamsson(2019) cite some of the fundament examples of the social challenges faced by local and host communities to be:

- low levels of education especially among men;
- economic imbalances;
- downsized welfare services;
- low levels of activity in other sectors like housing and infrastructure; and
- a gender–segregated labour market.

2.4.2 The Social Licence to Operate (SLO)

The SLO concept has gained momentum within the mining industry around the globe since the term SLO was coined by Jimmy Cooney in the late 1990s. The SLO is about a the "broad and ongoing acceptance or approval of the mining operations by local communities and other stakeholders who can affect the profitability of those operations" (Zhang et al., 2015, p.1063). Matebisi and Marais (2018) have remarked that the mining industry does not enjoy trust from many people that it deals with, and as a result, there is much dissatisfaction to be found among the host communities. They further argue that, from that perspective, the mining industry came up with a responsive mechanism to address the issues of trust and other social concerns of the host communities and stakeholders. In many instances, the Corporate Social Responsibility programmes of many companies do constitute an SLO that is effective; however, CSR should not be confused with social issues that are raised by social arrangements for their own constituencies. Both Zhang et al. (2015) and Matebisi and Marais (2018) agree that there is a huge business risk for not having or losing a Social Licence to Operate. The consequences of losing a social licence often results in mining operations being disrupted temporarily or closing permanently.

In terms of the South African context for mining entry, the MPRD Act introduced the Social Labour Plan in order to facilitate the Social Licence to Operate (Matebisi & Marais, 2018). The view is that the Social Labour Plan is a social contract between the mine operations and the stakeholders. On the basis of performance and progress made on the SLP, the social arrangements will either withdraw or continue to offer their social licence to operate. Prno &

Slocombe (2012), have put it more candidly; that with the SLO in place, it means mining companies can focus on their production without any form of disruption from the social arrangements that are not met; while for the community, the granting of a SLO means they have been made a party to decision-making around the mineral development project, mine community development, and the community (social groups) to socially and economically benefit from the mineral development project located in their area, without harm to their environment.

Zhang et al. (2015), argue that at the centre of most failed or withdrawn SLOs is the lack of both distributional and procedural fairness in terms of opportunities and benefits derived from the mineral development project.

2.4.3 The impact of social Ills

Kemp (2010) has postulated that most mines generally operate within the host communities of poor, marginalised and socially vulnerable people. Data has shown that the South African economy has shed another 2.2million jobs due to Covid-19 in the second quarter of 2020. This has pushed a number of unemployed people in the county to 14.1 million of which 63.3% of are aged between 15 and 34 years old. The social ills of unemployment, illiteracy and poverty are on the rise as result of job shedding (Department of Statistics South Africa, 2020). Farrell, Hamann, & Mackres (2012) have argued that the frosty relationship between mining and local communities has contributed to the social ills of the host communities. The authors further argue that large mining operations had an impact not only on the physical land, but also on the social lives and disruptions of the traditional lifestyle of host communities. These disruptions have mostly resulted from the relocation of people from their productive land where they could keep their livestock and engage in subsistence farming. Freeman's (1984) definition of the stakeholder are those parties that can or be affected by the mining firm's production. The social ills of the host community, therefore, have a direct impact on the firm's production. Segerstedt and Abrahamsson (2019) have stated (section 2.4.1) that among the persistent problems within the host communities are:
- low levels of education;
- lack of sectors to provide alternative employment;
- lack of economic growth; and
- lack of up scaled welfare services.

The fundamental question then appears to be: How do these social ills of the host community impact the mining company's entry strategies?

In conclusion, the two aspects of SLP and SLO are proportionally linked. Mining companies need to invest more resources in developing a solid Social Labour Plan that accommodates the needs of all social group expectations. The companies also need to honour their part of the commitment by doing more than prescribed by government. Prno & Slocombe (2012) argue that while mining rights and permits may be issued by government, the social arrangements in communities are proving to be the guardians of the Social Licence to Operate by virtue of being in the vicinity of the mining project. As a result, around the globe governments have been forced to retract granted rights due to the influence of negative views about social arrangements from the host communities.

2.5 The Cultural Arrangements within the Mining Host Community

Stevens and Dykes (2013) have asserted that companies should not design entry strategies in a vacuum as everything about the entry strategy must be in context. The context ought to include evaluation of the cultural arrangements from the host communities. That is why the MPRD Act no.28 of 2002 directs mining entrant companies to have a socio-economic baseline study to understand the host community's social, cultural and economic profile.

2.5.1 Definition of culture

According to Jiangang, Tian and Guang (2018), culture is like a structural design with specific social interactions and functions, and is an influential factor among the non-market forces. There is a twofold dimension to this: a corporate culture from the company side; and the people's culture where the company is based. The home country of the market entrant plays a role in how they view the business environment. This view is often done through the lens of their home country culture instead of the host country or local community's cultural lens. Their norms and values reflect that of their home country, and are often shown in their strategic decision making (Stevens & Dykes, 2013). Consequently, this kind of posture tends to be in conflict with the host community's culture. Stevens and Dykes (2013) further argue that there is often not enough knowledge of how the home country culture affects a firm's strategy for timing its entry strategy.

In contrast, the South African cultural systems are embedded in the unique value system of 'Ubuntu', a notion originating from the Nguni language (Laher, 2013; Nussbaum, 2003). The Ubuntu ideal is that the community needs to come before individual needs (Laher, 2013). Stevens and Dykes (2013) further argue that there is not enough knowledge of how the home country culture affects firm strategy of entry.

2.5.2 The Impact of Cultural Arrangements on mining entry projects and SLO

In the history of land dispossession in South Africa land rights were taken away; however, the advent of democracy has helped to return some dignity to African people in the terms of the right to own the land which was dispossessed, and thereby restore those cultures that were undermined in the economic interests of a few.

Prno and Slocombe (2012), have postulated that mining stakeholders around the globe have become vigilant to the proposals of new mineral development projects, that in the view of many, are developments that tend to result in adverse environmental impacts and also social and cultural disruptions. In most cases, these mineral deposits are located in villages where the communities have lived for many years or generations. Such people have developed certain values and cultural practises around the area. A case in point involving Rio Tinto in Australia, is when the mine blew up two Aboriginal heritages sites. This illustrates how companies have, in the past, not treated cultural and heritage sites with respect. The destruction of these sites caused an uproar for the mining giant particularly from foreign countries and from other institutions like the Church of England. Consequently, the CEO of said mining giant lost his job over this cultural carelessness (Khalil, 2020).

In South Africa, the cultural arrangements in place to maintain governance within the communities lies with Traditional Councils or Communal Properties Association (CPAA) Traditional Framework (Act 28 of 1996 and Act 41 of 2003 respectively). The traditional councils (TC) become the first point of call when it comes to the community engagements by an outsider or investor. The traditional council is an arbiter of cultural activities of the community, and it is chaired by the chief of the community as the tradition of the community dictates which family holds the chiefdom of the community (Republic of South Africa, 2003).

Once mineral deposits have been discovered, there are negotiations to relocate the communities to another area of less interest in mineral deposits, before the next process to establish the operations.. The impact of this relocation in most cases, means that the people's social and function structures are disturbed especial in the case where a community relies on the land for their survival for livestock and agricultural farming. Livestock has a significant cultural value for the African people. In addition, for such people a move becomes another process of marginalisation (Conde & Le Billon, 2017).

2.5.3 The impact of Corporate Culture.

Guiso, Sapienza, and Zingales (2015) have defined 'corporate culture' as the unspoken code of communication among members of a company. Another definition is that corporate culture

is about norms and values shared by the members of the company, and ultimately they are about social control. Groysberg et al. (2018, p. 4) have stated that cultural norms define "what is encouraged, discouraged, accepted or rejected within a group". This suggests that how members of the company interact with one another and outside stakeholders is strongly influenced by the internal culture of what is encouraged by and acceptable to the company. They have further argued that corporate culture can also evolve in the constantly changing environment. According to Farrell, Hamann, and Mackres (2012), companies should consider three points in relation to its corporate culture:

- the context of the country in which they are hosted;
- whether their operation has any human rights impact on the host community; and
- whether their operations can contribute to the abuse of human rights indirectly through its partners and service providers.

They go on to argue that a corporate culture that is not in touch with its surrounding environment is bound to clash with stakeholders of the surrounding area.

According to Groysberg et al. (2018), however, there four elements to corporate culture. These are:

- Firstly, it is shared, in other words it is a membership phenomenon which has owner ship of one vision.
- Secondly, it is pervasive, in other words, it penetrates multiple levels of the company.
- Thirdly, it is enduring, which means it can direct the focus, thoughts and actions of the members of the company for a long period.
- Fourthly, corporate culture is implicit, which means it acts like a silent code within the company, and members of the company are wired to understand it implicitly.

These authors also stated that there are about eight corporate culture styles, namely:

- **Caring** – meaning a culture that encourages people's warmth, sincerity and relationships;
- **Purposeful** - a culture that is purpose driven, idealistic and tolerant;
- **Learning** - a culture that is open, inventive and explorative in nature;
- **Enjoymen**t - a culture characterised by being playful, instinctive and fun loving;
- **Results focused** - a culture that is achievement driven and goal focused;
- **Authority**- a culture characterised by boldness, decisiveness, and dominance;
- **Safety** - a culture of being realistic, careful and prepared; and
- **Orde**r - a culture characterised by rule abiding, respect, and cooperation.

In summary, the main question to consider is how corporate culture would show up towards the social, and cultural demands of the host communities.

In general, the impact of cultural arrangements for mining entry is that it may be used to resist the incoming mine operations and hold back the Social Licence to Operate for fear of how this will affect their culture. In simple terms, the mining company sees as minerals deposit, but to the community, however, it may be seen as mountain that represents a living force in terms of their culture and they may have emotional significance for other certain sites in their cultural belief system. In most cases, when such issues of displacement are not handled with sensitivity they pose a threat to the community's acceptance of the mining project (Conde & Le Billion, 2017). Segerstedt & Abrahamsson (2019) suggest that companies should focus both on the outreach programmes for the community, as well as the company's own corporate culture to develop positive attitudes and behaviour towards the mine community. In this way the companies should see things through the cultural lens of the community as opposed to seeing communities from the company's perspective. If corporates fail to appreciate this phenomenon, there is bound to be clash of cultures and stiff resistance from the community (Farrell, Hamann, & Mackres, 2012).

2.6 Chapter Conclusion

The body of literature reviewed in this section gives an understanding of what is currently being discussed around the research problem (discussed in section1.2 and 1.3). The role of social and cultural arrangements in market entry strategies within the mining industry in South Africa cannot be overlooked. The role played by host communities is very significant in developing the social and labour plans that have the potential to ensure the community's stamp of approval or withdrawal (commonly known as social license to operate). Consequently, the future of mining in South Africa is speculated to be between sunset or sunrise due the role of such non-market forces (Valiani, 2018).

The chosen theoretical frameworks help this study's directional insight. The literature only examines the role of social and cultural arrangements in a general business environment. However, the literature has overlooked empirical evidence and details on this role in relation to entry strategies within the mining industry. This, however, is the declared purpose of this study; namely, to understand the role of the social and cultural arrangements in market entry strategies within the mining industry.

CHAPTER 3: RESEARCH QUESTIONS

3.1 Introduction

Creswell and Creswell (2018) state that in a qualitative approach, the research questions are put together as a central question and associated sub questions. Agee (2009) states that an overarching question gives guidance and direction to the study, while the sub questions linked to the overarching question ask specific questions on the phenomenon.

This chapter presents the research questions that have formed part of the study. Drawing from the literature reviewed in chapter two for the study, four main questions were designed and sub questions were developed for clarity purposes. Therefore, the central question is:

What role does social and cultural arrangements play in shaping the market entry strategies in mining sector in South Africa.

For a better understanding of the study, four main and sub questions were designed.

3.2 Research Question 1

In what way does the role of host community's social arrangements impact your entry strategy in the mining sector in South Africa?

The aim of the question was to understand if there were any social groups for example the youth structures, unemployed formations, business formations and social activists from the host community that confronted the mining entry strategy, and what was the impact of that confrontation. And who are those social groups that make up the social arrangements within the host community. To further understand the issues raised by the social arrangements, and how the companies responded to the raised issues by the social groups from the host community in order to gain the social license to operate.

3.3 Research Question 2

In what way does the role of social ills within the host community (unemployment, illiteracy and poverty) impact your entry strategy in the mining sector in South Africa?

The aim of this question is to get a deeper understanding whether social ills from the host community provided for an easy or difficult process for mining entry, and how the companies responded to the social ills from the host community.

3.4 Research Question 3

In what way has the role of host community's cultural arrangements impacted your entry strategy in the mining sector in South Africa?

The aim of this question is to understand how the complex cultural arrangements like traditional leadership council, chieftaincy, cultural activists and cultural practice impact the mining entry strategy in terms of engagement, and interaction with the host community. It is also to understand the typical issues raised by cultural arrangements, and how the companies deal with them. This applies especially to cultural issues that have emerged as result of structures provided by Traditional Framework Act 41 and Act 28 of 1996. This would enable an understanding of how the companies leveraged the cultural arrangement to gain the social license to operate.

3.5 Research Question 4

In what way does or did the role of corporate culture impact your entry strategy in the mining sector in South Africa?

The aim of this question is to understand how the company's corporate culture has emerged in dealing with host community's social and cultural arrangement issues. How the corporate culture assisted in gaining the social license to operate?

3.6 Conclusion

In conclusion, these are the main questions and sub questions or follow up questions that were designed to understand the role of social and cultural arrangements in mining entry strategy in South Africa. An understanding of what social and cultural issues face the mining entrants and players, and how best they are dealt with within the provisions of the law-MPRDA Act 28 of 2002, the Social Labour Plan and Social Licence to Operate in a mining entry strategy.

CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN

4.1 Introduction

The sequence of this study so far is based on the outline of the research problem in Chapter 1, the scope of the literature review as discussed in Chapter 2, and research questions which were then developed for Chapter 3. In line with the structure so far, this chapter gives an outline on the philosophy of research design, and methodological choices made to suit an exploratory research.

Choosing the paradigm for the research, "the approach to research involves the philosophical assumptions as well as distinct methods or procedures" (Creswell and Creswell, 2018, p.4). Based on the main research problem and the overarching research question in the context of mining sector in South Africa, to understand the role of non-market forces in shaping the market entry strategies. The Interpretivist philosophy was selected for this exploratory study.

4.2 Choice of Methodology

Saunders, Lewis and Thornhill (2016) argue that the choice of research approach is a guide for how the researcher perceives the development of knowledge. They argue that the way the researcher thinks through the process of knowledge development influences the type of philosophy.

4.2.1   Philosophy

Saunders, Lewis and Thornhill (2019, p.130) also define research philosophy as "a system beliefs and assumptions about development of knowledge". Burrell and Morgan (2016) state that at every stage the researcher will make assumptions throughout the research project. According to Creswell and Creswell (2007) as well as Saunders, Lewis and Thornhill (2019), these assumptions may be about the realities encountered in the research process (ontology), and may also be assumptions about human knowledge (epistemology), and also, to an extent, may be about which values and experiences influence one's research process (axiology).

The choice of the right philosophy for research, "involves the philosophical assumptions as well as distinct methods or procedures" (Creswell, J. W. & Creswell, J. D. 2018, p.4). Therefore, based on this exploratory study's main research problem, the main research question and the literature review in the context of mining sector in South Africa, the

Interpretivist philosophy was selected. Interpretivism is among three commonly known philosophies which are Positivism and Realism. The beliefs and assumptions of this researcher are that the research question itself is socially based since it is about human interaction between the host community and the mine operators. Creswell and Creswell (2018), add that the assumptions that support the choice of Interpretivism are:

- Human beings develop meaning as they interact with the world they are exploring;
- Human beings interact with their world and develop a sense of it being based on their historical and social perspectives;
- The basic meaning development of is always the social factor that emerges out of human beings interacting with other communities.

Therefore, to purse this kind of exploratory study based on the research problem, literature review and research questions, the researcher believes that the Interpretivist philosophy is the correct choice for the study.

4.2.2 Research approach

Saunders, Lewis and Thornhill (2016) also argue that one of the most important decisions in the research methodology is about the approach selected for theory development as the approach determines other methodological choices in terms of research design and data collection. They further state that it depends whether the research is about theory testing or theory building. These are generally portrayed as the deductive or inductive approaches. If the intention is to understand why something is happening rather than to describe what is happening, it may be more appropriate to choose the inductive approach as opposed to deductive approach (Saunders, Lewis & Thornhill, 2016).

4.2.3 Research design

Creswell and Creswell (2018) have suggested that once a researcher has decided on the qualitative, quantitative or mixed methods approach for research, the next task is to choose the design to suit the study. Under the chosen qualitative approach, there are about five designs for specific purposes:

- **Case study**. This is about a detailed investigation to explore complex issues. It is best suited to 'how' or 'why' questions (Creswell, Hanson & Clark, 2007; Saunders & Lewis, 2018).
- **Ethnography**. This is about the detailed study of a culture shared by a community or a group (Creswell Hanson & Clark,2007; Saunders & Lewis,2018).
- **Narrative.** This is used when the question requires an understanding of a whole

story or life experience. (Creswell Hanson & Clark ,2007; Saunders & Lewis, 2018).

- **Phenomenology**. This is about when understanding the essence of a particular experience (Creswell Hanson & Clark, 2007; Saunders & Lewis, 2018)
- **Action research.** This is about problem solving questions requiring close collaboration of researcher- practitioner (Creswell, Hanson & Clark, 2007; Saunders & Lewis, 2018).

Based on the research question that this research aims to answer, the phenomenology design was used for the exploratory study. Creswell and Creswell (2018, p.13) explain that "phenomenology is the design of inquiry that has come from the philosophy and psychology whereby the researcher simply describes the lived experienced of the phenomenon as described by the participants themselves".

Creswell and Creswell (2007) state that the phenomenology design is used when one describes the reality of the lived experience of a phenomenon. Therefore, the rationale for the choice of this design is driven by the fact that the researcher believes that participants of the study must be those who have a lived experience in terms of mining entry strategies in South Africa and must have lived experience in terms dealing with social and cultural arrangements from the host communities.

4.2.4 Purpose of research design

Saunders and Lewis (2016) explain that all research enquiries must be classified in terms of their purpose. The commonly-used classifications are: exploratory, descriptive and explanatory. For the purposes of this research this study is of an exploratory nature as it is useful in determining what is happening, to look for new insights, to ask questions and to understand the phenomenon in a new way. According to Saunders and Lewis (2016), there are three main ways to conduct an exploratory research. These are:

- searching the literature;
- talking to the right experts in the subject matter;
- to conduct interviews with the focus groups.

Therefore, in alignment with the research question and research approach, this study is deemed as an exploratory study.

4.2.5   Time horizon

Saunders at al. (2016) say that the researcher has to ask how much time do they have to complete the study. This leads to a question of whether the research is a snap-shot (cross-sectional) study, taken at a specific time, or a diary approach (longitudinal study) which represents events over a period. Owing to the time constraints to complete this research, and the fact that this uses a qualitative inductive approach and a phenomenology design, the researcher felt that the study is both cross-sectional and longitudinal. The rationale for this is based on the research question that explores the role of the social and cultural arrangements in mining entry strategies which is being answered by those participants with their lived experience which may be current, recent or many years back. For other participants, the experience may be current and recent which represents a snapshot, while to others it may a previous lived experience before the mining-entry process.

4.2.6   Data collection method

As mentioned, a qualitative study there are various data collection methods for different qualitative designs. Creswell and Creswell (2018), explain that data collection methods in a qualitative study happen through interview data, observation data, document data, and audiovisual data. The chosen qualitative design choice (phenomenology design) that has been argued and defended above also has its preferred data collection methods. Creswell Hanson, & Clark (2007) have tabulated a list of data collection methods that can be used for a phenomenology design which are primarily interviews, but they have noted that documents, observations, art may also be used. Saunders and Lewis (2016) advocate that using interviews can help the researcher gather valid and reliable data. Therefore, for the purpose of this study, the researcher has used interviews as the data collection method. The interview guide has been added as an Appendix A3.

4.2.7 Techniques and procedures

Saunders and Lewis (2019) argue that there are three types of interviews from which a researcher can choose. These are structured, semi-structured and unstructured interviews. The structured interviews refer to the use of questions that are predetermined, standardised and identical, and the answers are recorded in a standardised schedule. The semi structured interview refers to the questions that are based on themes and listed questions to be covered. The order of the questions may determine the flow of the conversation. While an unstructured interview refers to an informal exchange such as in-depth interviews when the participant is given space to speak freely without a guide. Both the semi-structured and unstructured

interviews are simply not standardised (Saunders & Lewis, 2016). For the purpose this study the researcher has adopted a semi-structured interview style. The reason is that the study seeks to answer a specific research question, and to compare participants' responses to specific questions and themes.

4.3   Population

Saunders and Lewis (2012) define 'a population' as a group from which samples are drawn. The population for this research were different mining houses that operate in various mineral development mining projects. These include mining operations based in Gauteng, KwaZulu Natal, Mpumalanga, Northwest, and Northern Cape province.   Creswell and Creswell (2018) postulate that a population may be identified in size, and if possible a population size must be stated. However, it may not be possible for this study to categorically state how many mining companies are actively engaged in a mining entry strategy or engaged in the entry process. However, according to the Minerals Council South Africa (2020), it currently represents 76 mining companies actively engaged in business in South Africa in various mineral sectors; four of those are contractors, four are associations, and three of the 76 are corporates, and the rest are mining houses. The Minerals Council indicate that the 76 represent 90% of the mining companies in South Africa. For the purposes of this study, therefore, our sample has been drawn from the mining houses based in the above mentioned provinces who are extracting various mineral commodities from coal, chrome, iron ore, gold, iron ore, and platinum.

4.4 Unit of Analysis

Creswell, Hanson and Clark (2007) describe the 'unit of analysis' within the phenomenology design as several individuals who have shared lived experience. The unit of analysis is also defined as the "exact entity that is being analyzed in a scientific research" (Dolma, 2010, p.169). In simple terms, the unit of analysis represents the data source of the research. This study focused on top management teams employed by the mining houses whose responsibilities, among others, were mining entry strategy, operations, and stakeholder issues. The participants are therefore, well experienced individuals playing a role in strategy either through design, implementation, monitoring and evaluation functions, or all of the above. There is no standard protocol for all mining houses that these executives only deal with operations without dealing with the host community's needs. As a result, the mine managers that have been interviewed deal with mining entry strategy, and by virtue of that, have had to deal with host communities.

It has also been observed that other mining houses break down the roles of their stakeholder managers who report to the general mine managers. For the purpose of this research, the

participants were experienced executives holding various positions like Chief Operating Officers, General Managers, Mine Managers, and Stakeholder Managers according to the dictates of access and protocol from one mining house to the next. These individuals are, therefore, experienced in mining entry and expansion projects. The researcher is confident that their experience will give this study rich data and insight.

4.5 Sampling Method and Size

Sampling is defined as "selection of data sources from which data are to be collected to address the research objective" (Gentles, et al., 2015, p.1775). In qualitative research, once data sources have been identified, a researcher may purposefully look for rich data sources, and that exercise is referred to as purposeful sampling (Patton, 2002). Purposeful sampling offers the researcher an opportunity to decide on the type of sample they want to answer their research questions. They then make an effort to find the participants within the selected category. It is also sometimes referred to as 'purposive' or 'judgment' sampling (Patton, 2002). There are various purposeful sampling methods, but for the purpose of this research, a 'snowball' sampling method was selected. By definition snowball sampling means locating information-rich data from key participants, and that "process begins by asking well situated individuals about who knows a lot about, and who should I speak to? By asking people who else to talk to, the snowball gets bigger" (Patton, 2002, p.237). The advantage of using purposeful sampling lies in the fact a researcher can select information-rich cases as the researcher has chosen the snowball sampling method (Gentles, et al., 2015; Patton, 2002).

The rationale is that the researcher seeks to understand the lived experiences from the similar subgroup of executives who are tasked with market entry or expansion strategy in the mining houses. The study's sample comprised mining decision makers in the areas of business expansion and new market entry strategy. They were identified through the Mineral Council South Africa and industry network. The participants were recommended by either their CEOs or colleagues after the purpose of the study had been shared with them. From there, a snowball sampling was used to identify other participants with similar experiences.

When conducting a phenomenological study, the common sample size can range from five to 25 participants (Mason, 2010). Owing to time constraints, this researcher's sample size used was 15 check participants, or until data saturation when data saturation was achieved.

4.6 Measurement Instrument

Qualitative design uses an interview guide with semi-structured questions as a measurement instrument (Creswell, Hanson, & Clark, 2007). In the interview guide questions are put together before the interview takes place, and they consist of the main questions based on research subject themes, and follow-up questions to probe for more details from the participants (Kallio, et al., 2016). The questions should be between five and ten (Creswell & Creswell, 2018). According to Agee (2009), the quality of the interview can compromise the interview process and data analysis of data collected. A used interview guide is attached as Appendix A3.

4.7 Data Gathering Process

Zikmund, Babin, Carr and Griffin (2013) describe the data collection as the "process of collecting or gathering information" (p.67). Data gathering can be achieved through interviews. The authors add that data collection process should be consistent all the time throughout the geographical areas where such is taking place. Zikmund at al., (2013), postulate that if that is not the case, it opens the area for errors. The interviewer should phrase the question correctly consistently.

Data collection is to be in line with the proposed research approach and design. In the qualitative study data is collected through in-depth interviews using semi structured questions on the interview guide (Creswell et al., 2007). Zikmund at al., (2013), argue that there are two type of data gathering, they are referred to as 'obstructive' and 'un-obstructive'. The obstructive is where the participant is being surveyed or interviewed, while with the unconstructive, the participant does not even notice they are the participants, they do not get disturbed. For this research the data gathering was obstructive. Saunders at al. (2016) state that interviews are often carried out person-to-person, but due to the Covid19 pandemic, they were carried out via online platforms (Zoom and Microsoft teams). Once ethical clearance is received, identified participants were invited to participate in the study through email requests. On acceptance, all interviews were held virtually either on zoom or Microsoft teams platform.

Once the interview was secured with participants, appropriate times of the meeting were made. The interview guide was sent through before the interview itself so that the participants could familiarise themselves with the themes and sets of questions. At the time of the interview the researcher again explained the meaning of the themes: social and cultural arrangements in the context of the host communities. The researcher shared the consent letter, to ensure the participants were not forced to participate and they could leave the process any time they felt without any penalties. Before the interview, confidentiality was assured in the form of the non-

identification of their names and their companies. After the interview, a demographics table detailing the participants' details, their current role, and experience was added as part of the questionnaire to be filled by the participants. The interview started with the introduction, and moved to address questions dealing with the social and cultural arrangements with the host communities and the corporate culture of the mine.

All the interviews were made by audio recording and by using the record function offered by the online platforms. About 13 of the 15 recordings were transcribed into transcripts using the services of the external service provider. This was done after signing a Confidentiality Agreement with the service provider. Two of the 15 recordings were transcribed by the researcher into transcripts. Once the transcripts were received they were compared to the audio recordings to verify that transcription was accurate and consistent with the respondents' responses. It helped that both the external and internal audio recordings were used to compare the audio records where there was cut-off due to network problems that often affect virtual meetings. The anonymity and confidentiality of the participants and company identity mentioned in the interview were replaced by alphabet letter only known to the researcher.

4.8 Analysis Approach

Qualitative content analysis is another critical step in a qualitative study. Qualitative content analysis is defined as a "research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes" (Shannon & Hsieh, 2005, p.1278). Although there are three popular content analysis approaches for a qualitative study, for the purpose of this study, only the conventional content analysis approach and Atlas.ti software for data management and analysis was used. This approach is also useful to analyze data for the qualitative study. The conventional content analysis is mostly used with the design whose objective is to describe a research object (Shannon & Hsieh, 2005).

Once the interview data were collected, transcripts were coded using a data management software Atlas.ti. The codes developed were based on the meaning of the data selected for the purposes of answering the research questions. A total of 171 codes were developed. These codes were then grouped into a total of 18 categories. The 18 categories were again grouped into four themes. Another advantage of this approach is that the researcher may sort data inductively into codes, categories, themes and finally into theory. All steps taken within the data management software are recorded in analytical memos for record purposes. In addition, another advantage of the Atlas.ti approach is that it allows the researcher to take big portion of data and break it into quotation pieces ready for coding (Woods, Paulus, Atkins, & Macklin, 2016). The saturation point, when no new codes were being recorded, was reached with respondent number 13.

4.9 Quality Controls

Quality in a qualitative study is also very important. Kallio et al. (2016) have postulated that, firstly, a tightly developed interview guide of semi-structured interview questions improves trustworthiness. The second step is for the researcher to complete a pilot test of the interview guide. For the purposes of this research, both an expert and field pilot study were completed. Expert assessment seeks feedback from an expert who is not part of the research team. While field testing refers to an exercise where the proposed interview guide is tested with a potential participant (Kallio et al., 2016).

Creswell and Creswell (2018) have stated that the quality of research is also dependent upon the researcher or the interview. The quality of the qualitative study is ensured through credibility, transferability, dependability and confirmability.

Credibility (internal validity) can be ensured through "prolonged engagement, persistent observation, triangulation, peer debriefing, negative case analysis, and referential adequacy. Transferability (external validity, or generalizability) thick description is essential for someone interested to transfer the findings to another context or individuals"(Morse, 2015, p.1212).

Dependability can be realised through credibility, while reliability is a measure of the consistency of dependability. Confirmability is ensured through triangulation strategies (Morse, 2015)

For the credibility of the study, the researcher ensured that all recordings transcribed were accurately reflected from the words of the participants. As previously stated, transcripts were verified with audio recordings for accuracy. For confirmability, the researcher used feedback from the pilot study and from the experts about the interview guide and the questionnaire and adjusted them to minimise ambiguity to improve the quality of response from the participants. For dependability, the researcher was fortunate to interview participants in five different provinces using the same interview guide, and all participants were comfortable with the interview guide as presented.

4.10 Limitations

Creswell and Creswell (2018) state that the limitations of research are dependent upon the researcher, because the researcher brings him- or herself to the interview through personal biases. Saunders and Lewis (2016) state that a qualitative study is in its nature subjective, and that there is always risk of bias. Creswell and Creswell (2018) have also added that the quality of research is dependent upon the conduct of researcher or the interview itself in terms of the following aspects:

- There might be a limitation in sample size to maintain the homogeneity of top management teams.
- Observations as part of data collection method are not possible when the interviews are carried out virtually only.
- Since the researcher is not an expert when it comes to the interviewing field, this means there is a potential to affect data collection and eventually the results.
- If the sample is not homogeneous. (This study included COOs, General Managers, Mine Manager and Stakeholder Managers only. Therefore, the sample did not include the participants from the host community who might have had a different perspective on the role of social and cultural arrangements in mining entry strategies in South Africa).
- In terms of generalisability, however, this study cannot be generalised to all mineral sectors in South Africa despite using participants from five provinces, it only and represented six different minerals commodities namely, coal, chrome, gold, iron ore, and vanadium out of 200 minerals found in South Africa.

CHAPTER 5: RESULTS

5.1 Introduction

This chapter presents the results and key findings from the virtual interviews of a sample of 15 participants. The participants were experienced mining executives sourced through a snowball purposive sampling strategy. The findings are presented in line to the research questions outlined in Chapter 3. They are all based on the themes identified from the qualitative data analysis that give deeper insights into social and cultural issues raised by the socio-cultural arrangements made in mining entry strategies in South Africa as experienced by the participants.

5.2 Description of the Sample

The participants' profiles in terms of gender, position, experience, role, sector and province are tabled in Table 5.1 below.

Table 5.1: Profile of participants

No.1	Partitipants	Gender (M/F)	Current Position	Number of Years in Mining(1-5, 6-10, 11-15, 16-20, 21&above)	Role in Strategy(Design, Execution, Monitoring& Evaluation , All of above)	Mining Sector	Province in South Africa
1	LM	M	Assistant GM	21& above	All of above	Coal	Mpumalanga
2	LN	M	GM	21& above	All of above	Diamond	Northern Cape
3	NZ	F	Mine Coordinator	21& above	Execution	Mineral Sands	KwaZulu Natal
4	PT	M	COO	21& above	All of above	Gold	Gauteng
5	SM	F	Strategy Executive	16-20	Design, Monitoring&Evaluation	Platnum/Chrome	Northwest
6	DM	M	CSI Executive	16-20	All of above	Vanadium	Limpopo
7	RC	M	GM Strategy	16-20	All of above	Coal/ Iron Ore	Limpopo/Northwest
8	BK	M	GM Strategy	16-20	Design, Monitoring&Evaluation	Coal	Mpumalanga
9	TK	M	Mine Manger	21& above	All of above	Coal	Mpumalanga
10	KM	M	CSI Executive	6-10	Crafting and Execution	Coal/Chrome	Limpopo
11	SB	M	Principal Advisor	16-20	All of above	Mineral Sands	KwaZulu Natal
12	ZS	F	COO	21& above	All of above	Coal	Mpumalanga
13	DG	F	CSI Executive	16-20	Execution	Iron Ore	Northen Cape
14	MM	M	Director/Executive	21& above	All of above	Chrome	Northwest
15	MN	M	GM Strategy	21& above	All of above	Coal	Gauteng

The Consent Form signed between the researcher and the participants offered anonymity, and as a result participants' identities have been replaced by the letters determined by the researcher. As previously stated, all interviews were conducted online with all the 15 participants. The longest interview was 75 min and the shortest was 31 minutes. The longest interview ended up in two parts as the participant asked to be recused due to emergency issue within his work operations, and the interview was completed two hours later. The average interview time was therefore about 53 minutes.

As shown in the third column of Table 5.1 above, 27% of the participants were women, while 73% were men. This reflects an industry that remains male-dominated. The participants' current positions varied from mine manager level to the COO/ Acting CEO. In terms of the industry experience, 53% (8 of 15) of the participants had more than 21 years of experience in the mining industry, while the balance of 47% had between 16- 20 years an experience. The role for participants for 73 % (11 of 15) of them was in strategy, which includes design, execution, monitoring and evaluation. Another 13% (2 of 15) participants had a role in design and monitoring and evaluating the strategy. The role of the balance of participants (14%) role was only about execution. This indicates that all participants were seasoned professionals in their respective fields.

In terms of the sectors represented, 46% (7 of 15) participants were from the coal sector, while 20% (3 of 15) were from the chrome sector. There were a further 13% (2 of 15) representing the Iron Ore and Mineral Sands sectors. The balance was from the gold, diamond and vanadium sectors. (It is important to note that one participant's organisation represented two sectors i.e. coal and chrome).

In terms of areas of operations, 26%(4 of 15) are located in Mpumalanga Province, while 20% (3 of 15) are based in Limpopo, and the provinces of, KwaZulu Natal, Northern Cape, North West and Gauteng had two local operations each.

5.3 Presentation of Results

The results of this research are derived from the research questions presented in Chapter 3. A thematic analysis (Inductive to Deductive process) was used to move from code groups to categories, to themes and then to theoretical classes. A total of 171 codes were generated from the respondents' data to formulate 18 code groups also known as categories. Themes were derived from these categories for each research questions. Finally, a theoretical category for each research question was developed. The presentation of the findings, therefore, is based on the themes that have emerged from the respondent's data. The main headings are the theoretical categories; and the subheadings are the themes per each research question. These findings on the four research questions are presented below in sequence.

5.3.1 Results of Research Question 1

Research Question 1: In what way do or did the host community's social arrangements impact your entry strategy in mining sector in South Africa?

The question is intended to reveal what social groups of the host community were included in the social arrangements of the mining-entry strategy and what impact there had been

from these groups if they had confronted the mining-entry strategy. Further, to understand the issues raised by the social arrangements, and how the companies responded to the social groups of the host community to gain the social licence to operate.

The answers to this question, as they emerged from the Social Groups Demands, Social Labour Plan and Social Licence to Operate, were placed in the 'Social Partnerships' theoretical category theme. The theoretical category and relevant themes are presented below.

- **Social Partnerships**

The analysis of the respondents' data on 'social partnerships' revealed that three themes emerged from the mining companies and the host communities. These themes are: the demands of the social group, the provisions of the Social Labour Plan and the Licence to Operate. The data are summarised in Table 5.2 below. A brief discussion then follows for each theme under social partnerships.

Table 5.2: **Summary of data on the social partnerships category.**

	RQ	Codes per group		Code Groups/Categories		Themes	Theoretical Categories
#							
	RQ0	3		Personal Background			
0	RQ1	6		SA: Social Groups& Stakeholder		Social Groups Demands	Social Partnerships
I	RQ1	25		SA: Social Expectations		Social Groups Demands	
		9		SA: Mining Act on Social Provisions		Social Labour Plan	
I	RQ1	6		SA: Social Instability		Social Labour Plan	Social Partnerships
I	RQ1	25		SA: Response to Social Expectations		Social Licence to Operate	
I	RQ1						
I						Social Licence to Operate	

- **Social Group Demands Theme**

During the interviews, participants described many of the expectations from the community's social groups the moment a mine had announced its commencement of operations in the area. Topping the list of the social expectations of the communities are: employment; small business opportunities and supplier development; infrastructure

needs; and ownership of the mine by the community. One of the participants, a COO of the mining company explained the demands as follows:

[Firstly] communities. Host communities (most of the time) they are looking for employment opportunities, and purely because we understand that the unemployment rate in South Africa, especially with our situation in this country, so it's an expected request and it always comes out.

Secondly, opportunities. The community will always ask about support of SMMEs. 'How are you as a mine, are you going to support small business and grow with them? How are you going to include the women in there?' They challenge you on that. So those are the things that they would always bring up. And also, they will look at how. So, it is employment, it's support of local business but also it's the support of [the] community good courses.

(ZS)

During the interview most participants said that it is important to define and understand the stakeholders or the socially above-mentioned needs are group specific: youth, business forums, women in business forums and NGOs, and each group has different expectations and demands from the mine. This implies that there is no blanket solution for all social group demands, but that each group's demands must be treated separately. One participant mentioned they have stakeholder meetings and that because they understand that each group has different needs to the other they are split up:

To say 'stakeholder' like business holder, in room one. Youth stakeholder in room two, business, [or] whatever stakeholder, yes, in room2. Then we go there, like we rotate as presenters, to say, 'Okay, youth, you talk to youth specific concerns… ', which is like - which they raise now and then - to say youth: the bursaries from the school, from the matric side of it. This is what we are doing.

(DG)

- **Social Labour Plan theme**

Most participants said that they were guided by the Mining Charter 3, World Bank and IMF guidelines in dealing with their community's social issues. The Mining Act provides guideline regulations on how to develop the Social Labour Plan, as well as the community's role. Participants also highlighted the fact that communities now are wiser, and want to play a more active role compared to the past where they were just passively watching the

mine operate without getting value. Most respondents raised the point that if the community's social issues are not addressed as per the law, then it would create unfavourable grounds for social instability and mine blockages. The most common issues were about compliance with the social labour plan itself, the how the mine needs to view itself as part of the ecosystem. The communities often demanded certain things from the Social Labour Plan that are supposed to be provided by government as a service. For example, in terms of the Mining Act, one respondent said:

[T]here is a clear regulation to say, this is what you need to comply with.

(MN*)*

And another respondent said:

[A]lso now with Mining Charter three, already for new mining rights, there is an allocation in terms of ownership of community in that operation.

(SM)

There is consensus among participants that failure to work with the SLP would lead to disruptions, community strikes, instability and an impact on the company's bottom line. One participant, said:

You recall that we have had a year (you know 2017, 2018 and 2019), where there has been a lot of disruption to the mining operation by the locals. And most of that started as a demonstration against services (local municipalities) but they still obviously came to the mine. And obviously with the pressure that our economy has been under-performing, in terms of jobs, and whilst the min[es] were running... To some extent, some political elements started coming through to say, based on … the mining charter … [So] we have picked it up from the trade unions within the organisation and everything had some disruption from the people from outside.

(TK)

- **Social Licence to Operate theme**

During the interviews, the majority response to the sub-question about how the company was doing to deal with the social groups demands and fulfil the SLP was to agree that the social groups demands could not be ignored, and that their companies had already developed Social Development Departments to deal with such corporate social responsibility issues. One participant said:

> *Well first from an organisational perspective [we] established a social development structure or department, so we had a person at an executive level who had two community liaison officers.*

> (MM)

Another respondent stated:

> *We are a proudly South African company, so I think we are awake to the challenges of, … that are faced by mining companies, and also, most importantly, the communities in which we operate. So you can't have a strategy that ignores the needs of that community, those communities, host communities.*

> (MN)

Some of the demands appear justified. One participant said:

> *[T]hey are justified to ask for the roads, we also drive on those roads.*

> (DG)

The respondents viewed the compliance with some of the demands raised by the community social groups as their Social License to Operate. All participants stated that they were mainly dealing with employment, business opportunities, infrastructure issues, and where necessary, they make use of independent experts to assist in navigating some social issues. Five of the respondents said that their companies had completed a baseline study of the host community. Most participants said their companies responded to employment demands by hiring local people from the village surrounding the mine for non-technical skills. One respondent said:

> *With employment we started with local recruitment office for the host community. So we source labour from there. So with time, you start to get better representation of your host community in the workforce.*

> (DM)

They also have established training programmes for the community so that they may be employable in future by the mine or elsewhere. One participant said:

> *We developed the training programme to upskill the communities that in the future when there are vacancies, we will then be able to source the skill from the local community.*

> (MM)

In terms of business opportunities, most participants said that the companies were committed to local procurement for non-technical services required by the mine. In addition,

they stated that they were pressing outside contractors to partner with locals where feasible. About four participants said some mining houses had established business hubs to provide infrastructure for small business to use and thrive. One participant mentioned that they had a set aside a budget for work to be done by small businesses locally, and such opportunities were being shared on a progress basis with the business forums at their stakeholder meetings.

In terms of infrastructure demands, most respondents said that they were guided by the local Integrated Development Plan (IDP) of the municipality. One participant explained:

> We also have programmes which are clear with, obviously agreed with the integrated development plan of the municipality when we operate. And they will also identify programmes, be it they need infrastructure on water, so they will be looking for boreholes for instance, so we will then support those boreholes.
>
> (KM)

One respondent (MM) added that they try to do more than expected, and the another said they find themselves doing infrastructure projects that are otherwise government mandated. One participant reported what they have done for the host community:

> Just to name a few - we have built a state-of-the-art clinic [and] sports field. We have built a business hub, two classrooms, and renovated the schools.
>
> (DM)

And another also said'

> We have put in even Wi-Fi Hotspots in some of the local communities on which we operate, so that people can have access to information on whatever it is that is there. Whenever we have got opportunities as far as jobs is concerned, that they will be able to use these Wi-Fi Hotspots to be able to send and get information from wherever it could be. And where we got notices and so forth, we use this thing to indicate to the wider community to make sure that people have information so that it reaches the people. And it remains a challenge but we have got mileage to showcase in this part.
>
> (DM)

Another participant (SB) added that it is important for the company to share with its community (what it can do and what it cannot do) because everything depends on resources. And another participant explained that they tackled the scarce resources:

We then did a few projects within the community, we renovated the school, we graded the road to the village, it was ground so we graded the roads, in and out of the community, of the village itself.

(MM)

In conclusion, social partnerships between the mining companies and the host communities were considered to be of paramount importance. This can be seen in the partnerships that rotate in engagements between the company and social groups when it comes to the social demands made in the Social Labour Plan. As such, when most of the social expectations are met it results in the mine receiving a Social License to Operate; however, when the most important expectations are not met, it makes the environment socially unstable with community strikes and operation stoppages. One participant ventured:

Now today, we know that you need to have the support of the community. And the earlier you bring them on board in what you are about to achieve or do in their environment, the better. And if you think you will involve them later, [this] certainly will delay the project start up. So, they are always very important. It is important to get their buy-in, because if you do get buy-in, you are able to work with minimal disturbance from [the] community; there is no protest at the mine gates. You are able to enjoy protection from the same community when it comes to simple things that may pop along the way.

(ZS)

5.3.2 Results of Research Question 2

In what way do or did the role of social ills within the host community (Unemployment, Illiteracy and Poverty) impact your entry strategy in the mining sector in South Africa?

The aim of this question is to gain insight into whether social ills from the host community had provided an easy or difficult process for mining entry, and how the companies respond to the social ills that exist in the host community as shown in the following data.

- **Meeting social needs**

The analysis of the participants' data revealed two themes that addressed how the social needs of the host communities affected the response of mining companies. The themes of 'social reality and context' led to the theoretical category of' meeting social needs' through corporate social responsibility programmes. This is summariesed in Table 5.3, below. A brief discussion then follows for each column under social partnerships

Table 5.3: Summary of how theme 'social needs of communities' is met through Corporate Social Responsibility programmes.

#	RQ	Codes per group		Code Groups/Categories		Themes	Theoretical Categories
II	RQ2	2		SI: Social Ills Impact		Social Reality & Context	Meeting Social Needs
II	RQ2	10		SI: Unemployment Issues			
II	RQ2	3		SI: Illiteracy Issues			
II	RQ2	3		SI: Poverty Issues			
II	RQ2	15		SI: Response to Social Ills		Corporate Social Responsibility	

- **Social reality and context**

The glaring level of social ills in South Africa are the result of an economy that is not growing at all or, when it does, it is not at the desired pace. Most participants stated that the reality is that companies need to appreciate this factor as they pursue market entry in mining industry in South Africa. One participant summed it up as: 'a hungry person is a very impatient somebody'.

The social ills were broken down into three facets: Unemployment, Illiteracy and Poverty. One of the participants remarked that in most cases, mine development happens in rural areas where there are high levels of all three of these social ills, and as a result people see the mine as an opportunity uplift themselves from the shackles of poverty. One participant said the impact of these social ills on the mining-entry strategy was that:

[Y]ou have a little bit of development that you want to do, they are there by your doorstep, they stop, you know they are demanding that you employ them regardless whether they have the necessary skills or not. They demand that you give them business opportunities, regardless whether they have the capability or not, you know. So that has impacted a lot; I mean you cannot run continuously as we are used to. You know you run [operations, and then] you get stopped, you get impacted on your bottom line because you are no longer producing. You are unable to fulfil the commitment with your customers. So it has impacted us quite a lot in terms of continuity as well as to venture into new projects.

(LM)

Another respondent added:

Now and then you get the stoppages because of the community coming in, demanding that you give them employment.

(RC)

The impact of unemployment viewed as a serious one for the mining area stability because the rate of unemployment in South Africa is high. One participant said:

I mean unemployment, you know that, obviously the communities are .. there is high rates of unemployment and they don't see economic benefits from you. I mean some of the things that they can do is to block your way. Obviously it impacts production output.

(PT)

Another impact is the effect on the relationships within the host community itself, as they begin to ostracise each other over who is 'real' local, and who is 'not local' for employment reasons. One participant said the way the community define local is different to what the SLP defines it. The SLP refers to local at the 'labour-sending' community. One participant described how this can create a dilemma:

The village that is near us is pretty much two villages, Dkop and Msb, so to them, 'local' was Msb. They didn't want the other one; it was like they needed local community within the 50 km and they are both in the 50 km radius …[Any] consideration of the local district municipality and the district local municipality − that was not [in] their interest at all. Right, so they wanted 'local' as in local, based on one village or one local community that is around us.

(MM)

This is done in order exclude other local people from employment opportunities that the mine might have.

In terms of illiteracy, most participants said that the impact of this is that it is difficult to source basic skills from the local community. One participant says that even with operators, the equipment is so advanced that operators need to have some basic computer skills.

Yeah, I was saying our older people(workers) could not use the computer because of their level of education. And we are using sophisticated, computerized machines that need a better understanding of computers. And at the end of the day, that's the reason we don't hire people without matric.

(LN)

Another participant, said:

The illiteracy level that we find in our communities impacts the execution of the project … [when] we refer to project obviously we refer to the strategy because our strategy is to make sure that the community around us benefit too. Our business is different in terms of employment, in terms of business, in terms of getting opportunity from our business partner. So that gets delayed and you don't reach the timeline that you set for yourself for the execution the project. So it's a delay on execution of the project and the strategy then gets affected.

(TK)

Impact in terms of poverty is also one the social ills. One participant referred to it in detail:

Then we need to touch on poverty and the state of HIV is real where we operate. And as a result we got child households and we have children that don't have a meal, where they either get a meal at school or there is no meal, and if there is no meal, then the children will be now exposed to [another] social ill. Prostitution, be what they call it these days, blesser and blesse, those kind of things. So, poverty is a bad thing, … and poverty kills our people because the spread of HIV is as a result of this poverty, in some instances where young. people will do whatever it takes out of poverty. And that whatever it takes can be a problem. So that is why with these NGOs, yeah. And that is why we work with NGOs that support programmes that are there to develop and drive the right courses within the community. We have seen a lot of bad stories as a result of … to find ways to escape poverty.

(ZS)

Many respondents view poverty as a potential cause of instability within their environment. One respondent mentioned how they have to' beef up' security as the result of possible theft and damage to their properties.

- **Corporate Social Responsibility**

The corporate social responsibility theme is about how the companies respond to the needs of the community in dealing with local social ills. The sub-question is about how companies were dealing and responding to the socials ills that have been confirmed by their baseline study of the host community.

About five participants mention that they have concluded the baseline study of their host communities. According the participants, this assists the companies to establish the social profile of the host communities. The participants say dealing with some of the challenges of social ills is part of the government mandate. However, companies always welcome the opportunities to collaborate with other mining houses or municipalities to respond to some of the social ills within their host communities. One participant said that, they look at:

What collaborative projects can be put in place so that the impact is greater than one man, one mining operation doing something. And also in understanding that, you also partner with local government, understanding what the IDPs in those communities are, and also building with that in mind. Although you know through that, the IDPs are not always a true reflection in terms of the projects that are needed by the community. So that's why you would do you own baseline study, you would engage with other mining operations and other businesses that are there to see what can be done at a collaborative level that work hand in hand with government.

(SM)

One participant added:

So look, as a company, the role, the company is a living thing, so the company is not just there, the company must be a net contributor, not just through its taxes that it pays, but through its role as a member of society, so yes we cannot replace the government, but we can, we can play a part in, we can play a part in reducing unemployment, illiteracy and poverty.

This plays itself out in the ..., in the initiatives that we have, from the LED (Local Economic Projects) which we have to run, in conjunction with the municipality as well as we see the social corporate responsibility initiatives which we drive.

(MN)

Another respondent says:

So [if] unemployment [is] unaddressed, the people will forever be protesting at your gate because they don't know our challenge. … They see an opportunity because their view is a mine should be able to absorb us, you know. So youth unemployment and I really quote unemployment because that [is] really where the challenge is and they are the people who are ill skilled.

(ZS)

In terms of dealing with unemployment, the participants stated that although the mine cannot employ everybody, they try and make as many job opportunities available to the local people as possible. One participant confirmed that they go to the extent of asking incoming service providers on the mine to employ local people. One participant added that:

If you give business opportunities to locals, you need to emphasise that they need to look at the local community not the necessarily the cheaper labour from outside. Know that you need to if you get the opportunity to do whatever the mind does, if this neat employer helps us. And then the contractors who come to do business on the mine,

and if they need extra labour, we say they must employ locals from the local labour desk

(DM)

This was concurred by another respondent who said:

Because most of the time, in our projects, we ensure that, lets for instance we build, we decided to build a school in a certain community. In that project there is going to be employment, so people are going to be employed for the duration of the building. And we have always emphasised that it should be the local from that particular area of the community."

(TK)

Another participant (ZS) added that there are lots of graduates in most mining communities, but their skills set do not often match what the mine is looking for. These graduates have studied something that is not mine related, and therefore there is a skills misfit. Another participant (MM), agreed by saying that through their company's community engagements, they had discovered two graduates that had skills to match their needs. Consequently, one was employed within the local mine, and the other was deployed at a mine in another province.

Many respondents also commented that to deal with unemployment, their companies had invested in training for short-term skills in the community so that they can either be employed on the mine or elsewhere. One participant said that in trying to give everybody a chance for employment, the local chiefs proposed an employment rotation strategy.

I remember [in] KZN there were more chiefs, and then the chiefs would say; employ, rotate [the employment of] them (five different chiefs). So Chief A would say they want employment and then there was a strategy to say; [for] the next project they will give us [others] ., but it depends on the level of engagement, level of maturity of the host community.

(DG)

In conclusion, regarding the employment process, one participant said that in a host community with high unemployment levels:

[I]t becomes a coordinated effort when you try and identify what is available and you do your best to make sure that you can source from within the local areas. And where it is not available, over time, it becomes part of your social and labour plan where you train the locals.

[RC]

In dealing with illiteracy, many participants recognised the high numbers of illiteracy in the host mining communities. Many participants said their companies had started Adult Basic Education Training programmes (ABET) that were open to the employees and community members for people to upskill themselves. One respondent explained further:

We started a programme of ABET (Adult Basic Education). Just one point: one case … [was] where we started a person on ABET education, and now he is a qualified artisan.

(DM)

Another participant added:

You know you cannot just keep on saying they don't have the necessary skills; they don't have necessary capabilities. You have got to build that [idea of] capabilities with them. You have got to be willing to pay the school fees, you know, if you want to be guaranteed of continuity in the same place.

(BK)

Many participants stated that their organisations were putting together bursaries for children in the community. The first prize is for anyone studying towards a mining-related field, but also those who have capacity to study other things that would make them employable were encouraged. Another participant also commented that the company had built school classrooms and sponsored a matric programme. One participant explained:

So, there are programmes … like bursaries, which we advertise nationally once a year, … bursaries for internships. And there is another bursary called 'Imbokodo' (set aside for girls) [that] we advertise. But there are − there is, another element which we call 'portable skills'. Portable skills are skills such as things like carpentry, where we ask them to give people skills where they can go and find themselves some work or go and sell their skills.

(SB)

Many participants stated that their companies do engage in something to deal with illiteracy in the community, particularly if it is enabling the youth. One participant explained:

For example, we sponsor some schools and prepare pupils from primary school through making the environment to be conducive. We have adopted a school development strategy to make the school living environment conducive [for] fixing toilets (make them flushable). [In] making classrooms to be conducive, we supply computers for Grade 10 to 12, [and] we do maths and science programmes for grades.

We have installed the Wi Fi so that they have access to the internet. And we offer bursaries and learnerships.

(DM)

Many participants mentioned training as one of the main means to deal with illiteracy within the host communities. One of the participants said:

So many times (let's say you have identified a group of 50 or 100 people) you train them, maybe it is a 3 to 6 months training programme. By the time the 6 months is finished, I mean, most of them are already employed permanently with the mine because of the natural nutrition that is taking place, you know.

(PT)

In terms of poverty, many participants stated that poverty within mining communities is so high. One respondent remarked that in his area, the only formal employment opportunity was mine employment after subsistence farming in the area. Another participant explained:

And then the poverty will talk to your employment and your business opportunities strategy. So, if you want to fight unemployment and poverty (because they go hand in hand) you offer local employment opportunities to those community members, and [for] those who cannot work, you give them business opportunities.

(DM)

Many participants say their companies adopt certain programmes that are for poverty alleviation in collaborative ways. These are in collaborations with NGOs, Government and other businesses in the area, if there are any. One participant stated:

And then poverty alleviation is linked to job creation as well as supporting [the] local community project in food parcels, if they are required (especially in the time of Covid-19) and also supporting local schools. For instance, we always like to buy sanitary pads for young girls in local communities.

(BK)

Another participant also stated that it was through community empowerment through education that poverty can be alleviated,

And really the best way to escape poverty is to empower people, and how they empower people is to provide these opportunities for either education, … [and] of employment, and they are then able to sustain themselves and they don't have to depend on any other person for their livelihood. So, part of this support on (I have [already] touched on the learnerships) [includes the] support [of] graduate programmes (where you find bright students). And we go to the high schools (we have two actually

local high schools) where we sa[y] to the principal[s], 'We are happy to support students for the year. And if the student has got no financial means to go to university, we are happy to support them'. But we will always skew the conversation towards [our preference that] the child is going to do a course that is linked to what we do. If it is a child that is interested in commercial studies, we will support that. If the child that is involved in engineering or any other skills that mining needs, we are happy to support. And I think it is through education, really that we can assist our children escape our poverty. Especially all the young and the youth. Obviously where we can, we provide th[ose] children with opportunity.

(ZS)

In conclusion, the theoretical category of 'meeting needs' can occur when the social reality context of the host community is well understood, so that the response in terms of CSR is relevant to the actual needs of the community in context.

5.3.3 Results of Research Question 3

In what way does the role of the host community's cultural arrangements impact your entry strategy in the mining sector in South Africa?

The response to this question gives an understanding for how the complex cultural arrangements impact mining-entry strategy in terms of engagement, and interaction with the host community. An understanding of the typical issues raised by cultural arrangements is required especially in terms of how companies deal with those cultural issues that have emerged as result of structures provided by Traditional Framework Act 41 and Act 28 of 1996. An important insight is provided by the following data on how the companies leveraged these issues to gain the social licence to operate.

- **Cultural recognition category**

The analysis of the participants' data revealed two issues between the mining companies and the host communities emerged which led to the theoretical category of 'cultural recognition'. The sub-themes are 'cultural demands' and 'respect for cultural protocol'. The data is presented in summary in Table 5 below. A brief discussion then follows for each the themes under cultural recognition.

Table 5.4: Summary of 'Cultural recognition' data

#	RQ	Codes per group	Code Groups/Categories		Themes	Theoretical Categories
III	RQ3	5	CA: Cultural Groups		Cultural Demands	Cultural Recognition
III	RQ3	8	CA: Cultural Matters & Impact			
III	RQ3	11	CA: Cultural Expectations		Cultural Protocol Respect	
III	RQ3	6	CA: Response to Cultural Expectations			

- **Cultural demands theme**

The mine operations located within the host communities find the local people organised in a particular way, living a particular lifestyle, and observing and practising certain cultures. The cultural demands theme comprises certain forms of cultural groups and the cultural matters. These are described as that categories that impact of the host community.

In terms of cultural groups, participants say it is important to define each of their stakeholders so that their demands may be responded to appropriately. One respondent, MN stated:

Well, … first of all you need to be culturally sensitive, so as I mentioned in initial engagements, we said we'd announce that there is a mine coming. The guys ask, 'Where is that mine going to be? And they ask simple questions like 'You are going to mine here? What about the schools my kids go to? If you are going to mine through here, what about the taxi that takes us to town? Where is it going to go? Where is the new road? How do I get to the clinic to get my medication once I mine?

You know so there's a host of issues that are raised, which − until you engage on a granular level, you'll overlook and you'll assist in creating a very unhappy host community which ends up being very aggressive, very combative. But once you engage, you understand the need, the cultural sensitives of that host community, it allows you to tune in to what they believe must be done.

The participants also stated that, in the main, many host communities are under the tribal councils formed in terms of traditional council's framework. The participants also mentioned that there are other groups that represent cultural issues of the community or who are guardians of the heritage sites where the mine could be mining. These groups

are quite sensitive in the way cultural things are handled. Another participant explained as follows:

You know obviously mining activities find existing communities, right? So, you would find that in some cases there would have been a community living somewhere, and living in the potential mining area. There could be graves, and that sort of thing. So, we have been involved in the moving of graves, transfer of graves from local communities or from families, from pieces of land where we would mine. So those cultural issues, respecting people's cultural norms and traditions then become important, and [we] hire consultants who understand the process and we will be guided by the Department of Environmental Affairs and Energy on how to take these. Yes, mining disrupts people's way of life and then we respect that, and it is important that we are conscious.

(RC)

Another participant further explained:

Yes, so we have forums, established forums that have a clear structure, which is meetings they should have. Those forums have clear terms of references. And there are various forums. We have got forum talking to the local businesses. We have got forums that support these NGOs. And those are …, have clear mandates, they have clear terms of references, and they are, they know what they should be doing, and they got support when they need support, so that is what we have in the organisation. We have a clear strategy on stakeholders, we have mapped our strategic steps and we ensure that those stakeholders get the right attention within the organisation, from the right executives. So that is how we engage with them.

(DM)

In terms of Cultural Matters and Impact, the participants stated that the cultural groups raise a number of issues with mines that want to come into their area. If these are not attended to they also threaten the operations of the mine, and its Social License to Operate. One of the participants also stated, some of the challenges that the mine companies face was the infighting among the royal families for chieftaincy. The impact for the mine is that stakeholder engagement becomes broken. One participant, added, that some chiefs (especially in areas where the mining area covers more than one tribe) seek better recognition than others.

The impact of the chiefs [was] cultural, it was like: "I am the chief', those were the dynamics. 'I am chief of the chiefs, I am superior to the other chiefs, so treat me better than the rest, …out of the five chiefs., I am the one that must, the others are under me,

so I must have a bigger percentage', or my needs must be attended first then the other four come in'.

(DG)

Another impact of tribal council is that some tend to keep the community's vital information about development to themselves. If there are employment opportunities, they would keep it to themselves for their close families. This participant went on to describe the chaos that often ensued as a result:

And it turned out to be like, because of the cultural structure of being chiefs, they were given tenders, like transporting products from the mine to the harbour, so that [the[tender ended up being given because of the chiefs, and those dynamics spilled over to the community, because now it was like … 'you chiefs, we are engaging with you so that we can go and report back to the community, the community knows what we do, because we cannot, because we are respecting you, we cannot go directly to the community, so we communicate through you, we trust you'. And they ended up forming a consortium and grabbing those tenders and not asking people to come and tender but tendering themselves, and that was very chaotic because the people were saying you are not doing anything for the mine and there was a riot and the mine was saying, 'Here we are, we have this tender, it is coming from chief Nqwanse', and people from the chief will say, 'We don't know about that one'.

(DG)

Such occurrences have a negative impact on the relationship between the mine and host communities and their tribal councils. Participants say they have recognised diversity within the host communities and they have embraced that, and that is why, whenever they implement a project, they need to take into account those needs of the diverse community where they operate. One participant affirmed that:

I mean you would find that you know the, if you want to get an operation nearer to people where they had their own norms and so forth, the big thing is you don't just take people and put them in another area. You engage them, try and establish what is critical to them, you know what is important to make sure that what you do, you can still −… you will satisfy the needs of both parties. I have been involved in a project where we had to relocate people. Where you know we understand that we have the mining right that allows us to mine. We understand that as far as the surface rights is concerned, there is people that stays there but the surface is probably owned by somebody else. You can't just move people in that area. And we have got rights to that surface because we have engaged someone else. But there are people that stays

there, they have got houses there. So, you need to engage them and make sure that what is important to them remains important.

(RC)

- **Respect for Cultural Protocols theme**

The data analysis showed that included in the theme of the cultural recognition category are the cultural expectations of the host community and the response to the cultural expectations by the mining company.

In terms of cultural expectations, the participants mentioned various hopes that the host community often raise about mine development. One of the most mentioned cultural expectations is the protection or relocation of graves where the mine operates. One participant further explained:

For example, if you mine in an area where there are graves, right? you have to deal with a process of removing those graves and putting them at a new site, and in doing that, you have to respect the cultural processes that different cultures would have, or would observe in moving those graves. So, it is something that one has to observe.

And the second thing is that we are also based in a municipality kind of control situation, so we don't have many issues. But let me talk about [a] cultural issue that we are also even dealing with today: the claim of the graves. The claims of the graves where communities will come and claim that there were graves where the mine exists. And because these mines are the superseding kind of mines (they have been there for quite some time) you will find that the allegations are true, but sometimes the allegations are not true.

(SM)

The participants explained that in most cases they do not move graves, but rather secure them, and make access available to the family as and when they wish to visit the graveyard for spiritual purposes. However, in the case where there is a need to relocate the graves, another respondent related an example:

We have had to mine ...a number of … you know… relocate the number of graves, and if you don't have those people concerned, you are more likely to have trouble with the authorities. So, it was quite key that we identify these leaders, understand the customs of the people that are living in those particular areas, so that you can reach some kind of agreement on how we could approach them. And that is for me key and I have been in battles where you have graves and we had to relocate graves, and if you are not in a good space with those people, you are not going to progress anything.

(TK)

The second typical issue is about heritage sites. These could be the places of worship or other significant sites. One participant remarked that:

So over and above … graves and grave yards, there were cultural heritage sites that they identified and they have indicated to us that these are of significance. And they have indicated that they would prefer that some of them do not get mined, if we can. But if we cannot, I think they are prepared to enter into conversation. And then there's issues in that, you'd find there's culturally sensitive places like initiation schools, which you can't just, you know, you can't just take it lightly, those are important cultural symbols to the host community.

(MM)

The third issue often raised by the cultural groups is the relocation of households that lie in the path of the mining operations. One participant stated residents sometimes refuse to be moved due to their livestock's needs and it therefore followed that:

Some of them didn't have job opportunities. They refuse because they say, 'Now where is my cattle going to graze? I don't have enough space in the location. Who is going to pay my electricity and municipal rates?' Then it becomes a real problem because when you have that and the poor guy doesn't have answers to this, and these are the real problems because we are not going to [go] without your services, you understand. So, these are real problems.

(TK)

The fourth issue raised by the cultural groups is that some often want monetary compensation for the relocation of their households or graves. One participant described his experience:

As I say, one individual would say, 'We need the compensation'. The other would say, 'If you can barricade the area with graves…', and others would say, 'Relocate to an undisturbed area'. So, it was an ongoing issue, [and] I'd like to believe they were not as many graves in our mining area as people put, but perhaps only a few people were affected.

 (LN).

The fifth issue often raised by the host community was the about the livestock that often feeds off the land and crops planted around the mine: 'How will they be protected during the blast for drinking water around the mine?' One participant elaborated on his experience as follows:

We didn't have any specific cultural issues, there are no graves here by operations, there are no culturally sensitive sites on the operations. The main preservation they require was where they leave their cows [and] the crops that we needed to preserve … [that ensured] when we do have our blasting operations, you not end up injuring their cows. But apart from that, it was not really sensitive in terms of cultural issues that … yeah.

(MM)

All these above-mentioned cultural issues are what the host community expects the mine to acknowledge in exchange for the Social Licence to Operate.

The participants believe that in terms of mine company's response to all the expectations mentioned above, the cultural expectations need to treated with respect. One participant explained:

From and the traditional beliefs that exist, you would have to respect and observe those, and understand how you could work around that in your plan without upsetting or disregarding the beliefs of that community".

(SM)

Many respondents stated that their companies tried to meet the cultural groups of affected families halfway when it comes to cultural issues and ceremonies. One respondent went as far to say that the company would sponsor the necessities for ceremony; namely, when a cow is needed and they would contribute towards that. One participant explained further:

Where we operate, we operate within the community, which then got different cultural diversity and that needs to be appreciated. This is, there are certain things that needs to be done in a certain way. You know you cannot just impose your own method of belief[s].

(LM)

Dealing with graves and heritage sites, most respondents say, if it possible, they don't mine over the graves or relocate them. Instead they mine around them leaving access to the families. One participant clarified this further:

As a result, we needed to divert our mining layout, and in some areas where they have got graves …, you know, where we intended to mine, we had to change the mining sequence and then skip those areas because the community just resisted and said you are not going to touch our graves.

(ZS)

In terms of the livestock the participants affected by roaming stock stated that they have dedicated personnel from their work force to guide and lead off the livestock away from danger zones of the mine operations. One respondent contributed this experience:

We have iron reserves where we blast, we have to make sure that it is organised two days before so that we can inform the leaders of those particular communities and say: 'you know, you can't be harvesting there' or 'We understand that you are harvesting here and we are going to blast'.

(TK)

In conclusion, both the themes of 'cultural demands' and 'respect for cultural protocols' are recognized as important by the mining-entry company as they show that the company appreciates the host community's cultural values system, and when well maintained, it preserves the integrity of the Social Licence to Operate for the mining operation.

5.3.4 Results of Research Question 4

In what way does or did the role of corporate culture impact your entry strategy in the mining sector in South Africa?

The aim of this question is to understand how the company's corporate culture was perceived in dealing with the host community's social and cultural arrangement issues. Whether the corporate culture assisted in gaining the social licence to operate in terms of the following data.

- **Cultural Understanding**

The analysis of the participants' data revealed two themes for cultural understanding between the mining companies and the host communities. In answering the fourth research question on corporate culture impact on the mining entry strategy in South Africa, there are two themes that emerged: 'culture of engagement' and internal perspective to external groups, which led to the theoretical category of 'cultural understanding'. This is presented in summary in Table 5.5. A brief discussion then follows for each of the themes under cultural understanding.

Table 5.5: Summary of 'Cultural understanding' data

#	RQ		Codes per group	Code Groups/Categories		Themes	Theoretical Categories
VI	RQ4		11	CC: Corporate Culture Approach		Culture of Engagement	Cultural Understanding
VI	RQ4		3	CC: Communication Culture			
VI	RQ4		2	CC: Cultural Ethos		Internal Perspective of External groups	

- **Culture of Engagement**

The culture of engagement is derived from the corporate culture approach towards the host community and communication culture within the company.

The social and cultural arrangement data is important to analyse in terms of the corporate approach towards the host community. Many participants associated the approach towards the host community with their own internal corporate culture. One participant talked about a transparent culture in community engagement:

In the mining industry, I have seen even in some of the exploration projects, that, one: the business will actually engage, formalise structures and recognise structures from the host communities. ... I think that … helps to create an open dialogue, so it will be like a three-way dialogue, where you bring [them] on board and taking into confidence the business, [and] your government structure … [it creates the] transparency which is what is required.

(NZ)

Another participant, says they engage with the community in an information sharing platform on job creation and business opportunities, but also as the commitment to the company's obligation to their mining rights. One participant, TK He also reflected how three years ago as a company they had endless strikes from the host community:

That was like three years ago. And then one of the things that we decided to say was that guys, we are far apart with the communities because the operational people hardly spend enough time to engage with these communities except when there is a genuine complaint, and we have got a poor connection with these guys.

(TK)

TK further says their new level of engagement was about finding lasting solutions to the ongoing stop-and-go situation. Therefore, their engagements were purposeful in sharing information and opportunities coming from the mine. Other participants said that when the host community is genuinely engaged, the company is able to tell them what it is able to do, and what it cannot do. So, people then become aware where the company stands on certain matters. Another participant, related his experiences were as follows:

If you tell people that this is what we can [do], this is what we allowed in terms of law, then when it comes to company, these are the policies that we put in place to comply with the law, and we can only act within those. You do it upfront and you constantly have to do it because people forget and the generation changes, you got to constantly do it.

(SB)

The same sentiments were shared by another participant when he stated:

So I think they … so the key thing is consultation, it's consultation and clarity, clarity of what you can do − the earlier the better − and system feedback, that's why we have forums that are scheduled, that some people is doing the KPI, just to make sure that the meetings are happening, and also that the actions… in those meetings are addressed. For us it's going to be clear because of how volatile the relationships can be if left unchecked.

(ZS)

Many participants see continuous communication on structured terms of reference as a way to keep up cordial relationships with the host community. One of the participants stated that:

We adopted a participative approach; we were able to hear the voice of the community, saying no, advertise this thing, but go and place the boxes at this store, at this school, you know, because they know themselves, what works.

(MM)

- **Internal perspective of external groups**

In terms of the internal perspective of external groups, this statement is about the attitude that corporate culture holds and how it emerges when dealing with the external host's social and cultural arrangements. The corporate culture ethos determines the attitudes that the mining company will have towards the host community's social and cultural

arrangements. Participants were asked to describe their corporate culture in one or two words that capture the company ethos, and expectations how the company would show up before the host community. One participant responded as follows:

So the attitude that which you engage [is] also set by, and also the tone in which you engage, the projects and the measures that you put in place, is determined by that ethos that you adopted as an organisation.

(SM).

And another participant agreed that:

Yeah where I have been part of an organisation that sees the communities and themselves as a unity that has worked very well.

(NZ)

Participants also stated that companies can only apply what they value themselves, one of the participants put it this way:

You know it's all about what you value as an organisation. It's what we value and those values are very key to say that, you know you are not going to compromise on 1, 2. 3, 4, 5. You know if honesty is our value, we are going to make sure that we are honest in what we say. What we say we must do, then we do that. If we value accountability, you know we make sure that we account for our actions.

(RC)

Participants responded differently when it comes to summary of their corporate culture, others emphasised openness, transparency, and adaptive, yet others said their culture was more in a developmental state because they were new companies. One participant stated this further as:

Yeah it's a one of the two things that I have mentioned. We are open. We consider ourselves to be open. Obviously you know people would say something different, but we consider ourselves to be open, and we consider ourselves to be a trust, currently we consider ourselves to be engaging our stakeholders, and then yeah, I think we are engaging, we are open and then we need to be, what do you call it? Normally we call it 'open policy'.

(KM)

5.8 Chapter Conclusion

This conclusion is linked to the summary of the inductive data presented previously in segments and also collectively here in Table 5.5 below. This table reflects the number of codes, code groups, themes and theoretical categories that have been developed out the data collected and analysed.

Table 5.5: Total summary of theoretical categories

#	RQ	Codes per group		Code Groups/Categories		Themes	Theoretical Categories
	RQ0	3		Personal Background			
0	RQ1	6		SA: Social Groups& Stakeholder		Social Groups Demands	Social Partnerships
I	RQ1	25		SA: Social Expectations		Social Groups Demands	
I	RQ1	9		SA: Mining Act on Social Provisions		Social Labour Plan	
I	RQ1	6		SA: Social Instability		Social Labour Plan	Social Partnerships Meeting Social Needs
I	RQ1	25		SA: Response to Social Expectations		Social Licence to Operate	
I						Social Licence to Operate Social Reality & Context	
	RQ2	2		SI: Social Ills Impact			
II	RQ2	10		SI: Unemployment Issues		Social Reality & Context	
II	RQ2	3		SI: Illiteracy Issues		Corporate Social Responsibility	Meeting Social Needs Cultural Recognition
II	RQ2	3		SI: Poverty Issues			
II	RQ2	15		SI: Response to Social Ills			
II						Corporate Social Responsibility Cultural Demands	
	RQ3	5		CA: Cultural Groups			
III	RQ3	8		CA: Cultural Matters & Impact		Cultural Demands Cultural Protocol Respect	Cultural Recognition Cultural Understanding
III	RQ3	11		CA: Cultural Expectations			
III	RQ3	6		CA: Response to Cultural Expectations		Cultural Protocol Respect Culture of Engagement	
III							
	RQ4	11		CC: Corporate Culture Approach			
VI	RQ4	3		CC: Communication Culture		Culture of Engagement	
		2		CC: Cultural Ethos		Internal Perspective to External groups	Cultural Understanding
VI	RQ4						
VI							

153

The presentation of the results in this chapter is anchored on the four theoretical categories; namely:

- social partnership;
- meeting social needs;
- cultural recognition; and
- cultural understanding between the mining entrant company and the host community shown (see summary Table 5.5).

In terms of 'social partnership', it can be seen that this has to be built on meeting whatever social demands that the company is able to meet, since this may assist with the social licence to operate.

The 'meeting social needs' category is based on the reliance of the true social reality and context for all parties, so that whatever CSR programmes are introduced are based on the current social reality and context.

'Cultural recognition' can be achieved through the acknowledgment of cultural demands and respect for cultural protocol of the host community. Many participants recognise the need for cultural respect and recognition in order to achieve and pursue a peaceful environment.

It appears that 'cultural understanding' is possible when the company engages the host community in good faith; and being purposeful for why it engages the host community. The attitude of the mining company is likely to determine how it wholly engages its host community as shown in the summary of theme categories in Table 5.5.
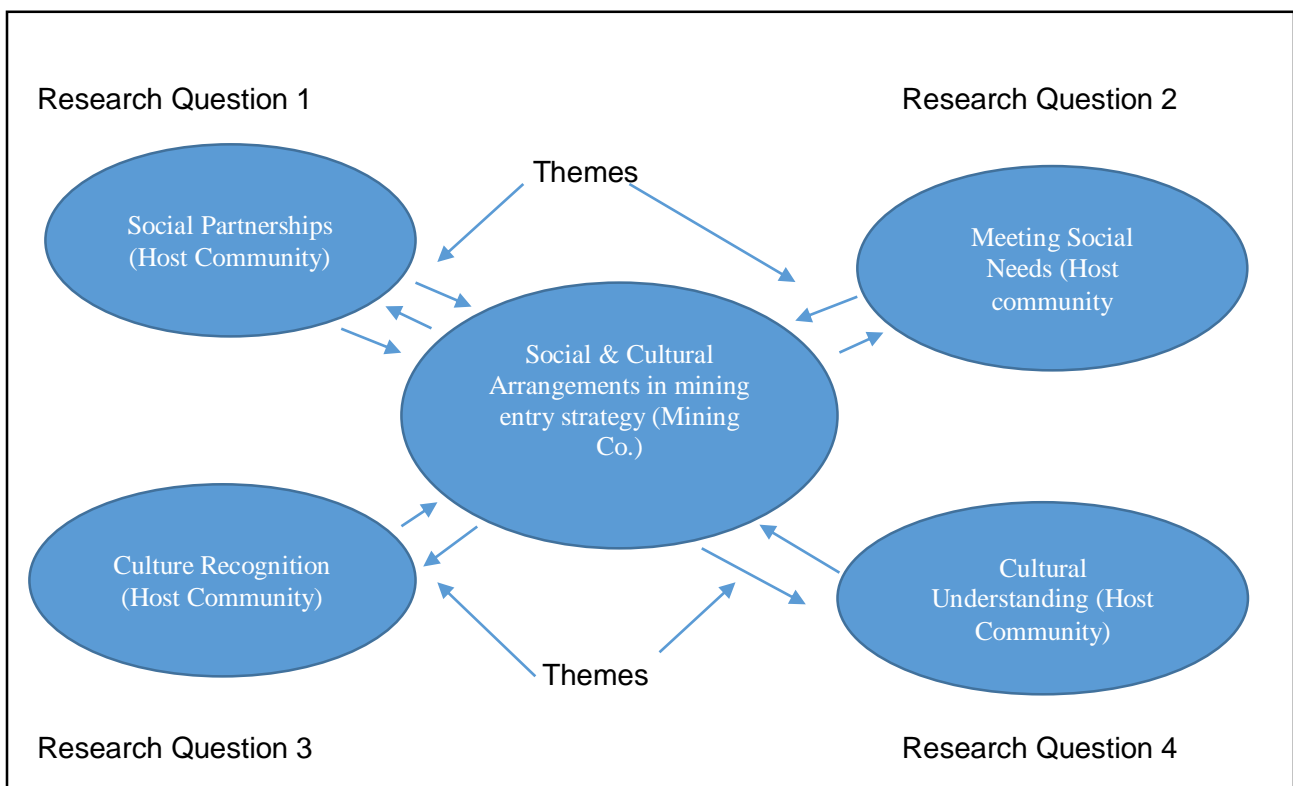
CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

This chapter discusses the research findings presented in chapter five. In this chapter, the findings of the research study are compared and contrasted to the themes of the literature review in Chapter 2. The research findings are presented in a way that relates to the answer to the research questions tabulated in Chapter 3. The findings of the research study are to gain insights to answer the main research question: the role of social and cultural arrangements from the host community for companies seeking mining entry in South Africa.

The discussion then follows the sequence of the research questions presented in Chapter 3. The first question is how the social arrangements shape the mining entry strategy in South Africa. The second research question asks how social ills shape the market entry strategy The third asks how the cultural arrangements affect the market entry strategy in South Africa. And fourthly, the last question asks how the corporate culture responded to the social and cultural arrangements of the host community.

The discussion of the results follow the categories and themes associated with each research question, from RQ 1 to 4 as per the conceptual framework shown in Figure 6.1 below.

(Source: Author's own compilation)

Figure 6.1: Conceptual Framework of the study

6.2 Discussion of results for Research Question 1

Research Question 1: In what way does the host community's social arrangements impact your entry strategy in the mining sector of South Africa?

As discussed in Chapter 2, Markman et al. (2019) identified social arrangements as one of the non-market forces that can impact market entry strategy. However, as these social arrangements vary from industry to industry as they relate to the social groups in the mining host community around common specific social need(s). The Chapter 2 discourse suggests that when social arrangement issues are ignored, the end product becomes disruptive which is costly for both sides. However, not much detail was evident in the literature reviewed in Chapter 2 as to the real causes of the social tensions. However, from the category and themes that emerged from participants' data, the findings below shed will some light on the typical issues raised in these social arrangements with the mining houses.

6.2.1 Category 1: Social Partnerships

The social partnership category is a result of social engagements between the mining company and the host community that it hosts on its land. Lombard and du Preez (2004, p.231).) state that the main goal of partnerships in social development is to "strategically join efforts to reduce poverty, address inequalities through the redistribution of resources, and through social and economic development programmes". They further argue that partnership is achievable when all partners are committed to building partnerships and are willing to go through the challenges of the partnership. Harvey and Bice (2014) state that relationships between the host community and mining companies is a key consent for mining entry and Social Licence to Operate.

In Figure 6.2 below the social partnership has three arrows which represent the themes of social groups demands, social labour plan, and social license to operate. The findings show that social partnership is possible when the three other legs in themes are taken care of. The discussion of these themes follows in sequence.
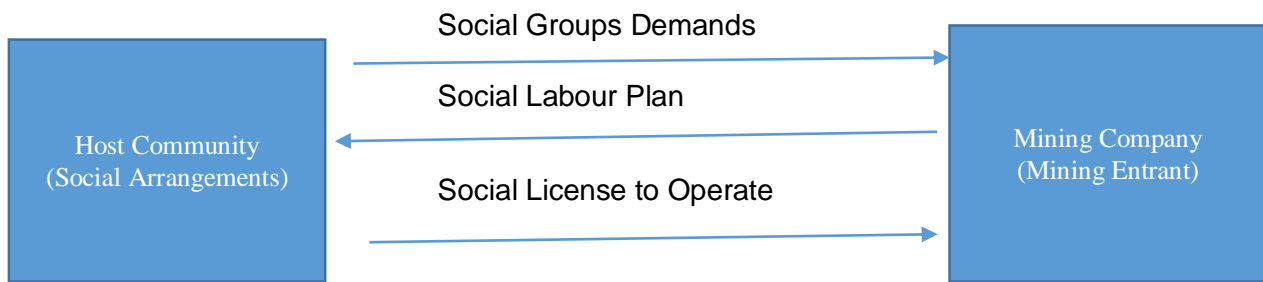
Figure 6.2: Social Partnership Category

- **Theme discussion: Social Groups Demands**

The social groups' demands as depicted in Figure 6.2 above firstly represent who is asking for what, and secondly what they are asking for. In other words, who are the stakeholders and what expectations do they have from the mine. Chan and Oppong (2017) state that social group expectations are wide and diverse, and they take several forms like "demands, expectations, reasons and values" (p.738). Feige, Wallbaum and Krank (2011) argue that social expectations from the general public often include social equity and understanding the disparities amongst the host community's needs, and the distribution of information regarding progress.

In Chapter 2, the discussion of the literature dwelt on the conflicts that emerge from the social groups, but it does not clearly state the causes of these conflicts between the mining houses and host communities. However, findings from the participants' data presented specific top priority issues raised by social groups as expectations: employment opportunities, business opportunities and infrastructure were the top three priorities. From Figure 6.2 the social group demands can be seen (shown as an arrow from the host community to the mining company) and it is expected that the mining company should respond to these expectations of the host community. Chan and Oppong (2017) have emphasised that the external stakeholder expectations are more pressing than the internal stakeholders, and they are often about social and cultural needs.

These finding link to Chapter 2 in that, when the social groups demands are not met, then the environment becomes fertile for disruption, and the lack of trust becomes evident through community unrest. Failure to deliver on the expectations, creates a situation where communities become opponents instead of the strategic partners to help reduce poverty through resource distribution (Lombard & du Preez, 2004).

- **Theme discussion: Social Labour Plan**

The second theme that emerged from the data in the social partnership category is the social labour plan. The objectives of the Social Labour Plan discussed in Chapter 2 included:

- o Promotion of employment and advancement of the social and economic welfare of all South Africans;
- o Contribution to the required transformation of the mining industry; and the
- o Assurance that holders of mining rights contribute towards the socio-economic development of the areas in which they operate (MPRDA Act 28 of 2002, section 41).

Figure 6.2 shows the Social Labour Plan (SLP) arrow flows from the mining company to the host community. The essence of this is that the SLP is a mechanism and companies can use the law's guidance to respond to social group demands. Most participants say that they make use of external experts to conduct a baseline study of the community to respond properly. The MPRD Act is to ensure that that mining companies make certain social development commitments to the host community whose land is used to extract minerals. Lombard and du Preez (2004) state that without a clear understanding of partnership, and the commitments from each party, a social partnership is not possible.

The SLO, in terms of the findings becomes the proposed framework of social development from the mine to the community through the social arrangements. However, Chan and Oppong (2017) have raised a fundamental point that companies need to realise that social expectations are not static, and change continuously due to social needs that are changing as well. This indicates that SLOs ought to be regularly reviewed for their ongoing relevance and remain consistent with the needs of the host communities.

In conclusion, the participants stated that since they deal with employment opportunities. they have established local employment desks. They enforce the employment of locals on the service providers contracted to deliver certain services to the mine. In other words, the service providers are discouraged from bringing their own general labour from afar, but are encouraged to source labour from the community through the labour desk. In this way, the findings show that companies were making certain business opportunities available for the host community business forum. The findings also show that various mining companies where making sizable infrastructure provision for communities, from building classrooms, clinics, providing Wi-Fi and business hubs for aspiring job seekers and the local entrepreneurs. The participants' data also reveal that some of the infrastructure projects are over and above what is on the original SLPs. However, the researcher could not verify each company's SLP to check what the companies are doing is consistent with the agreed plan.

Theme discussion: Social License to Operate

In Chapter 2, the origins of the SLO were discussed. Matebisi and Marais (2018) suggestion that if the mining companies were not enjoying trust from the host community, the industry had to come up with a trust restoration mechanism.

Figure 6.2 shows the relationship to the category of social partnership. The SLO is reflected as an arrow moving from host community to mining company. Many participants stated that when the social expectations of the social groups are ignored, it results to community withdrawing their Social License to Operate. One participant said that for over three years in a row their operations were disrupted, until they engaged the community, and established a CSI department that developed a mechanism to engage the host community. Therefore, from these findings and the literature, SLO withdrawal means a lack of trust, particular a loss of confidence that the SLP can work, and sows doubt that the mining company is committed to the SLP. Harvey and Bice (2014) argue that the mine developers must secure the affected community's support as soon as possible and collaborate to attain the social license to operate. Figure 6.2, therefore, shows the category of social partnership, the social license to operate represents the acceptance or rejection of a social labour plan which on its own is a product of consultation.

6.3 Discussion of results for Research Question 2

In what way does the role of social ills within the host community (Unemployment, Illiteracy and Poverty) impact your entry strategy in the mining sector in South Africa?

The aim of this research question was addressed in Chapter 3. The aim of this question is to get a deeper understanding whether social ills from the host community provided for an easy or difficult process for mining entry, and how the companies responded to the social ills from the host community. The findings have provided a category of meeting social needs underpinned by the themes of social reality& context and corporate social responsibility. The findings are reflected below using Figure 6.3 and compared to literature review in Chapter two.
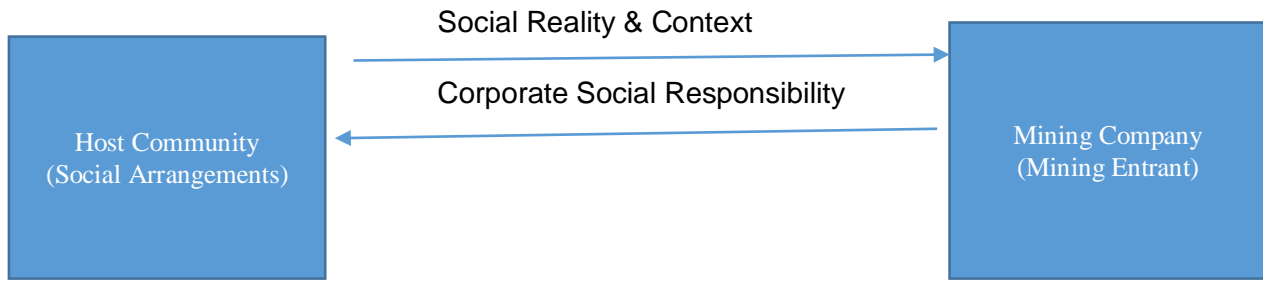
Social Reality & Context →

Corporate Social Responsibility ←

Host Community (Social Arrangements)

Mining Company (Mining Entrant)

Figure 6.3: Meeting Social Needs Category

6.3.1 Category 2: Meeting Social Needs

This category was born of the two themes; Social Reality & Context (SRC) and Corporate Social Responsibility (CSR). Figure 6.3 above shows two arrows between host community and mining company that imply that both parties need to compromise and reach the point of meeting social needs. According to the renowned Maslow theory (1954) in psychology, human beings have 'a hierarchy of needs' that run in the order of steps from basic physiological needs, safety, love and belonging, self-esteem, and self-actualization and is often depicted as a pyramid figure. In comparison to the study, the physiological needs are basic needs that include hunger. A crucial factor is that it is impossible to meet the next need before the current need is met (Maslow,1954; Mathes, 1981). One of the participants stated that most communities where t mines are being developed are poorer, with no means of informal income and this was concurred with in the discussion of Chapter 2. The participants cited the effects and impact of poverty, unemployment and illiteracy had negative impact of the society and the mine itself. One participant stated that there was causal link between HIV spread and the social ills in the society. There is also a growing number of child-led families who depend on school feeding projects to have a meal for a day. Such effects of social ills have put pressure on the mining companies to respond to the situation as corporate citizen.

- **Theme discussion: Social Reality and Context category**

The Social Labour Plan guidelines state that before a mining licence can be granted, the applicant needs to complete a socio-economic baseline study of the community where it plans to mine. Some participants stated that their organisations had completed the baseline study of the respective community to have a deeper understanding of the host community's socio-economic profile. Other objectives are also to determine the level of unemployment;

skill sets from the area; literacy levels; population level and how is it made up in terms of gender, youth, men and women; local infrastructure and other economic means that are in the area. The baseline study gives the mine operation a social context for the community profile as measured by experts in social development. The findings under the social reality and context themes below are discussed in terms of **unemployment**, **poverty** and **illiteracy.**

- o In terms of **unemployment** South Africa shed about 2.2 million jobs in the second quarter of 2020 (Department of Statistics South Africa, 2020).   One of the participants stated that unemployment had been a big issue around the mining community, but the matter has worsened due to retrenchments or have given up on looking for jobs in the cities. Their return to the village where the mine operates, therefore, tends to add to the numbers of job seekers. However, since the mine could not employ everyone, the mine operators had begun training programmes for the community. This included training for skills that could be required in future at the mine or other portable skills like bricklaying, carpentry that could ensure alternative employment for the community members. One participant stated that to deal with unemployment, they had developed a social labour desk where all community members register their interest in finding work. This register is managed by community liaison officers employed by the mine after recommendation of the stakeholders. The mine also offers business opportunities to those that cannot be employed by them. These were explained by participants to be the establishment of the business hubs and interest-free loans to fund local business entrepreneurs as another way to deal with unemployment in the host communities. The findings also reveal that the mining companies had enforced local employment even to contractors that do major projects on the mine. The findings also reveal self-help initiatives were put in place when one mine realised it could not employ everyone in the community the decision was made to donate a piece of land to the community through an established cooperative (co-op). Every member of the community could join the co-op to extract minerals for themselves (instead of creating an environment of illegal mining known as "zama zamas" in South Africa). This initiative ensured that whatever the community produced it could sell to the market, and 10% of the turnover was reserved for community development in terms of the infrastructural needs. This is one example of mine and community collaboration that ensures sustainable social development.

- o Fraser (2018) has postulated (in his discourse on the collaborative approaches between mining companies and communities to reduce social risk) that among the social ills, **poverty** relief is the first objective of Sustainable Development Goals (SDGs). The author lambasts the lack of ownership of this process in the past by mining companies in South Africa that could have eradicated social ills from the

communities. He claims that while the margin of profits increase, the mine leaves nothing much that benefits the host communities. He also contends that this has contributed to the conflict between the mining companies and host communities. Fraser (2018) has also stated that mining houses need to take an active role in dealing with the SDG's primary objective of poverty eradication. Therefore, mining companies and host communities need to collaborate and identify their mutual needs and opportunities, and how these needs can be fulfilled. This also implies that mining houses have their own needs to see their production functions smoothly without disruptions. For their part, the host communities are bound by the social ills especially poverty. However, in the data of this research, one participant remarked that: "when you deal with unemployment, you indirectly deal with poverty because they go hand in hand".

The findings also show that most unemployment interventions were indirectly dealing with poverty issues. The participants also revealed that they preferred to work in collaboration with other organisations when it comes to poverty eradication. They, therefore, worked with the local NGOs that assisted child-led families with groceries and other necessities. The companies also preferred to join hands with other companies on various programmes led by the NGOs or local government. One participant states, "our company had realised the plight of young girls who could not afford sanitary towels monthly, and the company then decided to partner with a local NGO that is committed to distributing these to schools".

Poverty is discussed in the literature, but it is focused on hunger, yet it has emerged in the findings that poverty is not only about hunger (a basic physiological need as per Maslow's hierarchy of needs), but it is also about being unable to afford other basic necessities as a human being: shelter with water and electricity access, health care, and access to post-matric education.

o In terms of **illiteracy**, the findings show that most baseline studies indicate a high level of illiteracy within the host mining communities especially in the population above 40 years. For the participants, this means a limitation on local employment opportunities. One participant remarked that when you do find educated youth, you note that their qualifications do not match mining sector needs. As a result, many participants indicated their organisations had set up Adult Basic Education Training (ABET) programmes to deal with illiteracy. These programmes are open to both community members and employees who wish to upskill themselves. The participants also mentioned in dealing with illiteracy, they had introduced bursaries for the youth wanting to study towards finance and mining related fields. They had

also created other bursaries for well-deserved learners from the community who may want to pursue other careers outside mining. The participants also revealed their organisations had put up various learnership programmes to deal with the issues of skills transfer and employability. Access to education is one of the fundamental rights enshrined in the South African Constitution. If mining houses intend to leave a legacy for the host community, this investment in youth education and training will outlast the life of mine.

- **Theme discussion: Corporate Social Responsibility**

The concept of Corporate Social Responsibility (CSR) was discussed briefly in Chapter 2 alongside Stakeholder Management theory. According to Latapi Agudelo, Jóhannsdóttir, and Davídsdóttir (2019), the concept of CSR began in the 1930s when executives began to ask themselves what the social responsibility of the corporation was towards human needs. Frederiksen (2019) argues that CSR is often used as a risk management tool to deal with communities and the researcher shows this in Figure 6.3 with the arrow of CSR from the mining company to the host community. It is seen as the response to an established social reality and context of the community. The assumption made is that once the mining companies are aware of the social reality of the host community, then it will align its responses according to the social reality. Frederiksen (2019) argues that one the means of local community development is through adoption of CSR programmes.

These programmes need to speak to the needs of social reality in the context of the host community. In Chapter 2, it was established that some CSR programmes have been politicised and used as a PR exercise by companies rather than being genuine in its objectives. The findings show that many organisations pursued various CSR projects, after, baseline studies helped them to identify gaps where they can respond as a company. Many participants said, they had budgets to sponsor the community's social or cultural events. As a way to respond the illiteracy challenges, they have built schools. In addition, when the companies build such infrastructure, they make sure that they use local labour, and local small businesses are contracted for services; for example, tiling and electrical staff. Many CSR projects, had also embarked on making WIFI accessible to the community so that kids who use internet for learning can be supported, and those that need access to the internet for businesses purposes can to have access. One participant explained how they had established a Sewing School for the mothers and ladies of the host community to deal with unemployment, poverty and lack of skills issues. In the findings the participants also mention that they have built houses for very special cases. One such a case was of an old

lady who lived with her grandchildren in a one-room unstable structure. The participants also mention that their organizations had built state-of-the art clinics for the community to ensure access to health care. Some companies had also provided free testing facilities for the Covid-19 pandemic. One company had partnered with local NGOs for the distribution of food parcels within host community. One participant's company said that it was a public knowledge that his organization had donated about R20 million towards the solidarity fund to help deal with effects of Covid-19 pandemic nationally.

Frederiksen (2019) warns that CSR programmes should not be used a Public Relations (PR) exercise or a tool to shut up those who shout the loudest for their social needs. The CSR programme must respond to the social reality of needs and context of the area, which. means it is not 'one glove fits all', but it must be in context to make sense of a response to the community's pressing needs. This no doubt would enable the company to obtain a SLO and an image of the good citizen within the host community.

6.4 Discussion of Results for Research Question 3

In what way does the role of host community's cultural arrangements impact your entry strategy in the mining sector in South Africa?

The aim of this research question was also addressed in Chapter 2. The responses in the data give an understanding of the typical issues raised by the complexity of cultural arrangements and how they impact the mining entry strategy in terms of engagement, and interaction with the host community. The companies also had to deal with specific cultural issues that have emerged as result of structures provided by Traditional Framework Act 41 and Act 28 of 1996. The data show how the companies have leveraged these cultural concerns with the communities to gain the Social License to Operate. The findings on this question of cultural recognition are discussed below under Category 3, which is derived from the two themes of 'cultural demands' and 'cultural protocol respect' as shown below in Figure 6.4.
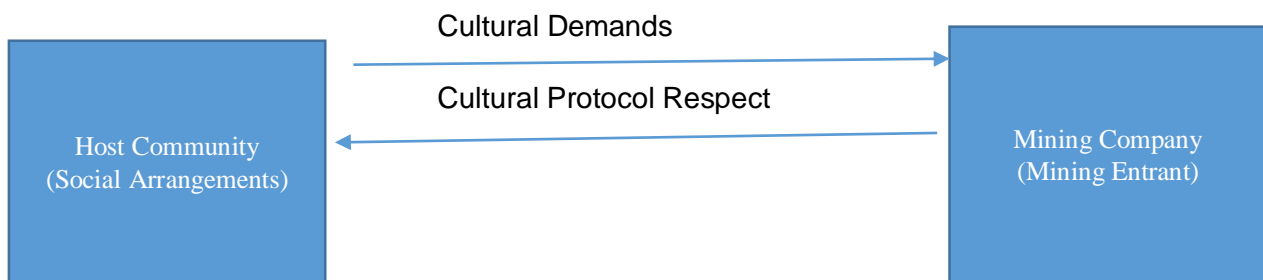

Figure 6.4: Cultural Recognition Category

6.4.1 Category 3: Cultural Recognition

Cultural recognition as a category, comes into effect when the host community's cultural concerns are put forward in a cultural arrangement with the mining company. The mining company then identifies the cultural arrangement groups and their respective demands and, in so doing, shows respect for the host community. In Figure 6.4, cultural demands are shown by the arrow from the host community to the mining company. This implies the demands from the host community. The respect for cultural protocol is depicted by an arrow coming from the mining company towards the community.

- **Discussion Theme: Cultural Demands**

In Chapter 2 the Stakeholder Management Theory is discussed with its origins and definition. In sum, the stakeholders are defined as the parties affected or that can affect the company's production (Freeman, 1984; Freeman & Dmytriyev, 2017). In the Stakeholder Theory one of the external stakeholders is a local community and within the community there are also cultural groups (here referred in this study as 'cultural arrangements'). These stakeholder groups have organised themselves around cultural issues and they may be a single family, a group or local structure. The mining companies often have to deal with various cultural groups. One such group is the tribal councils which have been enacted in terms of the legal framework. The findings show that most of the mining operations are located in the tribal land where the point of entry is through the tribal council. Many participants agreed that the first thing to do as a new mining entrant is to introduce the intent to the tribal council, and the tribal council then will further introduce to the community and advise who will be the point of contacts during the engagements.

One participant (DG) explained that this arrangement has its positives and negatives. The positive is that you deal with one person or a committee. And the negative is when that person or the committee decides to keep the information to themselves, whereas the information ought to be passed to the community; for example, work opportunities that might be coming up for the community. As a result, many participants stated that communities do not altogether trust the tribal councils. So, stakeholder engagements that are open and transparent are preferred. The participants from mining houses identify tribal council, faith groups and cultural activists as the main targets for cultural arrangements around the host communities. These groups have separate demands from one another. Most cultural groups raised issues that include, tribal council communication, grave sites, heritage sites, livestock protection and their wellbeing against blasting at the mine.

For the tribal council, the findings indicate that the structure works well in certain areas, but not in others. For instance, in some areas the participants felt that the tribal council was looking after their own family interests for employment opportunities and business opportunities. One participant (SB) revealed how the big tenders were awarded to the members of the chief's family and council members. This amounts to 'gate keeping tactics' on information that should be shared with the community at large. Another participant (DG) mentioned how some chiefs want preferential treatment over other chiefs especially in areas where there is more than one chief within the mining boundaries. However, a participant (MM) related how the tribal council and local government were being overpowered by the youth structure of the unemployed because the youth structure wanted a direct communication with the mine, not through the tribal council. The youth structure, therefore, had undermined the tribal council and local municipality. The participant further stated that during this time, communication between the mine and other stakeholders was broken. Therefore, the mine company realised that all stakeholders needed recognition and they re-established the communication channels.

The participants also mentioned that there are challenges with infighting about the chieftaincy which causes delays in the consultation period. Another challenge that they have in the mining-entry process is the issue of graves sites, although there are guidelines as to how mines need to deal with graves. Many participants said most families do not like to relocate their graves as they believe that the relocation would disturb the peace of the dead. Instead, some families prefer to have the grave site undisturbed by mining activity but fenced off with access to the family when necessary for their cultural practices. Participants also mentioned that, although rare, a few families would opt for financial compensation and payment for the relocation ceremony. The findings show that mines would, when called upon, pay for those cultural ceremonies necessary to relocate the graves. This is done as a goodwill gesture to appease the families who otherwise have every right to refuse.

In terms of heritage sites, the participants say that the cultural groups would want certain trees, or certain ground left undisturbed for specific reasons of the host community. One participant said the company had to mine around this heritage site because the social group could not negotiate relocation of the site. Another participant (MN) said, one of the heritage sites was an initiation school that the community had used for the last 50 years, and to ask them for to move the school was met with lots of resistance. After negotiations and promises of a better facility, the cultural group accepted the offer to relocate the school, but the mine also had to pay for the relocation ceremony including a cow to be slaughtered.

In terms of livestock, to which much meaning is attached by those of African descent, such as wealth, and for others it may be a symbol of honour. A cow gives them milk and meat,

but at the same time, it is used for cultural ceremonies. Therefore, when cultural groups raise the issue of livestock protection and wellbeing, it is significant. The participant (MN) stated that to protect the livestock, they had to establish their own teams to guide cattle off the mine area during the blasting and mining operations. Participants said they found that sponsoring some of the cultural events in the community improved the level of acceptance of the mine.

- **Discussion Theme: Cultural Protocol Respect**

Fraser (2019) postulates that mine operators cannot afford to ignore any cultural arrangements' demands because that can threaten the withdrawal of socio-cultural acceptance. In the above section on cultural demands, it can be seen that the typical demands that cultural groups ask of the mine. As it was discussed in chapter two, when the cultural groups feel that the mine is ignoring them, they also resist the incoming mining company for the sake of their cultural peace (Conde & Le Billon, 2017). While Farrell, Hamann, and Mackres (2012) argue that corporate leaders should be sensitive when dealing with community cultural issues, and resist a temptation to refer matters to legal process. The authors advise conflicts should be settled through negotiation processes. In the findings, participants all agree that cultural engagement must be handled with sensitivity and respect. Where executives do not understand, they should allow themselves to be guided through by the host community. One participant acknowledges that even though legally, one has the mining licence, it is still important to negotiate every matter on mining development.

In terms of respect for cultural protocol, participants say that the first point of call is through the chief and their tribal council. The participants say that employed liaison officers create a point of contact between the host community and the mine. Their organizations also employ experts to assist in matters that need cultural and social orientation especially where relocation is proposed. One participant said they accepted the guidelines of the World Bank and IMF when it comes to relocations, but the mining operations must also engage the affected parties with an aim to listen and respect the family's proposed processes. The participants said when the cultural demands are submitted to the mining company, the company must respectful engage in a process that says: How do you think we can deal with this matter? Often, the community has ready answers for how the process should unfold in a way that does not strip them of their dignity.

6.5 Discussion of results for Research Question 4

In what way does or did the role of corporate culture impact your entry strategy in the mining sector in South Africa?

The aim of this question was discussed in Chapter 3 to understand how the company's corporate culture emerged in dealing with the host community's social and cultural arrangement issues. It also reveals how the corporate culture assisted in gaining the market entry to operate. The discussion on the findings in Question 4 is built on the category of cultural understanding. This category emerged from two themes which are 'culture of engagement' and 'internal perspective to external groups' as per Figure 6.6.
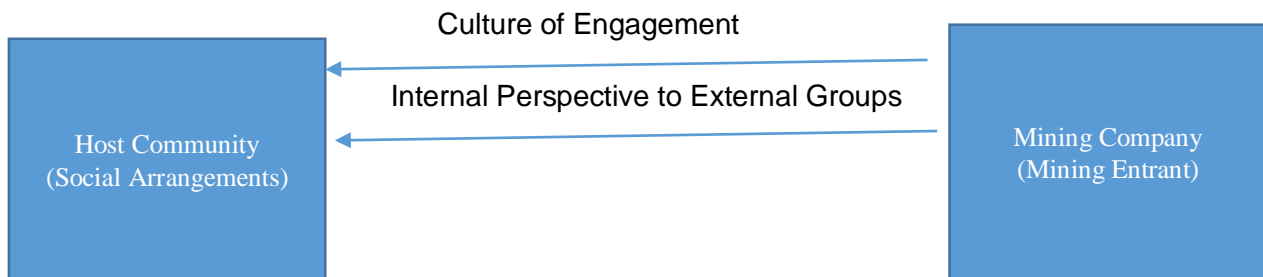

Figure 6.5: Cultural Understanding Category

6.5.1 Category 4: Cultural Understanding

In terms of cultural understanding, the two themes are represented by two arrows from the mining company towards the host community in Figure 6.5 above. Cultural understanding is about how the mining company choose to engage culturally, and the company's internal perspective towards the social and cultural arrangements.

- **Theme: Cultural Engagement**

In terms of the cultural engagement, the research examines the corporate culture approach and its communication strategy as it engages with the host community. Kemp (2010) argues that a healthy interaction between community-company holds the keys to success for mine development. In Chapter 2, it is mentioned that the engagement strategy the of a company is often influenced by the culture of the home country from where it originates.

This approach can create a challenge for a market entrant if the new business environment is viewed with a partisan lens. Guiso, Sapienza, and Zingales (2015) argue that the value of corporate culture is that it gives direction to top management and employees on how to carry themselves before the stakeholders. It is further postulated that good values embedded in the corporate culture yield positive performances for the firm. The findings were grouped into two code categories; namely, corporate culture approach and communication culture.

In terms of corporate culture approach to the demands of the social and cultural arrangement, the participants stated that their organisations had established formal channels of communication with the host communities. These established forums represented various stakeholders to discuss information sharing and feedback sessions on previous issues raised. These sessions according the participants have agreed agenda, and timeframes for their meetings. One participant said, "When we meet with our host community groups we learn from them how to best communicate with them when there are opportunities". The community came with a suggestion that when there are vacancies, they must not only be advertised on the mine notice board, but also at the local supermarkets. The community further requested the mine install CV boxes next to the shops so that the community can drop their applications there to be collected by the mine security after the closing date. This was to avoid a situation where the communication approach is via the tribal council for employment opportunities due to suspicions about the latter's gate keeping on information.

One participant described the corporate engagement approach to the community as one that listens. Other participants confirmed company attitudes to community is about coexistence and respect for what the community thinks, so that they can, in turn, also respect the company's view and position on certain matters. One participant explained the communication process: "Our GM believes in transparency when dealing with stakeholders, that's why he attends stakeholder meetings so that if there [are] questions about certain opportunities, he is able to say to the stakeholder 'Ms. So and So is your contact person for that query' ".Groysberg, Lee, Price, Yo, and Cheng (2018) also assert that the orientation towards people in an interdependent manner often emphasises, integration, managing relationships with the host community and coordinating group efforts.

In terms of the corporate communication culture, the participants said their communication to the host community was always driven for the purpose of relationship building and sustainability. One participant said, they had learned from the 3-year long constant business disruptions. They made a decision to establish a platform of communicating with the host communities to avoid future disruptions. The disruptions were considered a sign that the community was withdrawing their licence to operate due to communication

breakdown. The participant said the company had engaged an expert who assisted them to integrate community engagement into their strategy. Other participant further added that it helps to put right personnel in key positions because companies are represented by people who should appreciate the external socio-cultural environment. Furthermore, they advise the decision makers within the company about what can and cannot work. The participants said they communicated through local newspapers, a locally distributed newsletter, and a website to communicate matters of interest to the community; for example, jobs, tenders, health and safety issues and environmental issues on air pollution. One participant said, that they are always tried to be open on issues with the community so to keep them onboard and therefore solicit their support when and where it is needed.

In conclusion, the participants seem to agree that communities now are wiser and more aware of their rights. Corporate culture, therefore, needs to be adaptive to the current environment to maintain the market entry position and social licence to operate.

- **Theme: Internal Perspective of External Groups**

The participants were asked to described their corporate culture in one or two words. They had to reflect inside the organisation and how their corporate culture showed up to the external social and cultural arrangements. The disruptions that were reported in chapter one and chapter two indicate that a clash of cultures in the mining industry still exists. One participant reflected how, in another organization they worked for, privileges, mine jobs and tenders were used to shut up certain noisy groups in the community. This type of behavior, therefore, reflects the internal perspective of the company to the external groups.

Jenkins and Obara (2008) argue that historically, mining companies did not care about the impact of their operations on the lives of the host community. According to Jenkins and Obara (2008, (p.1) the mining companies had continued to mine "without a social legitimacy and caused "major devastation" and then left "when the area has been exhausted of all economically valuable resources". Kemp (2018) argues that the industry would be well served and resourced if it had people that understand external groups and use that understanding to influence the internal perspective: in other words, the internal perspective frame should come from an external understanding. The findings show that many participants described their corporate culture as open, transparent and caring. Other participants described theirs as adaptive and developing. One participant added that their corporate culture is caring, to an extent that within the company they had started a 'good citizens' project which focused on doing good for the community. Such values had permeated to the community in that their employees. from time to time. took on community work like cleaning the roads, which is not in their job description. Participants described

that the open-door policy to the community meant things could be discussed with the affected party before they got out of hand. This indicates that when people do not have access to ask, or discuss their socio-cultural issues, they tend to vent their frustration through disruptions and in blocking the market entry or withdrawing the licence to operate for the mine.

In conclusion, the findings developed the categories discussed above emerged from the 153 codes of data analysis provided by the participants in response to the research questions. The four categories: social partnership, meeting social needs, cultural recognition and cultural understanding, therefore, inductively reflect a process of thematic analysis of data from answers to the research questions presented in Chapter 3 and the main research question on how the role of social and cultural arrangements impact mining entry strategy in South Africa.

The findings on social arrangements clearly show the expectations communities have towards the mine. Jobs, business opportunities and infrastructure development, bursaries for the youth are the most highly rated expectations. More significantly, the findings do not only confirm what is known in the literature about social arrangements' role in mining entry strategy, but explore the deeper impact of social ills in the host community and on the future for the youth if they remain unattended to. The potential for schoolgirls to drop out due to the lack necessities for female hygiene needs, and for the youth to engage in substance abuse, as well as a desire to find work in order to fight poverty are some of the hallmarks of the social ills. The findings on cultural arrangements furnish more detail than explained in the literature review in Chapter 2. For example, a clearer picture emerges on the role of the tribal councils and the challenges they present in negotiations for cultural arrangements.

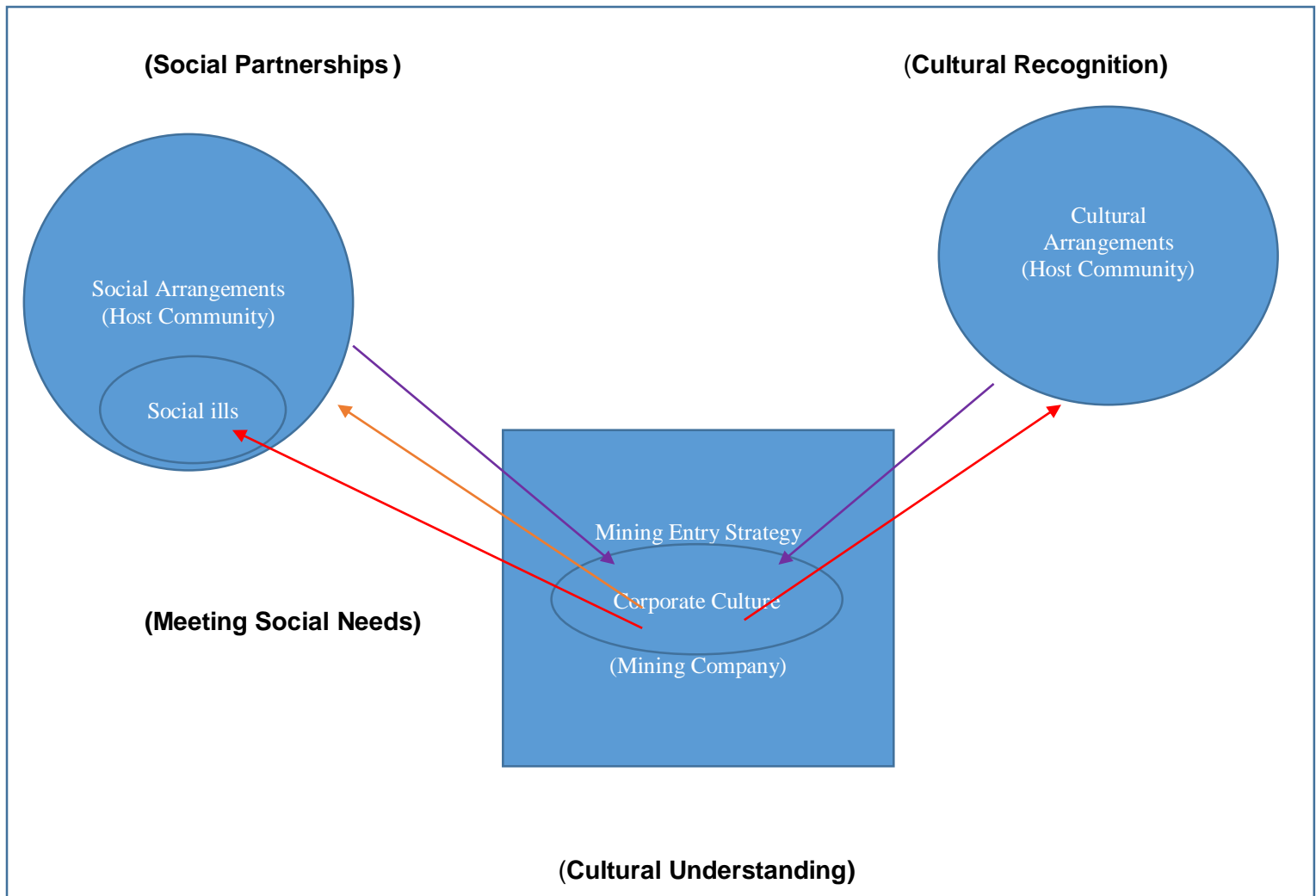# CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

The research objective of the study was to explore the role of social and cultural arrangements of host communities in mining entry strategies in South Africa. This research establishes the extent to which social arrangements, social ills, and cultural arrangements from the host communities have impacted corporate mining entry strategy.

The results were presented in Chapter 5 based on the data gathered from the participants. In Chapter 6, the results were discussed based on the data analysis from the participants. They were also compared and contrasted to the literature review in Chapter 2.

In this chapter, results and findings are further summarised with the research objectives set out from the beginning of the study. This chapter thereafter offers recommendations to mining companies pursuing mining-entry strategies in South Africa. Research limitations are also explained, and recommendations are made for future research.

7.2 Main Findings

This section outlines the various constructs in this research that emerged from the research questions as outlined in Chapter 3. The conclusions, therefore, are a product of these research questions and responses from the participants. These responses were coded and categorised inductively to arrive at the themes outlined in Chapter 6.

(Social Partnerships)

(Cultural Recognition)

Cultural
Arrangements
(Host Community)

Social Arrangements
(Host Community)

Social ills

Mining Entry Strategy

Corporate Culture

(Meeting Social Needs)

(Mining Company)

(Cultural Understanding)

(Source: Author Compilation)

Figure 7.1: Social and Cultural Arrangements in Mining Entry Strategy

7.2.1 Understanding Social Arrangements

The research confirmed the existence of the social groups from the host community and that they cannot be ignored (see Figure 7.1). The mining entrants need to understand who and what the social groups demand or expect from the beginning to avoid delays and disruptions in mining negotiations. While these social groups from the community hold the company accountable for the social licence to operate, it is also evident that government mining rights and permits are not enough to warrant the start of the operations with the social licence to operate (SLO). Matebisi and Marais (2018) confirm that despite the SLO, the mining houses should brace themselves for continuous business disruptions. Zhange et al. (2015), explain that as the SLO is a product of trust bestowed by the social groups to the mining company, this trust is built around transparency and openness to the social demands that are put forward by the host community. The mining companies usually use their Social Labour Plan to respond to the social demands of the social groups from the host community. However, it is clear that

the right approach and attitude shown by the new mining investor or existing investor to the host community goes a long way to win or withdraw such mining acceptance in the form of the Social Licence to Operate.

The conclusion is, therefore, that social arrangements influence mining entry strategies and decisions. This research, firstly, finds that social arrangements entrench the main expectations of the communities which are jobs, business opportunities, infrastructure development within the community, and skills development in the form of training and bursaries. As to be expected, it is also argued that mining operations should not only leave environmentally disrupted footprints, but they should also leave useful infrastructure footprints and a thriving community (Sergerstedt and Abrahamsson, 2019).

Another finding is that the success of mine development projects depends on the relationship the mine has in terms of the social arrangements. A positive relationship between the host community and mining company can be realised through social partnerships that are beneficial for both parties. Mining companies and host communities can forge these social partnerships when the mining company commits to local employment such as, the establishment of a local employment desk, and the enforcement to local employment for the mine and its service providers. Another option in this regard, if for the mining company to forge a social partnership by setting aside a budget amount for the procurement of local businesses and make service providers, who come from outside, form joint venture partnerships with the local businesses as part of their local capacity building. When the social groups realise the benefits of employment, business, and infrastructure arising from the mine's existence, a social partnership is formed and the mine's survival is as much in their interest as it is for the shareholders.

7.2.2 Understanding Social Ills

In a country like South Africa, social ills are relatively high in global terms. This finding is based on the socio-economic baselines conducted by the mining houses as required by the Social Labour Plan where the recent data shows that unemployment, illiteracy and poverty are currently high around the host communities of many mines. Kemp (2010) has confirmed this is the global trend for most of the world's active mines which are located among very poor communities, with an environment that is socially vulnerable. The findings of this research confirm that unemployment, illiteracy, poverty are high in most South African mining communities. This corroborates the discussions in literature review Chapter 2. Where deep rooted and persistent challenges of scarce job opportunities, low level of education, economic stagnation (poverty) are prevalent within most mining host community around the world (Segerstedt & Abrahamsson, 2019).

Another aspect of these findings is the prevalence of child headed families as result of HIV and Aids pandemic amongst the mining host communities. This high unemployment seems also to be exacerbated by illiteracy, and the lack of, or irrelevant skills which the mining sector finds to be mismatched to their needs. Ain the findings is that as result of unemployment, poverty creeps into the community which particularly affects the school-going girls in the community who miss some of their classes monthly due to the lack sanitary towels. This aspect of the research was not found in the literature review.

This research, therefore, concluded that the social ills from the host community impacted the mining operations negatively. Much friction develops in the host community due to the high unemployment rate since most people compete for the same opportunities in the community. This confirms the discussion in the literature review regarding the infighting in the community up to the level of chieftains in certain areas, because such a position commands a lot of power and access to key resources and decisions. As a result, it leads to discrimination within the host community. It should be noted that the definition of 'local' in this discourse is not a local municipality, but refers to a community outside the gate of the mine excluding other villages falling within the local area as per municipal demarcation.

Another finding of this research is that most mining companies chose to address the social ills through their CSR projects and by collaboration with other stakeholders such as the established mining houses, local government, and local NGOs. The mining sector undertakes common interventions by bringing educational training programmes to the community to upskill themselves for mine related skills or portable skills usable elsewhere to improve their chances employment or self-employment. Therefore, when the company undertakes some social responsibility for some of the social ills in a form of CSR, it is directly meeting the social needs of the community.

7.2.3 Understanding Cultural Arrangements

This research confirms the current state of the cultural arrangements with cultural groups from the host community. Matebisi and Marais (2018) have recently argued that conflict between host communities and mining companies is high in South Africa with much of it emanating from the apartheid history. In the apartheid era cultures and values of the host communities were not taken seriously or ignored. Post-1994 the democratic years have seen people becoming wiser about their rights and beliefs.

This research's findings confirm that the cultural groups are concerned about the mining impact on their cultural belief system. In Chapter 2 it can be seen in the literature that the main demands in cultural arrangements this was often not clear. However, the findings in this research, have identified the issue of graves, heritage sites, livestock and engagement with

the traditional leadership were all strong cultural demands and expectations that required some sensitive treatment. The sensitive cultural issues mentioned in chapter two are illustrated in the destruction of the Juukan George Heritage site destruction – a dispute. of cultural carelessness that cost CEO his job (Khalil, 2020).

Another aspect is the refusal of communities to relocate, which is, according to Manson (2013) often due to insufficient compensation, and lost grazing and arable land. The findings show that mining companies cannot afford to ignore the cultural arrangements in their mining entry strategy in South Africa. When companies acknowledge the cultural demands and expectations it results in a cultural recognition between the host community and the mining company. When there is cultural recognition, the mining acceptance is given by the host community. However, when there is no cultural recognition shown by the mining company in the cultural arrangements, the communities often withdraw their social acceptance of the mine operation.

7.2.4 Understanding Corporate Culture

The findings also establish that the company's dealings with host community's social and cultural arrangements are reflected in its own corporate culture. The corporate culture within the mining company itself determines how it reacts and responds to the external environment (see Figure 7.1). The company's approach to matters raised and how it engages the host community also reflects the internal perspective of its external stakeholders. Stevens and Dykes (2013) warn against using corporate culture on market entry strategy as very unprogressive. Instead, companies making a mining entry strategy should have flexible cultural engagement with the host community. Their approach should about be engaging to achieve long-term and sustainable co-existence between the host community and mining company.

The research findings are that the mining companies should find an acceptable means and ways of communication meaningfully with the social and cultural arrangements in order to achieve peace and stable business environment. Farrell et at. (2012) state that a corporate culture that is out tune with the host community engagement requirement is bound to cause clash of the cultures between the company and the host community. But when the company engages purposefully with respect, appropriate approach and sensitivity to sensitive issues, it enjoys acceptance and protection from the host community-the SLO. Such engagements lead to cultural understanding between the mining company and the host community.

7.3 Research Contributions
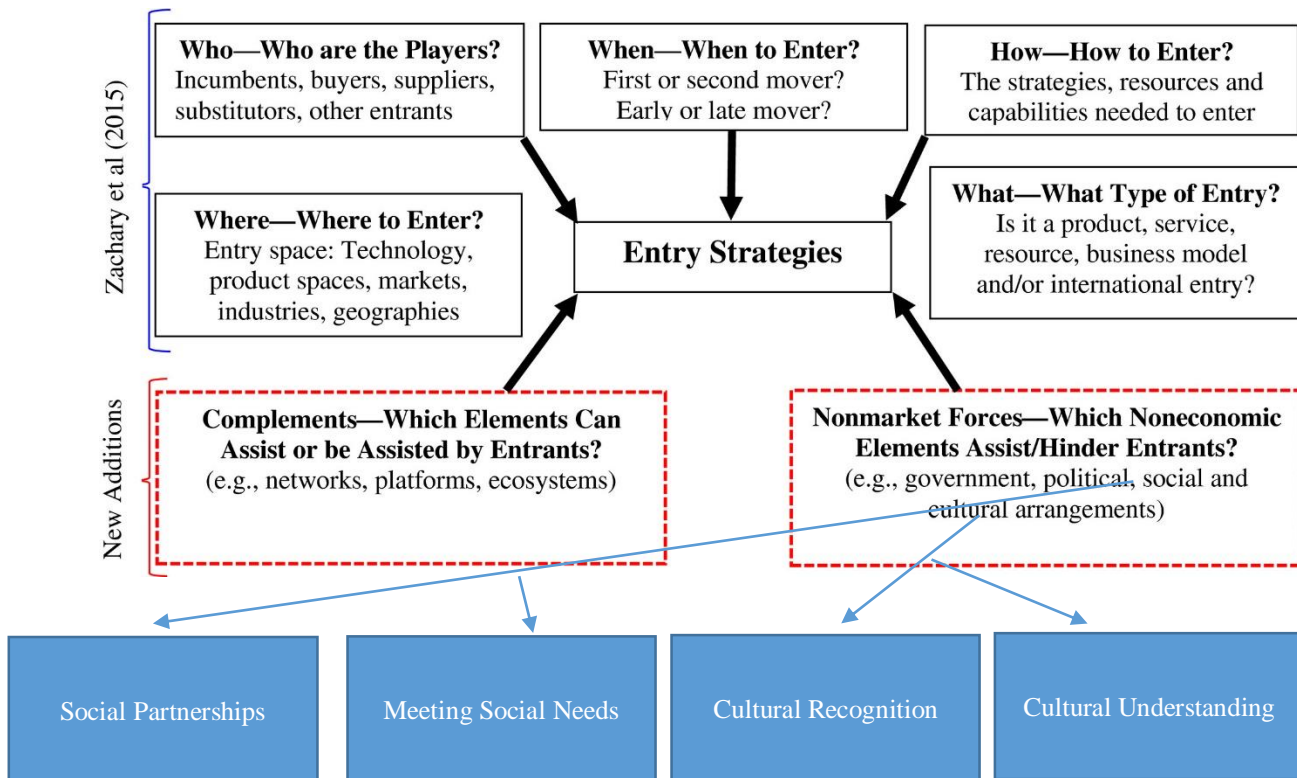
(Source: Markman et al.,2019)

Figure 7.2: The Forces that Shape Market Entry Strategies.

As discussed in Chapter 2 the theoretical position of this research is based on Markman et al.'s (2019) proposition of non-market forces as shown in Figure 7.2.   However, the focus of this research is on the role of the communities social and cultural arrangements for market entry strategies with the mining sector.

The Markman et al. (2019) framework introduced the non-market forces element, but recommends that further research must be done on the non-market forces to determine their impact on entry strategies, and which non-market forces assist or hinder entrants.

This research's contribution is based on the social and cultural arrangements of non-market forces and the findings show they can hinder or assist in market entry in the mining sector. On the positive side, the research contributes to the strategic management of market entry in the mining sector in South Africa as shown in Figure 7.1. Mining entrants can use the four elements added to Figure 7.1 to gain support of the social and cultural arrangements in mining entry strategies. Therefore, the social arrangements can assist market entry if the social partnership is forged between the mining company and the social groups.

Since most mines globally are located in the poorest communities, by implication communities need the mining companies, and the mining companies also need the resources from the land of the community. Consequently, if both parties need each other, the only the way forward is through strategic social partnerships between the mining company and the host communities.

The contribution of this research is that social arrangements can assist in South African mine's market entry if the community's social needs are being met. They assist by enabling a smooth consultation process for mining rights and therefore, the licence requirement, because the community sees value in the operation of the mine. The community basically gives the mine a social licence to operate, because to them, it is a source of living. They see the mine as an opportunity to change their lives as opposed to a business that comes to extract minerals and leave the community poorer. The fair distribution of resources, therefore, is critical for the sustainability of the host community and mining companies. The community as the stakeholder has a valid expectation that when their land has been disturbed, some of the profits must ploughed back to the community for its needs. Patnaika et al. (2017) have stated that local communities acknowledge the importance of peace in their region and around the mine when they know that company profits are shared with them for social development.

The research contributes to the notion that cultural arrangements can assist in market entry if the mining entrant shows cultural recognition, respect and understanding. This assists market entry in several ways: they offer support to the mine project, and protect it from the possibility of factions rising against the mine. They provide a social licence to operate which is necessary for the market entry process. They see the mine as part of the community as opposed to an intruder and life disrupter.

As discussed earlier, certain cultural practices may represent a spiritual identity to people who have lived in the area for many years. Any attempt to undermine that may be met with strong resistance from the cultural arrangements; however, this research contributes the notion that entrants must approach cultural arrangements with recognition, respect and understanding.

7.4 Recommendations

This research makes the following strategic recommendations to the existing and incoming mining companies in South Africa. These recommendations are submitted as additions to the existing framework of engagement in the guidelines and regulations that already exist and they follow the inductive process of data analysis; namely, social arrangements, social ills, cultural arrangements, and corporate culture.

7.4.1 About Social Arrangements

As soon as the company has introduced itself in the region, it must establish the social arrangement with groups that exist in the area. The purpose of establishing the social arrangements with groups is to establish who they represent, and their expectations. The mining entrant then needs establish a platform of engagement fairly soon between itself and community through social arrangements. This includes attending to the social expectations raised by the host community as soon as possible and to be open about what it can do with the timeframes and what it cannot afford. The purpose of engagement should be about building a social partnership, not to keep the arrangements on hold.

7.4.2 About Social Ills

It is recommended that mining companies complete the baseline study of the host community, and among the socio-economic variables therein, determine the levels of unemployment, illiteracy and poverty. Once results are received, they should be shared with the community, and proposals for dealing with these social ills must also be shared with the representatives of the host community for approval. Once approved, the interventions must be implemented within the timeframes agreed as part of the company's CSR programme. The whole process should be about meeting social needs of the community, not merely a public relations exercise.

7.4.3 About Cultural Arrangements

As soon as the company has introduced itself in the region, it must establish a cultural arrangement for groups that exist in the area.

The purpose of establishing the cultural arrangement groups is to establish who they represent, and what their expectations are. The mining entrant firstly needs to establish a platform of engagement between itself and these cultural arrangement groups to attend to the cultural expectations raised by the host community as soon as possible openly and truthfully. The company needs to engage with empathy and respect when it comes culturally sensitive issues, and seek appropriate advice where it lacks information. The purpose of engagement should not lose focus on cultural recognition of the cultural arrangements made with the host community.

7.4.4 About Corporate Culture

The mining sector environment is evolving all the time, and like many industries, people are changing, because demands are constantly changing. Therefore, the corporate culture of the mine must be adaptive as new generations emerge, rather than stuck in the old ways of a previous generation,

For the purposes of achieving social licence to operate or SLO, the corporate culture ought to be characterised by transparency in the distribution of resources and open to new ideas. The corporate culture must also accommodate itself as a member of the community, and eradicate the 'us and them' syndrome if it intends to enjoy acceptance. Included in this aspect is that the company must use a culture of communication that is acceptable to the host community as an important stakeholder; namely, the choice of language, platform, and timeframes for stakeholder engagements.

7.5 Research Limitations

Limitations of the research were discussed in the methodology chapter. However, the following specific limitations have been identified as follows:

- While this study focused on social and cultural arrangements of the general host community, many host communities differ in that some are in semi-urban and others are in deep rural areas. Therefore, their expectations and needs will be different.
- While this study focused on the operational mining entrants, or established mining incumbents expanding or diversifying their mining portfolio, it did not include new entrants who are in the process of applying for mineral rights or entering the market for the first time.
- The researcher could not gain access to some mining house executives whose companies remain in stalemate regarding their market entry due to host community resistance.
- The research could not establish how violence in the host community affect the mine operations and its social and cultural arrangements.
- The research focused on mining company participants who were mining executives to share their lived experiences. No participants were asked to represent the social or cultural arrangements to understand how they perceive their role in mining entry strategies. As a result, recommendations were made to the mining companies not the host communities.

7.6 Recommendations for Future Research

Based on the conclusions of this research study, the following areas have been identified for future research.

- Future research should focus on maintenance of the strong social partnerships between host communities and the mining company in the interest of sustainability in the mining industry in South Africa.
- Further research should establish how to navigate social and cultural arrangements that are divided over priorities for development within the host community. Sometimes the community itself, and tribal council do not agree with the priorities of the community, thereby causing delays in the community development or with meeting these social or cultural needs.
- Future research should establish whether the social and cultural arrangements of the host community shape or influence the corporate culture of the mining companies it hosts.

REFERENCES

Agee, J. (2009). Developing qualitative research questions : a reflective process developing qualitative research questions : *a reflective process. 8398*. Retrieved from https://doi.org/10.1080/09518390902736512

ANC Freedom Charter (1955). Freedom charter adopted at the Congress of the People at Kliptown, Johannesburg, on 25th and 26th June 1955. Retrieved from https://scnc.ukzn.ac.za/doc/hist/freedomchart/freedomch.html

Badenhorst, P. J., Olivier, N.J.J. (2011). Host communities and competing applications for prospecting rights in terms of the Mineral and Petroleum Resources Development Act 28 of 2002.*De Jure Journal.44*(1), 126–148.

Brown, J. (2019, December 19). Billions of rands lost as Richards Bay Minerals shutdown approaches three weeks. *Daily Maverick.* [Online media] Retrieved from https://www.dailymaverick.co.za/articles_tag/richards-bay-minerals/

Burrel, G. & Morgan,G. (2016). Sociological Paradigms and organisational analysis. TrRetrieved fromAbingdon:Routledge(originally published by Heinemann 1979).

Chan, A. P. C., & Oppong, G. D. (2017). Managing the expectations of external stakeholders in construction projects. *Engineering, Construction and Architectural Management*, *24*(5), 736–756. Retrieved from https://doi.org/10.1108/ECAM-07-2016-0159

Conde, M., & Le Billon, P. (2017). Why do some communities resist mining projects while others do not? *Extractive Industries and Society*, *4*(3), 681–697. Retrieved from https://doi.org/10.1016/j.exis.2017.04.009

Creswell, J. W. & Creswell, J. D. (2018). *Research design :Qualitative, quantitative& mixed methods approaches* (5th edition).London : Sage Publications Limited.

Creswell, J. W., Hanson, W. E., & Clark, V. L. P. (2007). Qualitative research designs : Selection and implementation. *The Counseling Pschologist*, *35*(2), 236–264. Retrieved from https://doi.org/10.1177/0011000006287390

Department of Mineral Resources .(1998). *Minerals and mining policy of South Africa: Green paper.* Pretoria: Department of Mineral Resources, Republic of South Africa.

Department of Statistics South Africa.(2020).Statistical publications. Retrieved from http://www.statssa.gov.za/?page_id=1859

Department of Minerals and Energy (2018). *Baleni v. Minister of Mineral Resources*, North Gauteng High Court case no. 73768/2016.39 (22 November 2018).

Dolma,S.(2010).The central role of unit of analysis in research design. *Istanbul University Journal of School of Business Administration, 39,* 169-174.

Elsahn, Z. F., & Benson-Rea, M. (2018). Political schemas and corporate political activities during foreign market entry : A micro - process perspective. *Management, 58*, 771–811.

Farrell, L. A., Hamann, R., & Mackres, E. (2012). A clash of cultures (and lawyers): Anglo Platinum and mine-affected communities in Limpopo Province, South Africa. *Resources Policy*, *37*(2), 194–204. Retrieved from https://doi.org/10.1016/j.resourpol.2011.05.003

Feige, A., Wallbaum, H., & Krank, S. (2011). Harnessing stakeholder motivation: towards a Swiss sustainable building sector. *Building Research & Information, 39*(5), 504-517, DOI: 10.1080/09613218.2011.589788

Fraser, J. (2018). Mining companies and communities: Collaborative approaches to reduce social risk and advance sustainable development. *Resources Policy*, (September 2017), 101144. Retrieved from https://doi.org/10.1016/j.resourpol.2018.02.003

Frederiksen, T. (2019). Political settlements, the mining industry and corporate social responsibility in developing countries. *Extractive Industries and Society*, *6*(1), 162–170. Retrieved from https://doi.org/10.1016/j.exis.2018.07.007

Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman.

Freeman, R. E. (1999). Divergent stakeholder theory. *Academy of Management Review. 24*(2), 233-236.

Freeman, R. E., & Dmytriyev, S. (2017). Corporate Social Responsibility and Stakeholder Theory: Learning From Each Other. *Symphonya. Emerging Issues in Management*, 1(7). Retrieved from https://doi.org/10.4468/2017.1.02freeman.dmytriyev

Gentles, S. J., Charles, C., Ploeg, J., & Mckibbon, K. A. (2015). Sampling in qualitative research: Insights from an overview of the methods literature. *The Qualitative Report*, *20*(11), 1772–1789.

Grant, C., & Osanloo, A. (2014). Theoretical framework in dissertation research : *Administrative Issues Journal*, *4*(2), 12–26. Retrieved from https://doi.org/10.5929/2014.4.2.9

Groysberg, B., Lee, J., Price, J., Yo, J., & Cheng, J. (2018). The leader's guide to corporate culture. How to manage the eight critical elements of organizational life. *Harvard Business Review*, (January-February), 44–52. Retrieved from https://hbr.org/2018/01/the-culture-factor

Guiso, L., Sapienza, P., & Zingales, L. (2015). The value of corporate culture. *Journal of Financial Economics*, *117*(1), 60–76. Retrieved from https://doi.org/10.1016/j.jfineco.2014.05.010

Hart, C. (2018). *Doing literature review: Releasing the research imagination* (2nd edition). London: Sage Publications limited.

Harvey, B., & Bice, S. (2014). Social impact assessment, social development programmes and social licence to operate: Tensions and contradictions in intent and practice in the extractive sector. *Impact Assessment and Project Appraisal*, *32*(4), 327–335. Retrieved from https://doi.org/10.1080/14615517.2014.950123

., & Rodriguez, F. (2020). Dynamics of political-legal environment on foreign market entry for multinationals corporations in Latin America. *Journal of Finance and Accounting*, *4*(1), 15–24.Jenkins, H., & Obara, L. (2008). Corporate Social Responsibility (CSR) in the mining industry: The risk of community dependency.Paper presented at CRRC2008 conferennce, 7-9September.Retrieved from https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.466.417&rep=rep1&type=pdf

Jia, N. (2014). Are collective political actions and private political actions substitutes or complements? Emperical evidence from China's private sector. *Strategic Management Journal,35,* 292–315. Retrieved from doi:10.1002/smj

Jiangang, G., Tian, K., & Guang, K. (2018). Non-economic factors impacts on economy:On interphase operating principle. *Journal of Applied Business and Economics*, *20*(2), 111–115.

Jupp,V(Ed.). (2006). Sage dictionary of social research methods.London: Sage Publication. Retrived from https://dx.doi.org/10.4135/9780857020116

Kallio, H., Pietil, A., Johnson, M., & Kangasniemi, M. (2016). Systematic methodological review : developing a framework for a qualitative semi-structured interview guide. Retrieved from https://doi.org/10.1111/jan.13031

Kemp, D. (2010). Community relations in the global mining industry: Exploring the internal dimensions of externally orientated work. *Corporate Social Responsibility and Environmental Management*, *17*(1), 1–14. Retrieved from https://doi.org/10.1002/csr.195

Khalil, S. (2020,September11).RioTinto chief executive Jean-Sebestien to quit over Aboriginal cave destruction. BBC News Australia. Retrieved from https://www.bbc.com/news/world-australia-54112991

Lafraniere, S. (2007, December 5). South African miners strike for better safety conditions. *The New York Times.* Retrieved from https://www.nytimes.com/2007/12/05/world/africa/05safrica.html

Laher, S. (2013). Understanding the Five-Factor Model and Five-Factor Theory through a South African cultural lens. *43*(2), 208–221.Retrieved from https://doi.org/10.1177/0081246313483522

Latapí Agudelo, M. A., Jóhannsdóttir, L., & Davídsdóttir, B. (2019). A literature review of the history and evolution of corporate social responsibility. *International Journal of Corporate Social Responsibility*, *4*(1), 1–23. Retrieved from https://doi.org/10.1186/s40991-018-0039-y

Lombard, A., & duPreez, J. (2004). Challenges for buiilding partnerships in social development. *Social Work Jounal*, *40*(3), 231–244.

Mahaba, R. (2020, May 26). Coal miner's bid for KZN land puts compensation criteria to test. *Daily Maverick* [News media]. Retrieved from https://www.dailymaverick.co.za/article/2020-05-26-coal-mines-bid-for-kzn-land-puts-compensation-criteria-to-test/

Manson, A. (2013). Mining and 'traditional communities' in South Africa's 'platinum belt': Contestations over land, leadership and assets in North-west Province c.1996-2012. *Journal of Southern African Studies*, *39*(2), 409–423. Retrieved from https://doi.org/10.1080/03057070.2013.796738

Markman, G. D., & Waldron, T. L. (2016). Organizational hostility: Why and how non-market players compete with firms .*Academy of Management Perspectives, 30*(1), 74–92.

Markman, G. D., Gianiodis, P., Payne, G. T., Tucci, C., Filatotchev, I., & Kotha, R. (2019). The who , where , what , how and when of market entry. *Journal of Management Studies,56*(7*)*,1241-1259. Retrieved from doi:10.1111/joms.12448

Mason, M. (2010). Forum : Qualitative social research sample size and saturation in PhD studies using qualitative interviews. *Qualitative Social Research*, *11*(3).1-19.

Matebesi, S., & Marais, L. (2018). Social licensing and mining in South Africa: Reflections from community protests at a mining site. *Resources Policy*, *59* (July 2017), 371–378. Retrieved from https://doi.org/10.1016/j.resourpol.2018.08.009

Mathes, E. W. (1981). Maslow's Hierarchy of Needs as a guide for living. *Journal of Humanistic Psychology*, *21*(4), 69–72. https://doi.org/10.1177/002216788102100406

Minoja, M. (2012). Stakeholder Management Theory, firm strategy, and ambidexterity. 67–82. Retrieved from https://doi.org/10.1007/s10551-012-1380-9

Minerals Council South Africa, (2019, December 20). Minerals Council South Africa calls for urgent intervention in violent organised crime afflicting the sector [Press release]. Retrieved from https://www.mineralscouncil.org.za/industry-news/media-releases/2019

Mining in Africa (2020). *South African mining from eGoli to the world.* Retrieved from https://www.miningafrica.net/

Mining Technology (2019). *History of mining in South Africa: The key events throughout time.* Retrieved from https://www.mining-technology.com/

Morse, J. M. (2015). Critical analysis of strategies for determining rigor in qualitative inquiry. Retrieved from https://doi.org/10.1177/1049732315588501

Mulhall, A. (2003). In the field notes on observation in qualitative research. *Journal of Nursing*, *41*(3), 306–313.

Njini, F., & Stringer, D. (2019, December 4). Rio Tinto shuts Richards Bay mine, halts R6.7bn expansion project amid violent protests. *Bloomberg News.* [Online media] Retrieved from https://www.news24.com/fin24/companies/mining/rio-tinto-shuts-richards-bay-mine-halts-r67bn-expansion-project-amid-violent-protests-20191204-2

Nussbaum, B. (2003). Ubuntu: Reflections of a South African on our common humanity.

Reflections t*he SoL Journal.4*(4), 21–26.

Patnaika, S., Temouri, Y., Tuffour, J., Tarba, S., Singh, S.K. (2018). Corporate social responsibility and multinational enterprise identity: insights from mining company's attempt to localize in Ghana. *Social Identities Journal*, *24*(5), 604-623, Retrieved from doi:10.1080/13504630.2017.1386369

Patton, M. (2002). *Chapter 5 Section: Purposive Sampling.Qualitative research &evaluation methods.* (3ʳᵈ ed.). Thousand Oaks,CA: Sage Publications.

Pedrini, M., & Ferri, L. M. (2019). Stakeholder management: A systematic literature review. *19*(1), 44–59. Retrieved from https://doi.org/10.1108/CG-08-2017-0172

Porter, M. E. (1979). How the five forces shape strategy. *Harvard Business Review*, *57*(March-April),137–146.

Porter, M. E. (2008). The five competitive forces that shape the strategy. *Harvard Business Review,* (January issue), 23–41.

Prno, J., & Slocombe, D. S. (2012). Exploring the origins of ' social license to operate ' in the mining sector: Perspectives from governance and sustainability theories. *Resources Policy*, *37*(3), 346–357. Retrieved from https://doi.org/10.1016/j.resourpol.2012.04.002

Ranängen, H. (2017). Stakeholder management theory meets CSR practice in Swedish mining. *Mineral Economics*, *30*(1), 15–29. Retrieved from https://doi.org/10.1007/s13563-016-0098-z

Republic of South Africa.(2002). Mineral and Petroleum Resources Development Act (MPRDA) no 28 of 2002. *Government Gazette, 448*(23922).

Republic of South Africa.(2003). Traditional Leadership and Governance Framework Amendment Act no 41 of 2003. *Government Gazette, 462*(25855).

Saunders, M.N., & Lewis, P. (2012). *Doing research in business management: An essential guide to planning your project.* Harlow England, UK: Pearson Education Limited.

Saunders, M. Lewis, P.& Thornhill, A. (2016). *Research methods for business students.* (7ᵗʰ ed.). Edinburgh Gate: Pearson Education Limited.

Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students.* (8ᵗʰ ed.). Edinburgh Gate: Pearson Education Limited.

Segerstedt, E., & Abrahamsson, L. (2019). The extractive industries and society diversity of livelihoods and social sustainability in established mining communities. *The Extractive Industries and Society*, *6*(2), 610–619. Retrieved from https://doi.org/10.1016/j.exis.2019.03.008

Shannon, S. E., & Hsieh, H.-F. (2005). Three approaches to qualitative content analysis.

Qualitative Health Research, *15*(9), 1277–1288. Retrieved from https://doi.org/10.1177/1049732305276687

Stevens, C. E., & Dykes, B. J. (2013). The Home Country cultural determinants of firms ' foreign market entry timing strategies. *Long Range Planning*, *46*(4–5), 387–410. Retrieved from https://doi.org/10.1016/j.lrp.2013.06.003

Valiani, S. (Ed.). (2018). The future of mining in South Africa - sunset or sunrise? (5th ed.). Johannesburg: Mapungubwe Institute for Strategic Reflection (MISTRA).

Van der Vyver, J.D. (2012) The nationalisation of minerals rights in South Africa. *De Jure Journal.45*(1),125-142.Retrieved from http://www.scielo.org.za/pdf/dejure/v45n1/08.pdf

Villa, M. A. De, Rajwani, T., & Lawton, T. (2015). Market entry modes in a multipolar world : Untangling the moderating effect of the political environment. *International Business Review*, *24*(3), 419–429. Retrieved from https://doi.org/10.1016/j.ibusrev.2014.10.001

Woods, M., Paulus, T., Atkins, D. P., & Macklin, R. (2016). Advancing qualitative research using qualitative data analysis software (QDAS). Reviewing potential versus practice in published Studies using ATLAS . ti. *34*(5), 597–617. Retrieved from https://doi.org/10.1177/0894439315596311

Zachary, M. A., Gianiodis, P. T., & Markman, G. D. (2015). Entry Timing: Enduring lessons and future directions. *41*(5), 1388–1415. Retrieved from doi:10.1177/0149206314563982

Zhang, A., Moffat, K., Lacey, J., Wang, J., Gonz, R., Uribe, K., … Dai, Y. (2015). Understanding the social licence to operate of mining at the national scale: A comparative study of Australia, China and Chile. *Journal of Cleaner Production*, *108*, 1063–1072. Retrieved from https://doi.org/10.1016/j.jclepro.2015.07.097

Zikmund, W.G., Babin,B.J., Carr,J.C.,& Griffin,M.(2013). *Business Research Methods* (9th ed.). Mason, United States of America: Cengage Learning.

APPENDICES

A1: Ethical Clearance Approval

Gordon Institute of Business Science
University of Pretoria

Ethical Clearance Approved

Dear Lindani Myeni,

Please be advised that your application for Ethical Clearance has been approved.
You are therefore allowed to continue collecting your data.
We wish you everything of the best for the rest of the project.

Ethical Clearance Form

Kind Regards

This email has been sent from an unmonitored email account. If you have any comments or concerns, please contact the GIBS Research Admin team.

A2: Consent Form

Informed Consent letter

Dear Sir/Madam

I trust you are well.

I am conducting research on the role of socio-cultural arrangements in mining entry strategies. Our interview is expected to last between 45-60minutes and will help us understand the role that is played by these non-market forces in mining market entry strategies. Your participation is voluntary, and you can withdraw at any time without penalty. All data will be stored and reported without identifiers. If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher   Name   : Mr. Lindani Myeni
Researcher Email   : 18350365@mygibs.co.za
Research Phone number   : 082 451 0474

Research Supervisor Name   : Dr. Charlene Lew
Supervisor Email   : lewc@gibs.co.za
Supervisor Phone number   : 011 771 4284

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

A3: Interview Guide for Semi-Structured Interviews

Interview Guide

Important Definitions

1.) Mining Entry Strategy- means a strategy to pursue a greenfield minerals project or an expansion of the existing project to a new territory.

2.) Social Arrangements –the term refers to groups and structures formed based on social needs and expectations of the host community.

3.) Cultural Arrangements- the term refers to the groups and structures formed based on cultural norms, standards and values of the host community.

Introduction:

Tell me about yourself: your background, your journey up to this position?

Tell me about your role in mining entry strategy whether is it in design, execution, monitoring & evaluation?

Question1: Social Arrangements

RQ1a: In what way do or did the role of host community social groups impact your entry strategy in the mining sector in South Africa?

RQ 1b: What were or are the social issues raised by the social groups of the host community that impacted your entry strategy in mining sector in South Africa?

RQ1 c: How did you deal with the social issues raised by the social groups?

Question2: Social Arrangements

RQ2: In what way do or did the role of social ills (Unemployment, Illiteracy and Poverty) impact your entry strategy in the mining sector in South Africa?

Question3: Cultural Arrangements

RQ3a: In what way do or did the role of host community cultural arrangements impact your entry strategy in the mining sector South Africa?

RQ3b: What were or are cultural issues raised by the host community that impacted your entry strategy in mining sector in South Africa?

RQ3c: How did you deal with the cultural issues raised by the host community?

Question 4: Cultural Arrangements

RQ4: In what way does or did the role of corporate culture impact your entry strategy in the mining sector in South Africa?

These are the main questions and sub questions, follow up questions will be guided by the participant's response when more clarity is required.

A4: Transcription Services Confidentiality Agreement

Transcripts Service Provider Confidentiality Agreements
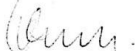
Transcripts Service- Confidentiality Agreement

Research Study Title: The role of social and cultural arrangements of the host community in the mining entry strategies in South Africa.

1. I, Angelina Motlhokwane, transcriptionist, agree to maintain full confidentiality of all research data received from the research team related to this research study.

2. I will hold in strictest confidence the identity of any individual that may be revealed to me during the transcription of interviews or in any associated documents.

3. I will not make copies of any audio-recordings, video-recordings, or other research data, unless specifically requested to do so by the researcher.

4. I will not provide the research data to any third parties without the client's consent.

5. I will store all study-related data in a safe, secure location as long as they are in my possession. All video and audio recordings will be stored in an encrypted format.

6. All data provided or created for purposes of this agreement, including any back-up records, will be returned to the researcher or permanently deleted. When I have received confirmation that the transcription work I performed has been satisfactorily completed, any of the research data that remains with me will be returned to the researcher or destroyed, pursuant to the instructions of the researcher.

Transcriber's name (printed)

Angelina Motlhokwane

Transcriber's signature

Date: 09 January 2021

A5: Editorial Services Confidentiality Agreement

Editorial Service Provider Confidentiality Agreements

Editorial Service- Confidentiality Agreement

Research Study Title: The role of social and cultural arrangements of the host community in the mining entry strategies in South Africa.

1. I, Kathleen Wood, editor, agree to maintain full confidentiality of all research data received from the research team related to this research study.

2. I will hold in strictest confidence the identity of any individual that may be revealed to me during the transcription of interviews or in any associated documents.

3. I will not make copies of any audio-recordings, video-recordings, or other research data, unless specifically requested to do so by the researcher.

4. I will not provide the research data to any third parties without the client's consent.

5. I will store all study-related data in a safe, secure location as long as they are in my possession. All video and audio recordings will be stored in an encrypted format.

6. All data provided or created for purposes of this agreement, including any back-up records, will be returned to the researcher or permanently deleted. When I have received confirmation that the transcription work I performed has been satisfactorily completed, any of the research data that remains with me will be returned to the researcher or destroyed, pursuant to the instructions of the researcher.

Editor's name (printed)
Kathleen Wood
Editor's signature

Date: 09 January 2021

A6: List of Codes

PERSONAL BACKGROUND
Career background
Educational background
Role in strategy
SOCIAL ARRANGEMENTS-RQ1 MINING ACT SOCIAL PROVISIONS
Mining act
Mining charter
Mining operations as part of ecosystem
Mining rights provision
Purpose of stakeholder engagement
Social labour plan compliance
Social labour plan description
Social license to operate
Social ills not Attended By Government
LIST OF CODES- SOCIAL ARRANGEMENTS- RESPONSE TO SOCIAL EXPECTATIONS
Co-existence approach
Community engagement
Community ownership
Community recruitment Office
Consultation forum
Dealing with social issues impact
Dealing with social issues raised by the social groups
Dealing with social issues-business opportunities
Dealing with social issues-dust and noise
Dealing with social issues-employment opportunities
Dealing with social issues-enterprise development
Dealing with social issues- gate keeping of information
Dealing with social issues- housing needs
Dealing with social issues-infrastructure needs
Dealing with social issues-NGOs support
Dealing with social issues- bursary opportunities
Dealing with social issues-ownership
Dealing with social issues-supplier development
Dealing with social issues-enterprise development hub
Dealing with social issues-learnership programs
Dealing with social issues- small business training
Dealing with social issues-social issues made KPIs for executives
Dealing with social issues- understanding needs of the community
Dealing with social issues-use of experts to resolve issue
SOCIAL GROUPS AND STAKEHOLDERS
Emerging of social arrangements
Social arrangements diversity
Social arrangements -youth groups
Stakeholder forums
Stakeholder descriptions

Stakeholder-farmers
SOCIAL EXPECTATIONS
Social issues raised- Mining charter implementation
Social issues raised- Social arrangements participation
Social issues raised- attendance to social issues raised
Social issues raised- bursary education
Social issues raised- ownership
Social issues raised- community health &safety
Social issues raised- dust and noise
Social issues raised- employment opportunities
Social issues raised- housing needs
Social issues raised-infrastructure needs
Social issues raised- supplier development
Social issues raised- water table and quality
Social issues raised- support for local NGOs
Social issues raised- women business inclusion
Social issues raised-business finance
Social issues raised- business allocations
Social issues raised- business opportunities
Social issues raised- covid-19 pandemic support
Social issues raised- employees share scheme
Social issues raised- small business support
Social issues raised- social labour plan description
Social issues raised- social labour plan compliance
Social issues raised- social licence to operate compliance
Social issues raised- issues not attended by government
SOCIAL ISSUES IMPACT
Bottom line impact
Social instability
Mine stoppages and disruptions
Land invasion and peace
The host community strikes
Project implementation delays
SOCIAL ILLS IMPACT
Demand for employment
Demand for business opportunities
Mine stoppages and disruptions
The host community strikes
Jobs mechanisation and unemployment
Impact of future development
RESPONSE TO SOCIAL ILLS
Dealing with unemployment-business opportunities
Dealing with poverty-capacity building for community
Dealing with poverty-collaboration efforts with others
Dealing with social ills profile-community baseline assessment
Dealing with unemployment-community scheme formation

Dealing with poverty-community NPOs
Dealing with social profile-Community skills audit
Dealing with illiteracy- community training program
Dealing with illiteracy-training interventions
Dealing with illiteracy- building of schools
CULTURAL GROUPS
Tribal council protocols
Chieftaincy recognition
Faith base
Traditional families
IMPACT OF CULTURAL ARRANGEMENTS
Bottom line impact
Project implementation delays
Chieftaincy recognition
Chieftaincy in fighting
Chieftaincy with mine tenders
CULTURAL RAISED ISSUES
Cultural issues raised-live stocks safety
Cultural issues raised-traditions-traditional beliefs
Cultural issues rasied-graves
Cultural issues raised-heritage sites
Cultural issues raised-tribal council protocols
Cultural issues raised-Use of cultural position for personal gains
Cultural issues raised- sponsorship for cultural activities
Cultural issues raised-Relocation of community
Cultural issues raised- tribal council the entry point
Cultural issues raised- relocation of community
CULTURAL MATTERS AND IMPACT
Bottom line impact
Gender discrimination
Chiefs recognition
Traditional councils
Traditional councils infighting
Cultural demands
Chiefs securing tenders
Men's supremacy in community
Youth lack of respect for traditional structures
RESPONSE TO CULTURAL ISSUES RAISED (EXPECTATIONS AND MATTERS)
Acknowledgement of cultural diversity
Dealing with community leaders ulterior motives
Dealing with cultural heritage sites
Dealing with graves
Dispense sponsorship for cultural activities
Use of experts to resolve cultural issues
Cultural groups descriptions(stakeholders)
Establish terms of references

Use stakeholder forums for communication culture
CORPORATE CULTURE APPROACH
Adaptive cultural approach
Attitude to the community
Co-existence corporate approach
Community engagement approach
Community's general understanding
Cultural respect
Culture accommodative engagement
Transformative culture
COMMUNICATION CULTURE
Cultural stakeholder forums
Stakeholder engagement
Cultural stakeholder descriptions
Set terms of engagements
CULTURAL ETHOS
Corporate culture and ethos
Open door policy
Learning culture
Transparency with stakeholders